

UNLEASH POTENTIAL UNLIMITED

Phone: +27 11 452 7669
Cell: +27 83 708 8785
Fax: +27 86 540 5428
Email: octavia@uphr.co.za
Web: www.uphr.co.za

P.O.Box 4030
Edenvale
1610
South Africa

FINAL REPORT: FORMATIVE EVALUATION OF THE GAUTENG YOUNG WOMEN DEVELOPMENT PROGRAMME MAY 2015

This report has been independently compiled and prepared by Unleash Potential Unlimited for the Gauteng Premier's Office.

Submitted to:

Ms Annette Griessel
DDG The Office of the Premier Gauteng Provincial Government
Chief Director : Gender Directorate
Targeted Groups: Office of the Premier
Tel: 011 355 6053
Fax: 011 355 6019/087 807 1437 Cell: 076 976 6766
Email: Margo.Goldstone@gauteng.gov.za
Website: www.gautengonline.gov.za

Submitted by:

Octavia K Mkhabela (PhD)



Table of Contents

Glossary.....	7
Executive Summary.....	8
Introduction	8
Methodology.....	8
Key areas of Programme success.....	8
Key challenges of the YWDP pilot phase	9
A. <i>The</i> YWDP model.....	9
B. Defining the target beneficiary of YWDP.....	10
C. The YWDP Programme objectives	10
D. YWDP programme management arrangements	11
E. Adequacy of YWDP programme delivery tools.....	12
F. Establishing a baseline for YWDP future delivery.....	13
G. Unintended consequences both positive and negative	13
Chapter 1: Background to the Young Women Development Programme of Gauteng	15
1. Introduction	15
1.1. Justification for the Young Women Development Programme.....	15
1.1.1. Unemployment	15
1.1.2. Problems around management of sexuality by young people	15
1.1.3. HIV infection rates among young women	16
1.1.4. Violence and crime.....	16
1.1.5. Drug and alcohol abuse.....	17
1.1.6. Mental health and self-perceptions.....	17
1.1.7. Teenage parenthood.....	18
1.2. Conceptualisation of the Young Women Development Programme (YWDP).....	19
1.3. The Terms of Reference of the Gauteng Formative Evaluation of the YWDP	20
1.4. Evaluation Design that was used	20
1.5. The theory of change underpinning the Gauteng Young Women Development Programme	21
1.5.1. A brief description of the Theory of Change (TOC).....	23
1.5.2. The YWDP Result Chain.....	25
1.6. The Analytical Framework used to analyse data	25
1.7. Detailed Methodology	26
1.7.1. Inception phase.....	27

Formative Evaluation Of The Gauteng Young Women Development Programme Final Report

1.7.2.	Desktop review	27
1.7.3.	Instrument design	27
1.7.4.	Sampling.....	27
Chapter 2: Literature Review and Status Quo Analysis of the YWDP		33
Introduction		33
2.1.	What is mentoring?	33
2.2.	Why do organizations implement formal mentoring programs?	34
2.3.	How mentoring programmes are designed	34
2.3.1.	Does mentoring happen naturally?	34
2.3.2.	How is informal and formal mentoring different?.....	35
2.3.3.	What makes mentoring work?.....	35
2.4.	How the pilot YWDP was conceptualised and designed?.....	36
2.5.	YWDP delivery modes.....	37
2.6.	Profile of mentors involved in the Young Women Development Programme.....	38
2.7.	Experience of mentors involved in the pilot YWDP in mentoring	43
2.7.1.	Mentee participation in the pilot.....	44
2.7.2.	Attendance of Contact Sessions.....	44
2.8.	Tools that have been put in place to deliver the YWDP	46
2.8.1.	The Young Women Development Needs Assessment Tool.....	46
2.8.2.	Mentoring Log.....	46
2.8.3.	Mentor/Mentee Contract	46
2.9.	How mentor–mentee matching was carried out.....	47
2.10.	How delivery of the YWDP was tracked and reported on	48
Chapter 3: What Data Suggests About How the YWDP Programme Was Conceptualised, Designed and Delivered.....		49
Introduction		49
3.1.	Conceptualisation and design of the YWDP	49
3.2.	Design of the YWDP	49
3.3.	YWDP programme management arrangements and resourcing	50
3.4.	Mentor recruitment and selection	51
3.5.	Beneficiary engagement (mentee targeting, selection and pairing)	52
3.5.1.	Who is the target beneficiary of the YWDP and why?.....	52
3.5.2.	The beneficiary selection process.....	52
3.6.	What data suggests regarding matching of mentees to mentors	53
3.7.	How role players felt about the delivery of YWDP key components.....	55
3.7.1.	Group Sessions.....	55

3.7.2. Individual mentoring sessions.....	55
3.8. What data suggests about referral system in the YWDP.....	56
3.9. What has been achieved through the delivery of the YWDP?	56
Chapter 4: YWDP Formative Evaluation Findings and Recommendations	63
Introduction	63
4.1. Key areas of YWDP strengths.....	63
4.1.1. Programme conceptualisation.....	63
4.1.2. Programme initiation and follow through within limited resources	63
4.1.3. Involvement of volunteer mentors.....	63
4.1.4. The political support enjoyed by the programme	64
4.1.5. The positive impact of the YWDP on the mentees	64
4.2. Areas of weakness in pilot phase.....	64
4.2.1. The YWDP Model	64
4.2.2. Defining the target beneficiary of YWDP	67
4.3. The YWDP Programme objectives	67
4.4. Are YWDP programme management arrangements sustainable?.....	68
4.5. Adequacy of YWDP programme delivery tools.....	69
4.6. Mentor involvement in the YWDP.....	69
4.7. Establishing a baseline for YWDP future delivery.....	70
Chapter 5: Lessons Learned and Unintended Consequences of the YWDP Pilot	72
5.1. Unintended consequences both positive and negative	72
5.1.1. Positive unintended consequences identified included	72
5.1.2. Negative unintended consequences include.....	72
5.2. Lessons learned with regards to successful young women development programmes.....	73
5.3. Best practices identified in the pilot phase of YWDP	74
5.4. Risks and recommendations for risk mitigation	74
5.5. Limitations of the study	75
Conclusion.....	76
References	77

List of Figures:

Figure 1: The Mixed YWDP Formative Evaluation Research Design	21
Figure 2: Theory of Change underpinning the Gauteng Young Women	22
Figure 3: Basic results chain for the YWDP	25
Figure 4: Mentee YWDP Formative Evaluation Sample Participation of mentees in data collection ..	30
Figure 5: Sedibeng Mentor Employers.....	38
Figure 6: City of Tshwane Mentor Employers.....	40
Figure 7: Randfontein Mentor Employers	41
Figure 8: City of Jo'burg Mentor Employers	42
Figure 9: Summary YWDP mentor by sector of employment.....	42
Figure 10: Experience in mentoring of the YWDP pilot mentors.....	43
Figure 11: Participation in contact sessions.....	44
Figure 12: Mentor mentee meeting intervals.....	45
Figure 13: Mentee needs analysis	50
Figure 14: YWDP Model: Adapted from Welch Olga M.: An Examination of Effective Mentoring 1996]	65

List of Tables:

Table 1: Summary of Problems experienced by South African Youth	18
Table 2: Participation by women in government job creation activities.....	19
Table 3: Analytical Framework used to carry out the YWDP Formative Evaluation.....	26
Table 4: YWDP Mentor figures.....	28
Table 5: YWDP Mentor figures as per final contact session	28
Table 6: YWDP Formative Evaluation Mentor Sample	29
Table 7: Mentees who participated in YWDP Formative Evaluation data collection session	29
Table 8: Differences between mentoring and coaching	33
Table 9: SEDIBENG Mentor Profile.....	38
Table 10: City of Ekurhuleni Mentor Profile	39
Table 11: City of Tshwane Mentor Profile	39
Table 12: Randfontein Mentor Profile	40
Table 13: City of Jo'burg Mentor Profile	41
Table 14: Participation in contact sessions.....	45
Table 15: Mentee feedback according to YWDP records	56

Glossary

Catalyst for change: What triggers changes in thinking attitudes or behaviour

Chemistry is an intense, very personal feeling that is often describes as an initial connection or attraction between two individuals that may develop into a strong, emotional bond. Unstructured and unpredictable, it is the basis for an informal mentoring relationship. It becomes important to have an element of chemistry even in formal structured programmes as well

Coaching: Showing/guiding someone how to perform a particular skill;-as such it is more discipline and skills specific with the knowledge of the coach being greater than that of the protégé and coaching can target both individuals and teams.

Compatibility: occurs when individuals work together in harmony to achieve a common purpose.

Content analysis: An analytical research technique that enables researchers to sift through large volumes of data with relative ease in a systematic fashion (GAO, 1996). Content analysis research is motivated by the search for techniques to infer from symbolic data what would be either too costly, no longer possible, or too obtrusive by the use of other techniques" (p. 51).

Dialogues: The young women in dialogue forum aimed to create a platform for young women in Gauteng to engage provincial government on issues affecting them. The initiative was meant to run for three years with innovative campaigns aimed at bringing positive socio-economic and political impact to the lives of young women in the province.

Induction: aimed at introducing both the mentees and mentors into the programme clarifying roles responsibilities and the modus operandi and pairing mentors to mentees.

Mentoring: a professional relationship in which an experienced person (the mentor) assists another (the mentee) in developing specific skills and knowledge that would enhance the less-experienced person's professional and personal growth.

Referrals: A system by which needs not catered for in the YWDP can be redirected to partners that are competent to deal with such needs

Result chain: maps out how a programme (YWDP was delivered identifying inputs, activities, outputs and outcomes considering contextual factors .

Role modelling: Exposing young people to people that they look up to and revered by someone else. A role model is someone who other individuals aspire to be like, either in the present or in the future, may be someone known to the mentee and interacts with on a regular basis, or may be someone that the mentee is exposed to vicariously. Common role models include well- known actors, public figures, successful business people or political officials, teachers or other educators, and parents or other family.

Executive Summary

Introduction

The Office of the Premier (**OoP**) commissioned Unleash Potential (**UPU**) to conduct a Formative Evaluation of the Young Women Development Programme (YWDP) covering the following aspects : Programme description including documenting the theory of change underpinning the programme; Establishing a baseline for current programme delivery; Assessing the adequacy of programme resourcing in terms of financial human and technological provisioning; Assessing programme management arrangements, tools that have been put in place as well as adequacy thereof; Identifying risks and opportunities for the programme; Identifying unintended consequences both positive and negative; Documenting what has been achieved; Establishing the whether the YWDP is being delivered in an efficient manner(programme efficiency); Determining whether the YWDP pilot is achieving what it was set up to achieve; by identifying key results achieved thus far and reconstructing the Theory of Change that underpinned the delivery of the pilot phase of the YWDP and recommending desirable programme improvements.

Methodology

The Terms of Reference (ToRs) as well as the design and delivery of the pilot YWDP dictated that a mixed method evaluation research design be used that considered both facts and figures derived from survey results as well as the YWDP records while also considering contextual factors. Content analysis methodology was followed to identify recurring themes and these were analysed against the background of general trends in mentorship programmes of young women, as well as inputs from programme staff, mentors and mentees.

To determine the impact, mentees were provided with the Beneficiary “I” statements that sought to track their journey from before their participation in the YWDP to post participation. This however proved to be of limited usefulness because the pilot cohort varied greatly in terms of their own developmental stages at the point of joining the YWDP and mentees also did not all join the YWDP at the beginning of the programme, and attendance of contact sessions was erratic.

The YWDP Theory of Change was not explicitly articulated and had to be retrospectively constructed from interviews with programme staff as well as review of the YWDP programme documents, The Theory of Change went through stages of refinement and the final validation was achieved through a discussion held with the YWDP Steering Committee on the 19th of March.

The content analysis methodology enabled researchers to arrive at the conclusions through triangulating data from all sources against the backdrop of literature on mentoring of young women. Recommendations were drawn from best practices in the field mentoring young women as well as what has worked well in the pilot YWDP phase as well as what feasible given the nature of the YWDP and the Gauteng context with regards to the needs of young women.

Key areas of Programme success

Rationale for the YWDP was confirmed by all respondents interviewed, who were unanimous about the need for a programme to support groom and mentor young women of Gauteng.

The decision to involve **female mentors** was an important step that the Premier’s Office took based on psychology of role modelling.

The results of this study suggest that the **most significant area of growth** was in the self- confidence, optimism about the future, a belief in one's ability to overcome obstacles, a renewed sense of optimism brought about by interacting with high powered women from humble beginnings, self-love and appreciation of one's own strength, and this suggests that the objectives of the YWDP were achieved, notwithstanding the challenges identified.

Exposure of young women to bigger and better things and women who were successful in their own right enabled mentees to stretch their imagination and dare to dream bigger. The opportunity to be addressed by high powered politicians inspired those young women who were interested in politics. Exposure to successful business women did the same for those mentees that aspired to get involved in business.

Those young women who had successful relationships with their mentors, saw first-hand the benefits that accrued to them through others giving back without expecting anything in return. As such these are young women have on their own started passing on the knowledge they gained to other women in the communities thereby cascading the spirit of **voluntarism**.

Because mentees were at various stages of development at the point of entry into the YWDP and they were involved in other empowering initiatives e.g. attendance of HEI s, being professionally employed, owning a small business, it is **difficult to measure quantifiable impacts** of the YWDP

Key challenges of the YWDP pilot phase

Notwithstanding unanimity about the need for a mentorship programme for young women of Gauteng, there were shortcomings in the way in which the YWDP was designed, and delivered notably the following:

A. *The YWDP model*

While programme conceptualisation was sound, in terms of targeting the need that young women have in general, the YWDP was designed as it was being implemented, and as such the model was not articulated. The YWDP Model has been developed as part of this study

Recommendation 1: YWDP Model that has been developed with the following key features:

1.1 The YWDP is built on a strong referral network that will enable mentors to channel mentees to sources of help to meet needs that are either not catered for in the YWDP or that fall outside of the scope of competence of mentors

1.2 The YWDP project cycle should last for 2 years

1.3 The model has the following stages:

*1.3.1 **Initiation stage** that lasts up to the 6 months of project launch and would include activities such as mentor mentee pairing, induction, and within the confines of one on one mentoring could include educating, informing role modelling, encouraging as well as well as exposure and sponsoring as well as enhancing mentee visibility particularly in instances where the mentor professional area coincides with mentee career aspirations*

*1.3.2 The **cultivation stage** builds on all the activities of the initiation stage and further develops into protecting, counselling, and for mentees who needed just a little push the mentoring relationship may begin to evolve into separation or redefinition*

1.3.3 The **separation /redefinition stage** is characterised by the mentee getting more and more independent and depending on the relationship forged and the prevailing dynamics it can lead to mentor and mentee parting ways, or redefinition into a big sister, confidant or collegial type of relationship.

B. Defining the target beneficiary of YWDP

The YWDP pilot beneficiaries had such diverse needs that any programme would have difficulties catering for. This perhaps is what led to unmet needs, erratic attendance patterns and high levels of dissatisfaction among mentees

Recommendation 2: Tighten beneficiary selection

*The programme should target young women who are **unemployed**, have demonstrated some level of **ambition** and drive and should not be pursuing any studies at the point of entry.*

2.1 Prioritise applicants who have already passed matric as they stand a better chance of reaping maximum benefit from an intervention of this nature and accessing employment opportunities

*2.2 To be better able to cater for mentee needs, it recommended target group is **18- 24** For future YWDP cohorts, conduct beneficiary needs assessment as part of beneficiary selection and structure the programme according to beneficiary needs*

2.3 Conduct beneficiary profiling as part of selection to enhance chances of better matching with mentors

2.4 Entry into the programme should be officially closed after the selection process is completed

C. The YWDP Programme objectives

The objectives of the YWDP pilot phase were:

- Taking young women on a journey to self –discovery
- Raising consciousness on young women about their identity
- Instilling a sense of self love, respect and pride in young womanhood
- Redefining the role of young women in their own development
- Empowering young women to stand up for who they are and take their place in society
- Identifying the needs and challenges they face and tap into opportunities available to deal with these

Recommendation 3: Retain the same objectives

3.1 These objectives are realistic within the context of the proposed model and can be achieved through a combination of YWDP interventions and referrals as originally envisaged in the YWDP pilot. As such, to build on the gains made during the pilot phase, these objectives be retained. However both mentors and mentees need to be sensitized and reminded of these objectives as a way of aligning mentee aligning expectation with the objectives of the YWDP.

3.2 As part of mentee recruitment, assess mentee needs and incorporate these into YWDP objectives for the cohort where feasible.

3.3 Identify those needs that the YWDP cannot address and refer these to the partners who are included in the YWDP Referral System.

3.4 Manage mentee expectations by highlighting those needs that mentees have expressed that are totally outside the scope of the YWDP, including partners.

D. YWDP programme management arrangements

The YWDP pilot phase was implemented using existing resources and budgets, and this was a good start, which could be considered efficient. However, this approach limited the ability of programme staff to dedicate the time needed to optimise the delivery of the YWDP pilot and to enhance its sustainability.

Recommendation 4: Build capacity to deliver YWDP on a broader scale

4.1 Appoint a dedicated person at DD level who should be tasked with overall coordination of the mentoring program, and each year appoint an intern to support the dedicated YWDP programme manager

4.2 Put in place YWDP Mentoring Steering Committee to oversee the overall delivery of the YWDP consisting of:

- *Chief Director and Director that YWDP falls under*
- *YWDP manager (once appointed)*
- *Mentor representative*
- *A former mentee employed / running a successful small business /working in the NGO space*
- *GPG Institutional and staff development official*
- *GCRA Internship official*
- *Co-opt as and when needed*
- *Liaise with Mayoral Offices to establish YWDP regional chapters*

The use of IT systems has been only to a limited extent in the pilot phase mainly in the form of WhatsApp and email communicate with the mentors

4.3 Optimise the use of IT

- *To facilitate a better flow of information to all the parties involved engage Gautengonline to provide a link that will be dedicated to YWDP.*
- *Later on as the programme matures, consider providing a moderated IT blog where mentors, and programme staff can post questions and get expert answers on matters of interest, as a means of providing support to mentors.*
- *Email record of proceedings of YWDP group activities so as to update mentors who could not attend and also encourage Mayoral offices to filter through to the OoP record of YWDP activities at regional level*
- *Continue with the WhatsApp group and encourage regions to form their own WhatsApp groups to share information*

4.4 Initiate YWDP at regional level

- *Approach Mayoral offices and ask them to host regional YWDP to make sure that the YWDP is cascaded to regions to keep the programme alive in between sessions organised by the OoP.*
- *Encourage the mentors and the mentees to get involved in the regional structures.*
- *To make sure that the YWDP regional activities are synchronised with YWDP OoP provide mayoral offices with all the tools used to deliver YWDP*

E. Adequacy of YWDP programme delivery tools

Most of the tools put in place to deliver the YWDP pilot phase are adequate and these include Mentoring Logs; Mentor Profiling Form; YWDP Reporting Template. The missing link is the Mentoring Manual that mentors particularly the inexperienced ones can use as reference material as well as a defined Referral System, and the Mentoring Contract is also inadequate.

Recommendation 5: Enhance YWDP delivery tools

5.1. Develop an YWDP Mentoring Manual covering the nuts and bolts of mentoring as well as YWDP referral procedures and the YWDP Referral network that will serve to guide particularly the inexperienced mentors

5.2. Improve the YWDP Mentoring Contract to adequately cover the mentee as well as the mentor roles and responsibilities, duration of the mentoring cycle, expectations of both mentor and mentees as well as an opt-out clause to enable both parties to formally opt out of the mentoring relationship should they wish to do so. Also highlight that the mentoring role is an individual commitment and mentors should not send colleagues to YWDP engagements if they cannot attend the scheduled sessions.

5.3 Develop a Referral System and include this in the Mentor Pack which includes partners as well as a referral template

F. Mentor involvement in the YWDP

The quality of mentors involved in the pilot phase of the YWDP was high in terms of rank, credentials and experience and they were from all sectors, notwithstanding the fact that most mentors from CoJ had no previous mentoring experience. All respondents indicated that mentor mentee matching was poorly executed and this resulted in pairs that shared no common interests and in some instances lacked chemistry. There are however mentors that were passionate resourceful, dedicated, and committed who exhibited attributes such as experience, sound interpersonal skills, and passion in developing young women.

Recommendation 6: Streamline mentor involvement

6.1 Sustain gains made by inviting the mentors who have demonstrated commitment as a cohort to participate in the next phase of YWDP

6.2 Recruit mentors first and ask them as part of recruitment to indicate the number of mentees that they can comfortably handle. The number of mentors available together with the number of mentees each mentor wishes to be assigned, should determine the number of mentees to be recruited

6.3. To increase the number of mentors, broaden participation of interested mentors from government to include Deputy Directors. Because of the unique location of Gauteng province, the OoP can also extend invitation to National Departments in its quest to increase the mentor pool. Also invite high powered women working for Blue Chip companies in Province to participate as mentors in the YWDP. Organisations that are interested in women economic empowerment on a niche basis should also be invited to participate, e.g. Women in Mining, Women in Construction, and Women in IT etc.

6.4. *Volunteer mentors should be profiled also assessing their own needs, and the necessary support in areas of need should be provided by creating space for mentors to meet separately during contact sessions so as to share experiences.*

6.5. *Set up a referral system and make mentors aware of the referral procedures so as to support them in dealing with issues beyond their capacity starting with partners that OoP has already formed dealing with gender issues including GBV*

6.6 *Provide as part of mentor induction, training of mentors in lay counselling to equip them to deal with mundane counselling issues that mentees may raise*

6.7 *Participation in the YWDP was rewarding to both mentees and mentors who could connect with each other and future roll out must plan for more structured pairing, creating space for mentors and mentees to explore one another's interests, location, mentee's career aspirations before committing. This is often done by allowing mentors to introduce themselves sharing their areas of interest and allowing mentees to approach mentors with common areas of interest in a pairing session making this to be more spontaneous.*

F. Establishing a baseline for YWDP future delivery

Various factors militated against establishing an accurate baseline from the YWDP pilot and these included the fact that not all mentees joined the YWDP pilot at the same time, attendance of some YWDP contact sessions by people who were standing in for mentors, the erratic attendance patterns of contact sessions as well as a high drop -out rate of both mentors.

Recommendation 7 Collect accurate mentor and mentee baseline data

7.1 *Design an application form to be completed by mentee applicants covering demographic aspects, (ID number, age, municipality, dependants, highest level of education, participation in government sponsored programmes; current occupation, personal aspirations, areas of development, previous participation in government youth empowerment programmes.*

7.2 *Design a mentor application form covering, age; employer; current occupation, highest education qualification, field of specialisation, area of residence/ employment; years of mentoring experience; areas of development in mentoring; preferred area of mentee residence; preferred number of mentees; preferred regional YWDP affiliation.*

7.3 *Consolidate the mentee information into mentee baseline data and mentor information into mentor baseline data and update the data bases as mentors and mentees drop out, capturing reasons for dropping out.*

G. Unintended consequences both positive and negative

These are programme outcomes that were not planned but nevertheless accrued as a result of the delivery of the YWDP. These can be positive or negative.

1. *Positive unintended consequences identified include:*

- 1.1. Resilience and the resolve to finish what they started that mentees developed after they were ignored and frustrated by their mentors
- 1.2. Successful mentees also developed interest in passing on what they have learned by starting their own mentoring schemes in their communities and involving themselves in volunteer activities to build communities.
- 1.3. Tolerance for ambiguity as demonstrated by mentees who continued to interact with their mentors despite differences in fields of interest, which is a particularly important life skill.

2. *Negative unintended consequences include:*

- 2.1. The pilot phase of the YWDP catered for every aspect of mentee involvement in consideration of the socio economic circumstances of the mentees.
- 2.2. The negative unintended consequence of this practice is that mentees have increased their expectations of what GPG should provide thereby encouraging culture of entitlement.
- 2.3. Some mentees were very disgruntled as they expected that the YWDP should find them jobs, give food vouchers for their children, provide bursaries etc.

3. *Lessons learned*

Literature is unequivocal about the importance of:

- 3.1 Being clear about target group and matching mentee needs with programme objective
- 3.2 Availability of support to the mentors
- 3.3 Recruitment of mentors who are skilled and most importantly passionate about developing others
- 3.4 Existence of clear guidelines and criteria for pairing that allows for personal chemistry to be considered
- 3.5 YWDP pilot phase has demonstrated the following best practices among those mentors that were successful:
 - Openness of both mentors about what they expect, how they are to provide support and openness about what they do not know and willingness to get needed support elsewhere
 - Mentor access to support networks
 - Mentor access to resources needed by mentee
 - Exposure to a structured programme proved to be most effective

Risks and recommendations for risk mitigation

The fact that this programme was a flagship programme of a female Premier who was passionate and hand-on presents a risk that might make the uptake of future YWDP not enjoy the popularity that the pilot phase enjoyed.

Drop- out rate of mentees remains a real risk that will compromise the overall impact of the YWDP, and careful selection of mentees should mitigate this risk.

Limitations of the study

The following limitations were encountered in carrying out this study:

- i. The target group for the YWDP is mobile and transient and as such the drop- out rate of the mentees was high
- ii. The response rate of mentors was low, and the practice of sending substitutes to YWDP contact sessions by mentors created confusion as to whom exactly served as mentors apart from the mentors who were actively engaged and excelled.
- iii. A combination of all of these circumstances has compromised the ability of the researchers to establish an accurate baseline for the pilot phase of the YWDP.

Chapter 1:

Background to the Young Women Development Programme of Gauteng

1. Introduction

It is important to briefly sketch the background against which the Gauteng Young Women Development Programme (YWDP) was conceptualised and designed, in order to locate its delivery in its proper context.

1.1. Justification for the Young Women Development Programme

Young women of Gauteng are not immune to problems experienced by young women the world over, as well as those experienced by young women from other provinces of South Africa, and the Institute of Race Relations has identified the following as problems as commonly experienced by young South Africans:

1.1.1. Unemployment

Youth unemployment in South Africa is staggeringly high. In 2009 the unemployment rate for 15-24 year-olds in sub-Saharan Africa was 12%. The unemployment rate for 15- 24 year-olds in South Africa in the same year was 48%, and by 2010 it had risen to 51%. The unemployment rate is highest among young African women, at 63%. Furthermore, 68% of 18-35 year-olds surveyed in 2003 had never had a job, according to the Status of the Youth survey conducted by Usombomvu Youth Fund. Of those who had had a job, some 32% started off working in the informal sector. In addition there are 3.3 million 15-24 year-olds (33%) not in employment, education, or training (NEET). The youth fund study indicated that only 50% of African pupils received career guidance at school compared with 91% of white pupils. The effects of so many young people being without something to occupy them on a daily basis, be it education, training, or work, are significant, including:

1.1.2. Problems around management of sexuality by young people

The 2008 National Youth Lifestyle Study published by the Centre for Justice and Crime Prevention found that 39% of 12-22 year-olds reported having had sex, and the Children's Institute's Child Gauge recorded that 43% of those aged between 15 and 19 years have had sex. While these figures are not alarmingly high, the sexual risk behaviour of those who are sexually active may be more worrying. Some 32% of the youths who reported that they had had sex in the lifestyle study had had four or more sexual partners in their lifetime. Another study, of Grade 8- 11 pupils, found that 41% of those that were sexually active had had three or more sexual partners, and 52% reported having had more than one sexual partner in the three months before the study. Many young people are also starting to have sex at a very young age. Some 55% of sexually active respondents in the lifestyle study had sex before they were 15, although figures published by the Children's Institute are somewhat lower at 28% for men and 16% for women. In addition, a significant proportion (17%) of the sexually active young people in the lifestyle study reported using alcohol or drugs before having sex. The Centre for Justice and Crime Prevention has found a link between alcohol and drug use prior to sex as well as early initiation of sexual activity and lower rates of consistent condom use.

1.1.3. HIV infection rates among young women

High numbers of young people falling pregnant indicates that many young people are having unprotected sex, which has a bearing on the HIV/AIDS epidemic. The incidence of HIV is much higher among 15-24 year old women than men, i.e. 12.7% among young women, compared with 4.0% among young men. Correct knowledge about prevention of the transmission of HIV among 15-24 year-olds has actually gone down from 66% in 2005 to 42% in 2008.¹ Despite high levels of sexual risk behaviour among young people, in which they risk teenage parenthood, HIV infection, and other sexually transmitted diseases, a large proportion of young people (77% of men and 80% of women) believe that people should wait until they are married to have sex. Around 80% also said that sexually active young men and women who are not married should have sex with only one partner. Many young people also appear to live in fear of sexual violence with 55% of women aged 12-22 years saying that they are afraid of being raped or sexually assaulted. Just over one in 25 people in the same age group had been sexually assaulted or raped in the last 12 months when surveyed in 2005, and 42% of these assaults occurred either at school or at home. In only 11% of these cases did the respondent say they had reported the assault to the police. A third of schoolgirls surveyed in southern Johannesburg had experienced sexual harassment. It is not uncommon for stories of young people being sexually assaulted at school, by teachers or fellow pupils, to feature in newspapers. Moreover, some 40% of police dockets on rape in Gauteng indicate that the victims are children. The majority of cases with child victims were perpetrated by men known to the victims. There is also a link between other delinquent behaviour, such as youth crime, and attitudes to sex, particularly among young men. A survey asking young offenders about their attitudes to sex found that 31% thought it was acceptable for a man to force a woman to have sex with him if she is wearing revealing clothing. Some 20% thought that if a young man gets an erection it is a sign that he must have sex with someone, and 11% of the young offenders thought that buying someone a drink or taking them on a date entitled them to have sex with that person.

1.1.4. Violence and crime

Families play an important role in socialising young people, and large numbers of families are dysfunctional in one way or another, thereby exposing many young people to verbal and physical fighting as a normal way to interact. It is possible that many young people are learning violent behaviour from domestic violence they have witnessed when growing up. Of those surveyed in the lifestyle study, 53% of young people had often seen family members lose their tempers, 24% had been physically punished by their parents, 18% had family members who argue a lot, 11% had witnessed family members intentionally hurting one another, and 7% said they had family members who hit one another when angry. Some 32% of physical attacks in the home were with a weapon and over half of incidents of domestic violence witnessed by young people were preceded by the consumption of alcohol or drugs. However, violence in the homes of young people seems to have declined slightly in the last few years. A survey of Gauteng high school pupils revealed that 48% reported that there had been serious incidents of violence in their school, and 61% said that pupils sometimes bring weapons to school. Some 14% of 12-22 year-olds reported feelings of fear when travelling to and from school, while 10% reported feeling unsafe at school. School toilets and playing fields were the areas at school most feared by young people. Physical punishment appears to remain common in schools, with 52% of respondents in the lifestyle study having been physically punished by teachers or principals, despite physical punishment having been outlawed by the South African Schools Act of 1996.

¹ UNFPA SOUTH AFRICA Adolescents and Youth Date: 07/10/2014

Although many young people witness violence in their homes and communities, 74% of those questioned in the lifestyle study said that they believed adults and others set a good example for them to follow. Are young people growing up seeing nothing wrong with violence and crime? The lifestyle study found that young people who had seen family members intentionally hurt one another were three times more likely to have carried weapons, two times more likely to have been in a fight, and four times more likely to have threatened or injured someone with a weapon than youths who had not been exposed to violence at home.

Young people who had witnessed violence in their community were three times more likely to have carried weapons and been in a fight, and four times more likely to have threatened someone with a weapon. Those who had been victims of crime also reported significantly higher rates of perpetrating violent behaviour. Young people who had ever been assaulted were 12 times more likely to have been involved in physical fights, seven times more likely to have threatened or injured someone, and four times more likely to have carried weapons in the past year. A third of young people think that it would be acceptable to physically attack somebody who had assaulted them in the past if the opportunity arose. Violence within families appears to be a major contributing factor to youth crime. In a South African study which compared young offenders and young non-offenders, 27% of the offenders said that people in their family sometimes hit each other compared with 9% of the non-offenders.

1.1.5. Drug and alcohol abuse

The same study suggests a link between being a victim of sexual assault and substance abuse and found that 11% of young people were under the influence of alcohol or drugs when they were the victim of assault. Some 31% of those surveyed in the lifestyle study reported having had alcohol. While that may sound relatively low considering the age range was 12-22 years, 35% had their first drink aged 14 or younger. Some 20% said they drank to relieve boredom, 18% did so because their friends drank, 14% because they wanted to get drunk, and 3% because they were addicted to alcohol. More than one in twenty young people had used marijuana. Some 27% of those who had used drugs said they had done so because their friends did, and 8% had used drugs to forget their troubles. Some 7% of secondary school students admitted to using *mandrax* at some point in their lives, 7% to using cocaine, and 6% to using heroin. Moreover, 73% of young people said they had easy access to alcohol, 36% to marijuana, 9.1% to crack cocaine, and 4.7% to *tik* (crystal methamphetamine). Some 62% of 12-14 year-olds said that alcohol was easily accessible, 26% said marijuana was easily accessible, 8% said crack cocaine was easily accessible, and 5% said they could easily obtain *tik*. Whereas it is often assumed that alcohol and drug use is more prevalent in communities living in poverty, research suggests that this link is less than clear cut. A study of university students found that the use of all types of drugs was significantly higher for white students than for students of other races.

1.1.6. Mental health and self-perceptions

The lifestyle study confirms that significant proportions of young people suffer from mental health issues and low self-esteem. Some 26% of those surveyed said they have felt so sad or depressed for long periods of time in the past year that they stopped doing their usual activities. Rates of depression or sadness were higher among 21-22 year-olds at 37%. One in 20 of those who had been sad or depressed had considered suicide. Of those who had considered suicide, three quarters had devised a plan for their suicide attempt, 46% had attempted suicide once, and 32% had attempted suicide two times or more. Respondents who had experienced violence in their homes or

communities were significantly more likely to feel depressed or suicidal.² A summary of problems experienced by young people is depicted in Table 1:

SOUTH AFRICA'S YOUTH AT A GLANCE	
Population under the age of 18 (2008)	18 771 000
Number of pupils who passed matric (2010)	364 513
Unemployment rate for 15-24 year-olds (2010)	51%
Number of young people not in education, employment, or training	3.3 million
Proportion of 12-22 year-olds who have ever had sex	39%
Proportion of sexually active youth who have had four or more partners	32%
Proportion of sexually active youth who are consistent condom users	38%
Number of births per 1 000 women aged 15-19 years (2008)	58
Number of pupils who fell pregnant (2007)	49 636
HIV prevalence rate among 15-24 year-olds (2008)	8.7%
Proportion of HIV-positive children receiving ART (2007/08)	37%
Proportion of young people who have been physically punished by teacher/principal	52%
Proportion of young people who have witnessed violence in their community	51%
Proportion of the total prison population under the age of 25	36%
Proportion of 12-22 year-olds who have ever drunk alcohol	31%
Proportion of 12-14 year-olds who said they have easy access to alcohol	62%

*Table 1: Summary of Problems experienced by South African Youth
Source: UNFPA SOUTH AFRICA Adolescents and Youth Date: 07/10/2014*

1.1.7. Teenage parenthood

The Gauteng Department of Health Annual Report 2012/13 reflects a drop in the percentage of babies born in health facilities to mothers under 18 years from 5.6% to 4.8% during the period in question. This figure is used as a proxy for the teenage pregnancy rate. Although it appears that the figures are dropping, the detrimental effects of teenage motherhood are that it contributes to large numbers of young people becoming parents before they have completed their education or entered the job market and this phenomenon tends to be intergenerational. The Human Sciences Research Council (HSRC) has warned, 'Young mothers begin a lifelong trajectory of poverty for themselves and their children through truncated educational opportunities and poor job prospects.' Furthermore, the problems facing teenage parents are likely to be passed on to their children, as research in the

² UNFPA SOUTH AFRICA Adolescents and Youth Date: 07/10/2014

UK shows that women born to teenage mothers are twice as likely to have a child as a teenager themselves.³

Recognising these challenges that are faced by young women and women in general, the empowerment of women has been on the agenda of the post-apartheid democratic government and statistics show that prioritisation of women empowerment has led to steady improvements with regards to access to employment from 42% of men and 28% of women employed in 1996 as compared to 57% and 37% employment rates for men and women respectively in 2001. In Gauteng this state of affairs has led to prioritisation of women for participation in government job creation initiatives as illustrated in Table 2:

Sex	2009	2010	% change	Indicator
Male	77 000	63 000	-18.2%	
Female	63 000	80 000	27%	
Total	140 000	143 000	2.1%	

Table 2: Participation by women in government job creation activities
Source: Summary analyses from StatsSA 2010 General Household Survey for Gauteng

While government is trying to empower youth and women through its job creation programmes, the picture of vulnerability of young women still remains a concern and it is this concern that led the former Premier of Gauteng to initiate the YWDP.

1.2. Conceptualisation of the Young Women Development Programme (YWDP)

The former Premier of Gauteng was very concerned about the challenges facing young women in the province leading to their vulnerability sexual exploitation. In June 2011, the Gauteng Premier, Ms Nomvula Mokonyane, held a session with young women “Ingxoxo Namantombazane”—in which young women identified guidance and mentoring as their primary needs. The former Premier then committed to introducing a Young Women’s Development Programme (YWDP) as a means of addressing the young women’s needs. The first three years (2012 to 2014) were identified as a pilot period for the programme in order to establish its feasibility, logistical needs, potential for success and the challenges that a programme of this nature would encounter. This was done in an attempt to test the appropriate components for the Young Women’s Development Programme, and to improve upon the programme design prior to rolling out the mentorship programme to municipal and regional level. The pilot programme would also be used as a baseline in order to attract partnerships with corporates and other private role players as well as NGOs.

The YWDP was launched in June 2012 as a flagship programme of the Gauteng Premier, in honour of Mama Albertina Sisulu, who spent a substantial part of her life ensuring that young women were guided and assisted to advance personally educationally and professionally. The strategy of mentorship and coaching was adopted as one of the key strategies of government in seeking the effective development of young women. In particular, the YWDP pilot phase involved pairing up of young women in different stages of life and careers with women mentors who were experienced in

³ Mchuni G, P G.Mchunu, L.Seutlwadi, B.Tutshana, K.Peltzer 2012 Adolescent pregnancy and associated factors in South African youth HSRC

life and different career arenas. The YWDP aimed to provide guidance, through mentorship, whilst concentrating of the following key priority areas:⁴

1. Instilling self-identity, discovery and leadership in the young women
2. Quality education for young women
3. Promoting health and responsible sexuality for young women
4. Decent work and economic opportunities for young women
5. Condemning gender-based violence and organisations for increased success especially in the lines of skills development and work exposure for the young women
6. Upholding safety for young women
7. Discussing issues of parenting and child care

A variety of delivery channels that included group sessions, individual mentoring sessions, dialogues, role modelling sessions, and provision of information and support on an ongoing basis were adopted as implementation mechanisms of YWDP.

1.3. The Terms of Reference of the Gauteng Formative Evaluation of the YWDP

The terms of reference present this project as a rapid formative evaluation to be undertaken within limited time constraints and it was envisaged that the formative evaluation would:

- Provide a detailed programme description including documenting the theory of change and programme
- Establish baseline for current programme delivery
- Assess adequacy of programme resourcing in terms of financial human and technological provisioning
- Assess programme management arrangements
- Identify risks and opportunities for the programme
- Identify unintended consequences both positive and negative
- Document what has been achieved
- Establish the extent to which the Young Women's Development Programme:
 - is being delivered in an efficient manner(programme efficiency)
 - is achieving what it was set up to achieve
 - is being delivered in an efficient manner(it uses minimal resources for maximum impact)
 - has put in place Programme Management arrangements that are adequate
- Retrospectively develop the Theory of Change underpinning the YWDP
- Identify key results achieved thus far, i.e. the key benefits of the programme to the beneficiaries
- Recommend desirable programme improvements

1.4. Evaluation Design that was used

A mixed method evaluation design that considered both facts and figures derived from survey results as well as the YWDP records while also considering contextual factors was used to conduct this formative evaluation. This was deemed appropriate as researchers were required to unearth not only figures but also non-tangible benefits of the YWDP to get into grips with nuance, texture as well as the soft skills that participants in the YWDP may have gained.

⁴ YWDP Post Workshop Report: Orientation Session 23 February 2013

The quantitative aspect was an attempt to empirically find out about numbers of beneficiaries and mentors involved, number of sessions held both group and individual, what beneficiaries have gained progress made by beneficiaries in terms of numbers of beneficiaries who due to their participation in the YWDP may have achieved certain milestones which cumulatively will lead to improvement of their quality of life. This included analysis of programme documents to identify trends that emerged in the delivery of the YWDP and gain further insights into what was achieved through the delivery of the YWDP as well as analysis of the data derived from survey instruments as well as beneficiary "I" Statements which aimed at tracking where beneficiaries were when they joined the programme with regards to variables such as attending school, finishing matric, enrolling in tertiary institutions, becoming gainfully employed or even starting their own businesses, in relation to where they were post YWDP participation.⁵ The mixed method evaluation design is captured in Figure 1 below:

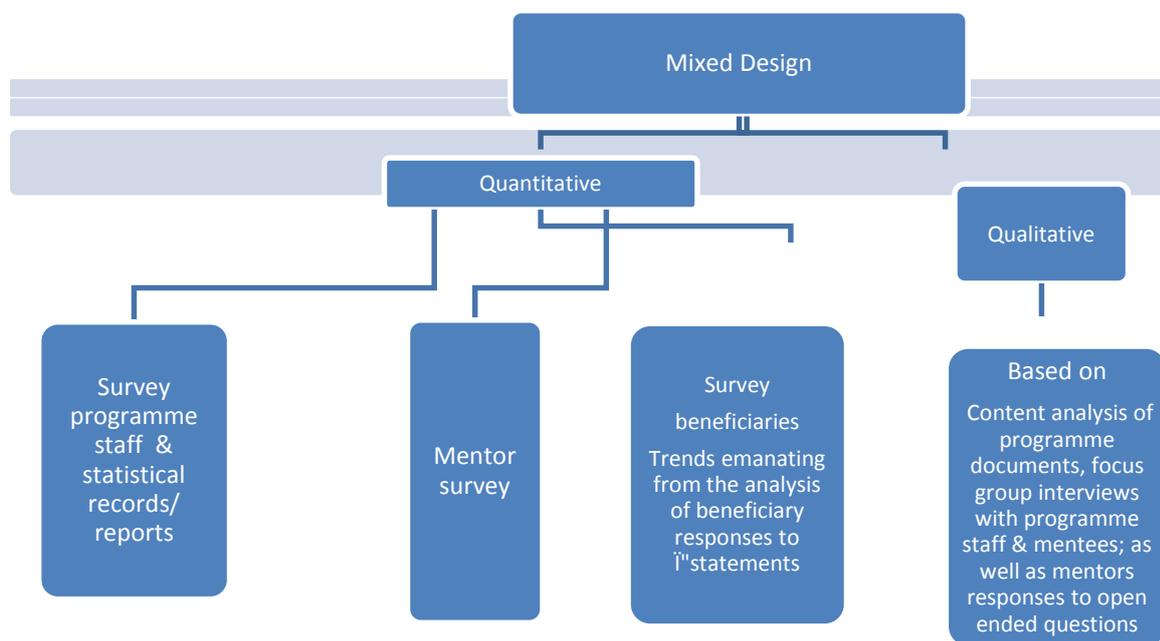


Figure 1: The Mixed YWDP Formative Evaluation Research Design

1.5. The theory of change underpinning the Gauteng Young Women Development Programme

When the YWDP was designed, the theory of change was not explicitly stated and as part of the Formative Evaluation of the Young Women Development Programme the Theory of Change had to be retrospectively reconstructed, and validated. This was started as part of the inception phase as the theory of change needed to be used as a basis for carrying out the study. The process of developing the theory of change involved developing a draft theory of change based on the review programme documents and interviews with programme staff. The draft was submitted to the Steering Committee for comments and the inputs were used to refine the emerging theory of change, which was included in the inception report. The Final inception Report was approved in December, paving way for the execution of the study. Through conducting the field research we have tested the theory of change and the final draft theory of change was validated with

⁵ Myers. 1997. In: Information systems: An Emerging Discipline? London: McGraw- Hill

stakeholders who were involved in a validation meeting for the final draft report. The theory of change for the YWDP captured as Figure 2:

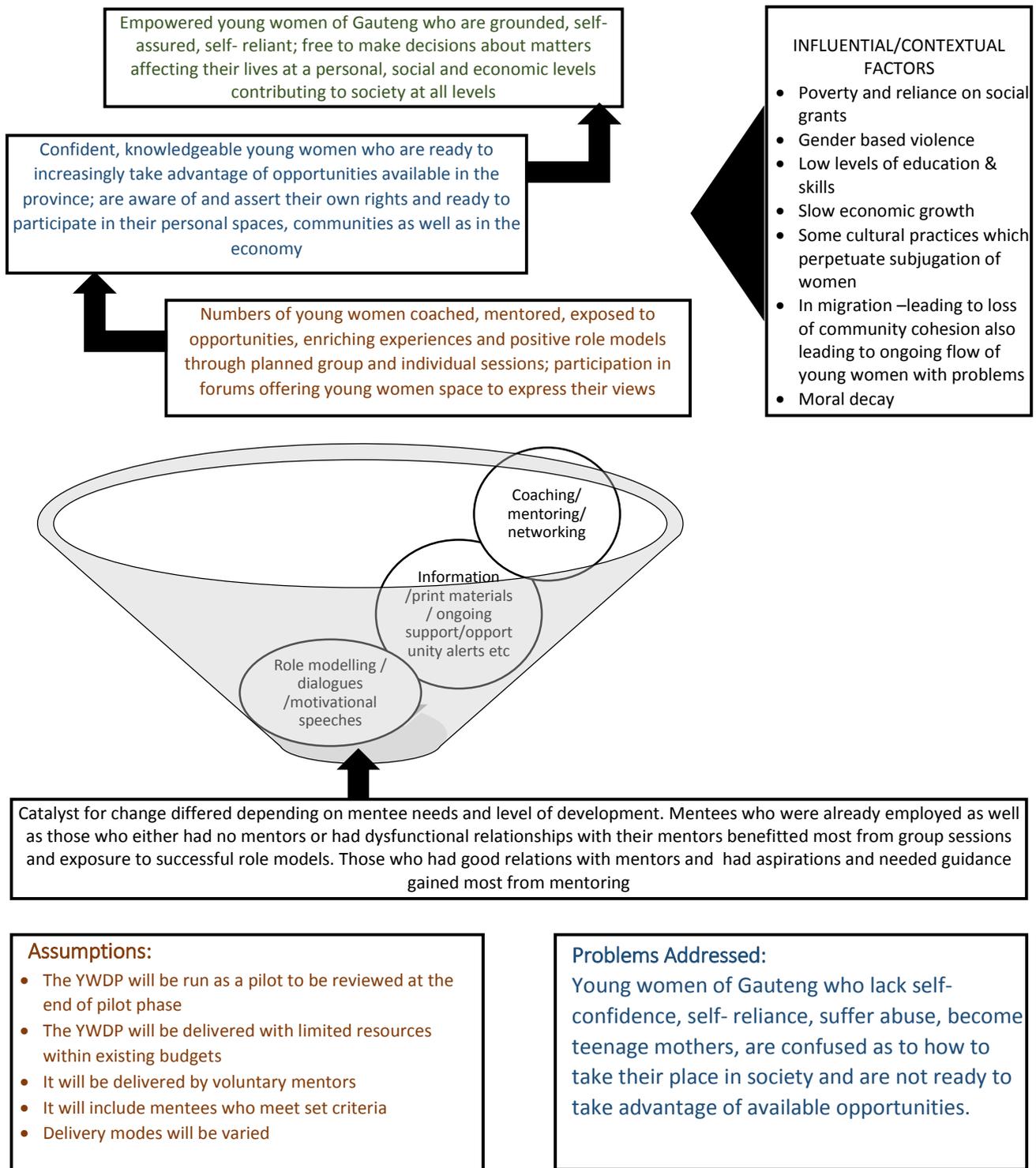


Figure 2: Theory of Change underpinning the Gauteng Young Women

1.5.1. A brief description of the Theory of Change (TOC)

1.5.1.1. *Problems that the YWDP seeks to address*

The YWDP pilot was an attempt to address the problems experienced by young women in the province that have been well documented, and as such it is only young women who suffer from these conditions that should have participated in the YWDP pilot phase.

1.5.1.2. *The influential contextual factors*

These are factors that are present in the environment that not only contribute to exacerbating the challenges that young women experience, but also influence programme delivery and programme success. So the influential factors therefore contribute to whether the YWDP achieves its objectives and this is due to the complexity of social interventions. Because of their pervasiveness, they may exert a negative effect and they often limit the overall effectiveness of the programme. For instance, it is common knowledge that Gauteng is the province most attractive to migrants from other provinces as well as other countries. According to a 2005 HSRC report, much of the poverty in the province has been driven by migration. Although migration is generally a province-wide phenomenon, poverty shows up concentrated in defined pockets, most of which are located on the outer edges of the Johannesburg conurbation as well as areas where the City of Johannesburg borders with Randfontein and Westonaria. Other pockets of extreme poverty are found in the northern parts of Vereeniging, Vanderbijlpark and the City of Tshwane⁵. Left unmitigated, these contextual factors will water down the overall impact of the YWDP, and since YWDP cannot address these contextual issues other avenues will need to be found through which these contextual issues can be mitigated.

1.5.1.3. *Assumptions underlying the YWDP*

These are conditions that should exist for the planned activities to be implemented and the expected outputs, outcomes and impacts to be achieved. Should any of the assumption not hold true, the anticipated results may not be realised. The assumptions underlying YWDP pilot phase were as follows:

- The YWDP would be delivered by volunteer mentors as a pilot
- It would be delivered within existing budgets
- It would target young women from disadvantaged backgrounds ages from the age of 18 to 24
- The pilot phase was going to be delivered by existing staff
- Individuals serving as mentors would meet set criteria including being women in positions of authority in the public, private and NGO sector

The results of this study suggest that some of these assumptions do not bode well for larger scale roll out of the YWDP particularly the following:

- Obviously the further roll out of YWDP will no longer be pilot
- The target group of mentees will need to be redefined beyond the age bracket
- Dedicated resources including staff, financial and IT will need to be deployed to enhance chances of success in rolling out the YWDP on a broader scale

1.5.1.4. *Interventions through which the YWDP is being delivered*

The YWDP pilot phase was designed as a multifaceted programme with varied delivery channels and deliverables targeting women of Gauteng between ages 18 and 24. The Theory of Change as reconstructed depicts these interventions as a funnel through which different “ingredients” that constitute the YWDP “recipe” are passed onto young women of Gauteng participating in the

programme. These ingredients were all supposed to be the same except for one on one mentoring and these included:

Induction: aimed at introducing both the mentees and mentors into the programme clarifying roles responsibilities and the modus operandi and pairing mentors to mentees.

Referrals: were offered on an ongoing basis to address presenting needs that were not catered for in the YWDP

Coaching: Showing/guiding someone on how to perform a particular skill;-as such coaching is more discipline and skills specific with the knowledge of the coach being greater than that of the protégé and coaching can target both individuals and teams. This was carried out through volunteer mentors.

Role modelling: Exposing young people to people that they look up to and revere . A role model is someone who other individuals aspire to be like, either in the present or in the future, may be someone known to the mentee and interacts with on a regular basis, or may be someone that the mentee is exposed to vicariously. Common role models include well-known actors, public figures, successful business people or political officials, teachers or other educators, and parents or other family members.

Dialogues: The young woman in dialogue forum aimed to create a platform for young women in Gauteng to engage provincial government on issues affecting them. The initiative was run for three years with innovative campaigns aimed at bringing positive socio-economic and political impact to the lives of young women in the province.

The **catalyst for change** differed in line with mentee needs and stage of development as well as the level of involvement and quality of exposure that the pilot YWDP mentees experienced. All the mentees surveyed appreciated the group sessions and particularly mentees who either were not assigned to a mentor or did not have a functional good working relationship with their mentors .This became a lifeline which kept them engaged in the YWDP and also allowed them interaction with positive role models that expanded their horizons. Furthermore, for mentees who were already employed or were pursuing HE studies, the group sessions became an important catalyst for change because of the networking opportunities it provided, in addition to exposure to professional role models. This was probably due to the fact that mentees who were professionally employed or pursuing HE studies were getting coaching and mentoring from their institutions or employers, and their career .development needs were being met. For mentees with defined goals and ambitions who were correctly matched, mentoring proved to be an important catalyst for change.

1.5.1.5. Outputs that the YWDP pilot produced

This is what the YWDP produced in terms of numbers of mentors, mentees, mentoring sessions held, motivational speeches delivered, materials designed and distributed, number of dialogue sessions held; as well as anything else produced as part of implementing the YWDP. It seems that the most obvious outputs were group sessions and over the duration of the pilot phase three 3 group sessions were held in addition to Ingxoxo Namantombazane which was aimed at assessing needs of young women of Gauteng. The logistical arrangements that were carried out to make these sessions a reality by staff that had other responsibilities were commendable. However the issue of sustainability arises, as to have meaningful outputs on a bigger scale, the resourcing off the YWDP will need to be revisited.. The number of mentoring sessions that were held varied from 0 for mentees who did not have mentors, to fortnightly for the minority of mentees who had good working

relationships with their mentors. These are also the minority of mentees who were exposed to mentor networks

1.5.1.6. Outcomes of the YWDP

The diversity of the pilot beneficiaries and the inconsistencies in participation rates by both mentors and mentees rendered the accurate measurement of the tangible benefits in the short term impossible. The behavioural unquantifiable changes noted included heightened awareness of opportunities that GPG and partners provide, awareness of and willingness to assert own rights; changes in perception of self, leading to improved self-confidence and changes in belief in one's own ability to succeed.

1.5.1.7. Envisaged impacts of the YWDP

These are tangible changes resulting from the accumulation of outcomes and these can be short term as well as long term. To a large extent the short term impacts the YWDP that are measurable at for example, enrolling for studies, becoming self-reliant and self-supporting (be it through securing employment, or starting one own small business), were difficult to measure as most of the YWDP beneficiaries were already engaged in such endeavours before joining the programme. However, active participation in community structures and willingness to stand up for own beliefs and empower other young women as well as the more personal development type of impacts were noted in terms of improvement in self-confidence, self-esteem, belief in one's ability to overcome obstacles and general changes in the outlook on life towards becoming more positive. Few beneficiaries however had because of their participation in the YWDP got motivated to go back to school to finish matric.

1.5.2. The YWDP Result Chain

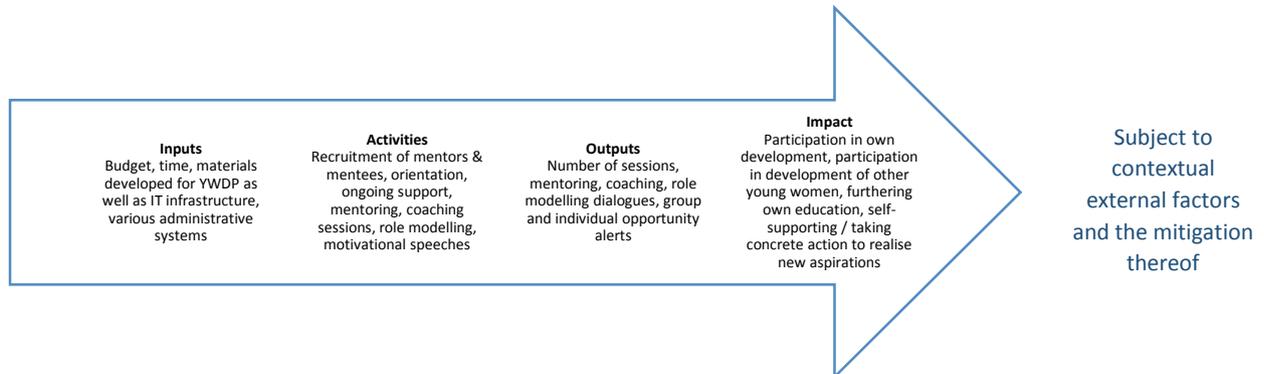


Figure 3: Basic results chain for the YWDP

1.6. The Analytical Framework used to analyse data

The analytical framework used was derived from research questions as organising themes, in addition to typical questions covered in formative evaluations. Since the terms of reference required identification of the results achieved, it was also necessary to include an impact slant that sought to identify short term changes that had accrued to the beneficiaries due to their participation in the YWDP. Based on these considerations a robust analytical framework that compared and contrasted data triangulated from various sources against the backdrop of international and national trends in mentoring young women was followed using content analysis methodology. Literature review included YWDP reports, records, pertinent GPG documents, and national and international literature on mentoring.

Formative Evaluation Of The Gauteng Young Women Development Programme Final Report

By analysing programme documents and responses of various respondents to survey questions and open-ended questions, common threads and areas of contradiction were identified from all sources. Using local and international best practices in the area of mentorship of young women, recommendations were crafted that aim to address areas of weakness identified in the YWDP design and delivery during the pilot phase.

Table 3: Analytical Framework used to carry out the YWDP Formative Evaluation

1: International Review

2: National Best Practice Examples

3: YWDP Document Review

4: Key Informant Interviews: YWDP Staff

5: Key Informant Interviews: Mentors

6: Key Informant Interviews: Beneficiaries

Overarching Research Question	Sub Research Questions	1	2	3	4	5	6
	How do programme benefits compare with the resources used?	✓	✓	✓	✓	✓	
	Are there any risks associated with the way the YWDP is resourced?	✓	✓	✓	✓	✓	
	Has the use of technology to deliver the YWDP been optimised?	✓	✓	✓	✓	✓	
YWDP Program Management Arrangements	What programme management systems have been put in place?	✓	✓	✓	✓	✓	
	What human financial and IT resources have been used to deliver the YWDP and have these been optimally used?			✓	✓	✓	✓
	What programme administrative tools have been put in place and were these adequate?	✓	✓	✓	✓	✓	✓
	What reporting arrangements were put in place and were these consistently followed?			✓	✓	✓	✓
	What arrangements work best for both mentors and mentees?			✓	✓	✓	✓
How is the YWDP Delivered?	What activities are performed to deliver YWDP?	✓	✓	✓	✓	✓	
	Are the activities sequenced?			✓	✓	✓	
	Did all mentees come on board at the same time?	✓	✓	✓	✓	✓	✓
	Did all the mentees receive the booklet?	✓	✓	✓	✓	✓	✓
	What issues were addressed by which motivational speakers?			✓	✓	✓	✓
	Of all delivery channels used which ones did mentees like most?			✓	✓	✓	✓
	What technology was used to deliver the YWDP pilot and can it be enhanced?	✓	✓	✓	✓	✓	
	How was programme success measured	✓	✓	✓	✓	✓	
	How many mentees were recruited?		✓	✓	✓	✓	
	What is the % drop out and reasons thereof?		✓	✓	✓	✓	

1.7. Detailed Methodology

The methods used to put into effect the mixed method evaluation design covered earlier and was broken down into the following phases:

1.7.1. Inception phase

This phase involved elaboration on the methodology drafting of the research instruments to create space for the Steering Committee to make inputs and also retrospective reconstruction of the Theory of Change.

1.7.2. Desktop review

This involved literature review on trends in mentorship programmes as well as trends in mentorship programmes targeting young women with a view to identifying common threads that obtain across all successful mentorship programmes designed for young women. Furthermore an in-depth analysis of how the YWDP was conceptualised, designed and delivered was carried out with a view to identify strengths and weaknesses with regards to:

- The design of the YWDP
- The extent to which the stated objectives linked to activities and mentee needs and aspirations identified in the orientation programme
- The adequacy of the delivery channels, content, and whether the activities linked directly to objectives and how delivery was tracked ,monitored and this was done by conducting an analysis of programme documents including:
 - Monthly mentor-mentee reports
 - Mentee's Personal Development Plan
 - Quarterly reports on mentor and mentee contact sessions
 - Mentees participation patterns in coaching clinics through partnerships with other government departments
 - Reports on mentor/mentee group contact sessions organised by the Office of the Premier
 - Scrutinising how success of the YWDP was measured

1.7.3. Instrument design

Survey instruments were developed after the focus interview was held with program staff in which researchers sought to unearth the programme delivery modes, the roles and responsibilities of role players in the YWDP as well as the nuance, of the YWDP. Three separate survey instruments were designed targeting:

- Programme staff
- Mentors
- Mentees

To determine some level of impact that beneficiaries may have felt due to their participation in the YWDP, Beneficiary "i" statements were designed to track where beneficiaries were in their personal development journey at the point of entry into YWDP in comparison to where they were at the point of exit . (See Annexures 2.1-2.4 for instruments used to collect data).

1.7.4. Sampling

1.7.4.1. Sample frame

Sample frame represents the population of interest and in the case of YWDP it included young women themselves who were mentees in the programme, their mentors as well as programme staff. The sample frame we were working from was derived from the YWDP Reports which gave fluctuating figures. The YWDP Final Report gave the following figures relating to the distribution of mentees across the various municipalities of Gauteng:

- Ekurhuleni (51)
- City of Johannesburg (41)
- City of Tshwane (26)
- West Rand (22)
- Sedibeng (8)

The YWDP Mentor database gave the following figures as mentors serving in the YWDP across Gauteng Municipalities.

Table 4: YWDP Mentor figures

Municipality	Number of Mentors
Sedibeng	6
Ekurhuleni	17
Tshwane	7
Randfontein	8
City of Johannesburg	16
TOTAL	54

However, according to the YWDP Final Report the participation figures by mentors and mentees in the YWDP orientation and final contact session of the YWDP were as follows:

Table 5: YWDP Mentor figures as per final contact session

Session 1		Final Session	
Mentors	Mentees	Mentors	Mentees
30	213	55	148

The fluctuations in attendance figures given in the programme records , for both mentors and mentees and mentor as mentee attendance patterns as captured in the programme records suggests that that both mentors and mentees dropped out without notifying the programme office. This led to all sorts of challenges in tracing both the mentors and mentees for data collection purposes. There was also a problem of mentors and mentees having changed contact numbers without updating the programme office.

1.7.4.2. Sample Size

a) Programme Staff

A focus interview was held with programme staff that aimed at clarifying the context of the YWDP, its thrust and the delivery modes .This was necessary to focus the evaluation instruments within the context in which the YWD was conceptualised, designed and delivered. A survey instrument was developed targeting programme staff to get more detailed information about various issues around the delivery of the YWDP The administration of the survey instrument to programme was carried out electronically thereby giving them an opportunity to refer to records to provide more specific information regarding facts, figures. 100% of staff involved in the day to day running of the YWDP responded.

b) Mentors

The number of mentors that participated in the YWDP has varied throughout the programme. Given the fact that mentors who participated in the programme were volunteers in the programme that were accessible via email, right from the beginning the intention was to survey them electronically, with the provision to telephonically interview those mentors who dropped out of the YWDP. Using the contact details obtained from the programme office, mentors were sent instruments directly by the researcher via email on the 19th of January in an attempt to accommodate the December/January leave period. They were requested to return completed survey instruments by the end of January. When no responses were received by the 9th of February, the OoP sent reminders to mentors, and further reminders were sent by the OoP on the 19th of February and responses started trickling in. The researchers also tried to conduct telephonic interviews with mentors that did not respond to the email survey, and the total sample reached was as follows:

Table 6: YWDP Formative Evaluation Mentor Sample

MENTORS COMPLETED SURVEYS VIA EMAIL			MENTORS CONTACTED TELEPHONICALLY				UNANSWERED TELEPHONE CALLS
Participated throughout	Dropped out	Never participated	Participated throughout	Dropped out	Never participated	Number did not exist	No response/wrong number
11	7	5	4	7	6	5	10
18			11		15		
Total mentor respondents with some level of participation in YWDP			Total Respondents on the data base who claimed never to have participated in the YWDP		Could not be reached telephonically after failing to respond to email surveys after several attempts		
29			11		15		

A quick comparison of this pattern with attendance patterns of the first session of the YWDP and the second session by mentors, suggest a consistent pattern of irregular participation. Some individuals contacted telephonically indicated that they understood their participation in a particular session as a once off as standing in for someone rather than a commitment to get involved as mentors on an on-going basis. This clouded the issue of how many mentors exactly served in the YWDP pilot phase.

c) Mentees

Due to the fact that the group targeted by the YWDP is mobile, not necessarily accessible via email; during the YWDP Evaluation Inception Meeting the OoP offered to expedite field research targeting beneficiaries by inviting them to a meeting where they would participate in focus group discussions, and complete survey instruments.

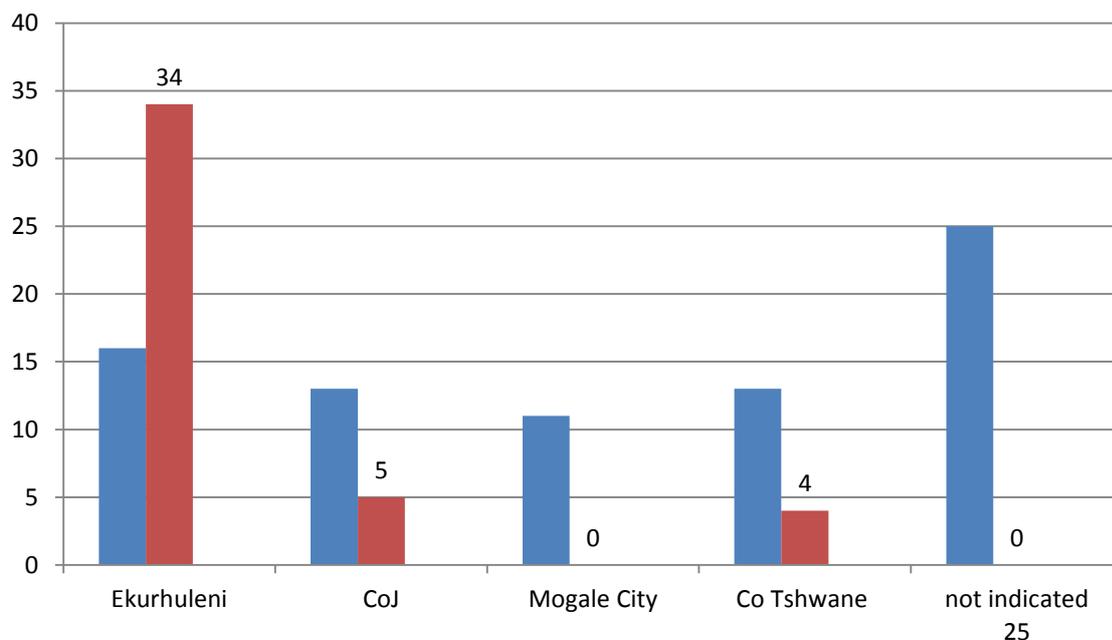
Table 7: Mentees who participated in YWDP Formative Evaluation data collection session

	NUMBER OF mentees who have participated in at least one of the he YWDP pilot activities	Number of women who never participated in any of the YWDP pilot activities but who attended the collections session
Ekurhuleni	16	34
Johannesburg City	13	5
Randfontein	11	
City of Tshwane	13	4
Municipality not indicated	25	
Total	78	43

There are two observations that we made regarding the sample of mentees that attended the data collection session that was held on the 19th of February 2015. It was interesting to note that there were a number of mentees who did not know what municipality they came from, rather giving the names of their townships which the researchers had to locate within the municipalities of Gauteng. Another anomaly was that the data collection session attended by women who had no previous involvement in the YWDP, and this was identified after some of the respondents indicated that the data collection session was their first session of the YWDP. After this was brought to the attention of the researchers, the first time participants were asked to indicate that in their survey instruments by writing "first time". This chunk of the sample was eliminated from the analysis as they had no insights into how the YWDP pilot phase was delivered.

The mentee sample (78) of individuals who had been part of the YWDP pilot phase was deemed representative, as it is about 37% of the total mentees reflected on the YWDP attendance records. This was a continuation of poor erratic attendance patterns that seem to have dogged YWDP pilot phase.

Figure 4: Mentee YWDP Formative Evaluation Sample Participation of mentees in data collection



The majority of mentees who attended the YWDP data collection session from Ekurhuleni Municipality had never participated in any of the YWDP activities, and from Mogale City all those who attended had previously participated at least in one of the YWDP activities. Twenty five mentees who had participated in at least one of the YWDP activities did not indicate the municipalities from which they came, despite several announcements about the importance of identifying own municipality. It needs to be pointed out that no mentees from Sedibeng attended the data collection session.

1.7.4.3. Ethical principles that were applied in data collection

Data collection was carried out within the parameters of highest ethical standards that recognised the following ethical principles:

- Voluntary participation
- Respect of the participants' rights to human dignity
- Protection from harm
- Anonymity and confidentiality
- Right to informed consent

With mentors and programme staff, the application of these ethical principles was achieved through electronic administration of the informed consent form that was sent together with the survey instruments. For mentees, the Consent Form was explained to them and they were asked to sign it before being handed survey instruments. A copy of the informed consent form used in this study is attached as Annexure 3

All participants included in the sample voluntarily agreed to participate. However the unintended consequence of conducting this research within ethical parameters was that it appears like rather than give responses that would put them in a negative light, they exercised the option of skipping such questions. This led to a situation where different questions elicited different numbers of responses. The further unintended consequence of conducting this research within strict ethical parameters is that the low response rate of mentors, as well as the few number of individuals serving as programme staff warrants that their coded responses be not attached to the report as it will be easy to attribute responses to individuals, thereby violating the ethical principles of confidentiality and anonymity of their responses.

1.7.4.4. *Data coding, analysis and report writing*

Data gathered from survey instruments was captured coded and analysed, using research questions as organising themes, and following the content analysis methodology to unearth emerging patterns with regards to how the YWDP was experienced by programme staff, the mentors and the mentees.

Data analysis tools always are determined by the research design and as data for the YWDP incorporated both the qualitative aspect and the quantitative aspect, it was deemed necessary to keep these aspects apart and to combine them at the level of data interpretation integrated into a the narrative results. When integrating the two components, the results of the core component form the theoretical base (i.e., the main story), into which the results of the supplemental component are used to illustrate the theoretical narrative or to add description at strategic positions in the narrative. In this way, significant areas of the research project are expanded, strengthened, and deepened by the supplemental project. This strategy of using mixed-method design thereby enhances the research project as a whole.⁶

The analysis of each research question was based on data triangulated from reports, the perspectives of programme staff, mentors, as well as programme beneficiaries with analysis focussing on identifying emerging recurrent patterns and themes, pointing to YWDP pilot areas of strengths, as well as areas of weakness and opportunities that will need to be i to take the YWDP forward. The patterns reported were based on the frequency of certain responses and data analysis was carried out within the parameters of descriptive statistics, given the nature of research questions and the research design. (Mentee coded data is attached as Annexure 3.)

- The analysis of the Beneficiary 'I' Statements was calculated at tracking pre-post shifts and the challenges that rendered these statements to be of limited use included:
- The drop- out rates on the part of both mentors and mentees

⁶ Janice M. Morse¹ and Julianne Cheek Making Room for Qualitatively-Driven Mixed-Method Research 2014

- Erratic patterns of participation by both mentors and mentees that meant that few mentees were exposed to the programme in its entirety
- Mentees who were never assigned mentors
- The diversity of the group that participated in the pilot phase which also meant that mentees were not a comparable group

The report compiled has gone through a draft stage and was presented to the Steering Committee for inputs and inputs that aimed at ascertaining the factual correctness of data while preserving the sacrosanct principle of evaluator independence have been incorporated into the second draft report that was handed to an independent reviewer whose inputs have also been taken into account to the extent possible, in generating this final report.

Chapter 2:

Literature Review and Status Quo Analysis of the YWDP

Introduction

To locate the Young Women Development Programme in its proper context, it is necessary to first have a broad overview of what mentoring is and what it seeks to accomplish, and how mentoring differs from coaching.

2.1. What is mentoring?

Mentoring is most often defined as a professional relationship in which an experienced person (the mentor) assists another (the mentee) in developing specific skills and knowledge that would enhance the less-experienced person's professional and personal growth. While different authors express different views about the mechanics of mentoring all of them agree on the functions that mentors perform, viz.:⁷

- Teaches the mentee about a specific issues
- Shows the mentee how to execute a particular skill
- Facilitates the mentee's growth by sharing resources and networks
- Challenges the mentee to move beyond his or her comfort zone
- Creates a safe learning environment for taking risks
- Focuses on the mentee's total development

There is some confusion about whether coaching and mentoring is the same. Literature is clear on that though mentoring and coaching are related, they are not the same. A mentor may coach, but a coach is not a mentor. Mentoring is "relational," while coaching is "functional." The other significant differences are highlighted in Table 8 hereunder:

Table 8: Differences between mentoring and coaching

COACHING	MENTORING
Coaching and content covered in coaching arise from a specific job	Takes place outside of a line manager-employee relationship
Managers coach all of their staff as a required part of the job	Based on mutual consent of a mentor and the person being mentored
Coaching takes place within the confines of a formal manager-employee relationship	Focuses on professional development that may be outside a mentee's area of work
Coaching focuses on developing individuals within their current jobs	Relationship is personal - a mentor provides both professional and personal support
Interest is functional, arising out of the need to ensure that individuals can perform the tasks required to the best of their abilities	Relationship may be initiated by a mentor or created through a match initiated by the organization
Relationship tends to be initiated and driven by an individual's manager	Relationship crosses job boundaries
Relationship is finite and it often ends as an individual transfers to another job	Relationship may last for a specific period of time e.g. nine months to a year) in a formal program, at which point the pair may continue in an informal mentoring relationship

Source: Theory and Practice: Judy McKimm, Carol Jollie and Mark Hatter 2003, revised 2007

⁷ Mentoring: Theory and Practice: Judy McKimm, Carol Jollie and Mark Hatter 2003, revised 2007

From comparing and contrasting mentoring with coaching, it is clear that mentoring is a more complex relationship and focuses on both short- and long-term professional development goals. Though a mentor may be an employee's peer, most often a mentor is a person at least one level higher in the organization who is not within the mentee's direct supervisory line of management. In the case of YWDP mentors were recruited from across different sectors in the Province and had no previous dealings with the mentees.

2.2. Why do organizations implement formal mentoring programs?

Facilitated mentoring schemes may be introduced for a variety of reasons which may include the following (Jones & Jowett, 1997):⁸

- Identify potential more effectively
- Encourage and support high flyers
- Encourage and support ethnic minority and disadvantaged groups
- Encourage and support women to break through the glass ceiling
- Support self -development and learning programmes
- Encourage and support mentoring in community initiatives such as mentoring capable but disadvantaged school students
- Encourage personal development

The YWDP targeted young women who were not necessarily employed by Gauteng government, and as such its purpose was more robust along the lines of fostering a holistic development of targeted young women of Gauteng. It is for this reason that mentees were invited to identify their needs during the Premier's Ingxoxo Namatombazana of 2011.

2.3. How mentoring programmes are designed

Usually a mentoring programme begins with the responsible manager forming a task team made of a representative cross-section of the organization, including potential mentors and mentees, supervisory personnel and any stakeholders who can bring value to the process. For example, a representative from Human Resources might help tie department goals as well as other programmes such as internship programme, recruitment of junior staff with the goals of the mentoring program. The task team is often responsible for:

- Determining the goals of the program
- Choosing the proper mentoring model
- Selecting criteria for mentors and mentees
- Defining other critical components of the program
- Interviewing potential candidates
- Matching mentors to mentees
- Evaluating results at the end of the pilot program

2.3.1. Does mentoring happen naturally?

Informal mentoring occurs all the time and is a powerful experience. The problem is that informal mentoring is often accessible only to a few people and its benefits are limited only to those few who participate. Formal or structured mentoring takes mentoring to the next level and expands its usefulness and reach to beyond that of a single mentor-mentee pairing. It is for this reason that

⁸ 'Preparedness to Practice: mentoring scheme' July 1999. NHSE/Imperial College School of Medicine

mentors who participated in the YWDP pilot who indicated that they had done informal mentoring were considered to be experienced in mentoring.

2.3.2. How is informal and formal mentoring different?

Mentoring relationships range from loosely defined, informal collegial associations in which a mentee learns by observation and example to structured, formal agreements between expert and novice co-mentors where each develops professionally through the two-way transfer of experience and perspective. Whether the relationship is deemed formal or informal, the goal of mentoring is to provide career advice as well as both professional and personal enrichment through a mentoring relationship that helps and supports people to "manage their own learning in order to maximize their professional potential, develop their skills, improve their performance, and become the person they want to be."⁹ Informal and formal mentoring are often confused, but they are very different in their approaches and outcomes.

Informal mentoring:

- Goals of the relationship are not specified
- Outcomes are not measured
- Access is limited and may be exclusive
- Mentors and mentees self-select exclusively on the basis of personal chemistry
- Mentoring lasts a long time; sometimes a lifetime

Formal Meeting:

- Goals are established from the beginning by the organization and the employee mentee
- Outcomes are measured
- Access is open to all who meet program criteria
- Mentors and mentees are paired based on compatibility
- Training and support in mentoring is provided
- Organization and employee both benefit directly

The Gauteng YWDP pilot was a formal mentoring programme although it had a potential to be sustained informally once the pilot phase was officially deemed to have come to an end by the OoP.

2.3.3. What makes mentoring work?

Literature suggests that mentoring works to the extent that mentor and mentee share "chemistry" and "compatibility", underpinned by "clarity of roles and responsibilities".

"Chemistry" is an intense, very personal feeling that is often describes as an initial connection or attraction between two individuals that may develop into a strong, emotional bond. Unstructured and unpredictable, it is the basis for an informal mentoring relationship. It becomes important to have an element of chemistry even in formal structured programmes as well

"Compatibility" occurs when individuals work together in harmony to achieve a common purpose. In formal mentoring, that means a more-seasoned person leading someone less experienced through a structured professional-development program in much the same way teachers facilitate learning, underpinned by sharing a common world views and opinions on things that matter

⁹ Mentoring_Theory_and_Practice.2006

Clarity of roles and responsibilities - A mentor-mentee relationship focuses on developing the mentee professionally and personally. This creates a safe learning environment, where the mentee feels free to discuss issues openly and honestly.¹⁰ For a mentoring relationship to be mutually affirming and satisfying, both parties should clearly understand their roles and responsibilities and should be committed to carry these out.

It is against the context of how structured mentoring programmes are designed and delivered that the adequacy of the YWDP was carried out.

2.4. How the pilot YWDP was conceptualised and designed?

The Young Women's Development Programme (YWDP) was launched in June 2012 as a flagship programme of the then Gauteng Premier, Ms Nomvula Mokonyane in honour of Mama Albertina Sisulu, who spent a substantial part of her life ensuring that young women were guided and assisted to advance to next level. Mentorship and coaching were identified as key strategies of government in facilitating effective development of young women. In particular, the Young Women's Development Programme involved the pairing up of young women in different stages of life and careers with women mentors who are experienced in life and different career arenas.

In June 2011, the Gauteng Premier, held a session with young women – Ingxoxo Namantombazane in which young women identified the need for guidance and mentorship as their greatest need. Ms Nomvula Mokonyane then committed to a Young Women's Development Programme as a means to addressing the young women's needs. It is important to note that needs assessment of participants in that session was carried out, although it is not clear how the needs were then infused into the programme that was later launched.

The first three years (2012 to 2014) were identified as the pilot period for the programme in order to evaluate the feasibility, logistical needs, success and challenges that need to be addressed ahead of full scale rollout. This was done in an attempt to predict the appropriate components for the Young Women's Development Programme, and to improve upon the programme design prior to performing the full-scale mentorship programme and the roll-out to municipal and regional level. The pilot programme would also be used as a baseline in order to attract partnerships with corporates and other private organisations for enhancing success especially with regards to facilitating job placement and creating access to skills development opportunities for young women. The Young Women's Development Programme pilot aimed to provide guidance, through mentorship, whilst concentrating on the following key priority areas:

- i. Instilling self-identity, discovery and leadership in the young women.
- ii. Quality education for young women.
- iii. Promoting health and responsible sexuality for young women.
- iv. Decent work and economic opportunities for young women.
- v. Condemning gender-based violence and upholding safety for young women.
- vi. Discussing issues of parenting and child care

During the pilot period, the Gauteng Premier's Office organised several sessions for both mentors and mentees in order to provide them with both support and guidance on the mentorship programme.

¹⁰ Ibid

2.5. YWDP delivery modes

The following were identified as delivery modes through which the OoP was going to deliver the YWDP to its beneficiaries:

Induction: aimed at introducing both the mentees and mentors into the programme clarifying roles responsibilities and the modus operandi and pairing mentors to mentees

Referrals: were offered on an ongoing basis to address presenting needs

Mentoring: was to be achieved through pairing mentees with an experienced knowledgeable mentor that would guide them as they navigated their way through the challenges they were facing

Role modelling: involved exposing young people to people that they look up to and revered. A role model is someone who other individuals aspire to be like, either in the present or in the future and role models are often people who do well what the mentee aspires to do. Common role models include well-known professionals, actors, public figures or political officials, teachers or other educators, and parents or other family members.¹¹

Dialogues: The young woman in dialogue forum aims to create a platform for young women in Gauteng to engage provincial government on issues affecting them. The initiative was meant to run for three years with innovative campaigns aimed at bringing positive socio-economic and political impact to the lives of young women in the province.

The OoP furthermore engaged Usuku Lokukhanya a Non-profit organisation which became involved with the Young Women's Development Programme in 2013 to share their journey in mentoring several young women from the YWDP. Usuku Lokukhanya put the young women through a structured mentorship programme which consisted on eleven (11) modules. This included the young women being put through a leadership programme with the University of the Witwatersrand. They were also taught problem solving, planning, communication and decision making skills, amongst others.

Ongoing communication between mentors and their respective mentees was supposed to continue through the pilot phase in addition to the three contact group sessions organised by the OoP

Black Child Its Possible was also contracted by the Gauteng Office of the Premier to facilitate, scribe and collect data on the rounding up one day session of the Young Women's Development Programme through a final feedback session in which mentors and mentees of the YWDP participated that was held on the 1st March 2014.

The group contact sessions were held :

- On 23 February 2012 attended by 55 Mentors and 148 Mentees.
- On 31 August 2013 attended by 150 Mentors and Mentees.
- March 1 2014 was delivered as a summative session that aimed at reviewing the YWDP in its entirety to determine how to move forward. Prior to this, mentors and mentees were requested to complete final evaluation questionnaires and submit them to the Office of Premier. This was meant to assist in identifying the key areas of discussion for the session of the 1 March 2014. From the feedback forms, 3 mentees and 1 mentor were invited to do

¹¹ Final Report -31082013+Report+-+YWDP+Contact+Session+(Final).pdf

short presentations of their experiences as part of the Young Women's Development Programme.

An analysis of attendance patterns revealed a picture of fluctuations that may have watered down the overall effect of the YWDP.

2.6. Profile of mentors involved in the Young Women Development Programme

Based on the reports obtained from the project office, the following mentor profile was compiled, and to protect the identity of mentors, the codes have been assigned.

Table 9: SEDIBENG Mentor Profile

MENTOR CODE	NUMBER OF MENTEES	MENTOR EMPLOYER	MENTORING EXPERIENCE	MENTEE AREA OF PREFERENCE
001	1	Municipality	Yes (some)	Mfuleni
002	1	Provincial Dept.	Yes (some)	Sedibeng
003	4	Provincial Dept.	Yes and comes from a professional discipline where mentoring is embedded	Sedibeng/Midvaal
004	1	Municipality	Yes and comes from a professional discipline where mentoring is embedded	Sedibeng –Emfuleni
005	1	Provincial Dept	Yes and comes from a professional discipline where mentoring is embedded	Emfuleni
006	3	Municipality	Yes	Sedibeng

Sedibeng Mentor Employers

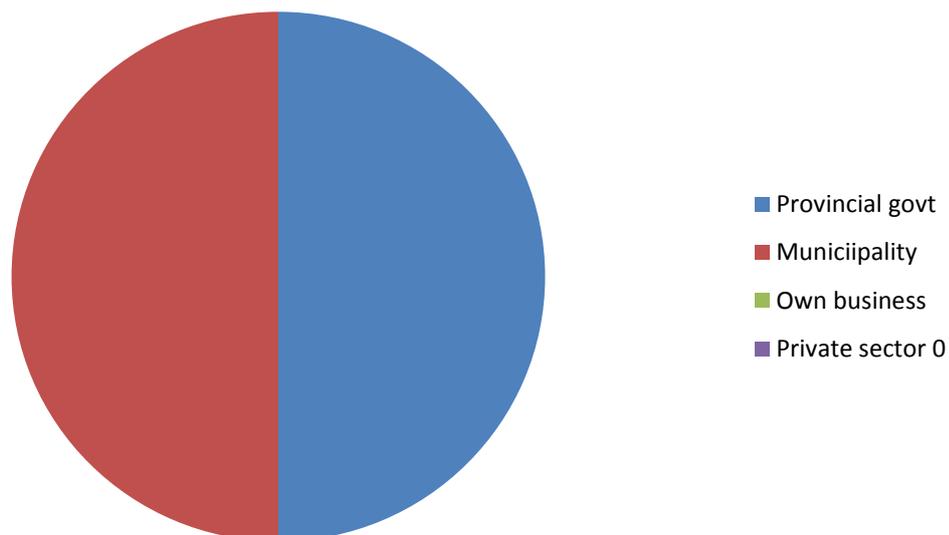


Figure 5: Sedibeng Mentor Employers

Sedibeng Municipality mentors came only from Provincial Government and the Municipality, and there were no mentors from small business sector, the private sector, NGO sector or parastatals.

Formative Evaluation Of The Gauteng Young Women Development Programme Final Report

Table 10: City of Ekurhuleni Mentor Profile

MENTOR CODE	NUMBER OF MENTEES	MENTOR EMPLOYER	MENTORING EXPERIENCE	MENTEE AREA OF PREFERENCE
007	1	Provincial	No	CoJ/Ekurhuleni
008	4	Political office bearer	Yes	Ekurhuleni
009	3	Private	Yes	Ekurhuleni
010	3	Private	Yes	Ekurhuleni
011	3	Municipality	Yes	Ekurhuleni
012	4	Municipality	Yes	Ekurhuleni
013	4	Municipality	Yes	Ekurhuleni
014	4	Municipality	Yes	Ekurhuleni
015	4	Private sector	Yes	Ekurhuleni
016	4	Law enforcement	Yes	Ekurhuleni
017	3 only 1 consistent	Provincial	Yes	CoJ/Ekurhuleni
018	1	Private	Yes	Ekurhuleni
019	3	Private	Yes	CoJ
020	3	Private	Yes	Ekurhuleni
021	3	Provincial	Yes	CoJ
022	3	Provincial	Yes	Not specified
023	3	Parastatal	Yes	Not specified

Ekurhuleni Metro mentor profile demonstrates a mix of provincial, and private sector representation and some involvement of mentors from parastatal and private sector.

Table 11: City of Tshwane Mentor Profile

MENTOR CODE	NUMBER OF MENTEES	MENTOR EMPLOYER	MENTORING EXPERIENCE	MENTEE AREA OF PREFERENCE
024	2	Parastatal	No	Tshwane
025	2	Parastatal	No	Tshwane
026	2	Parastatal	No	Tshwane
027	2	Municipality different	Yes	Tshwane
028	2	Private	Yes	Tshwane/ West Rand/Jo'burg
029	2	NGO	Yes	Tshwane
030	2	Provincial	Yes	Tshwane
031	3	Private	Yes	Tshwane

City of Tshwane Mentor Employers

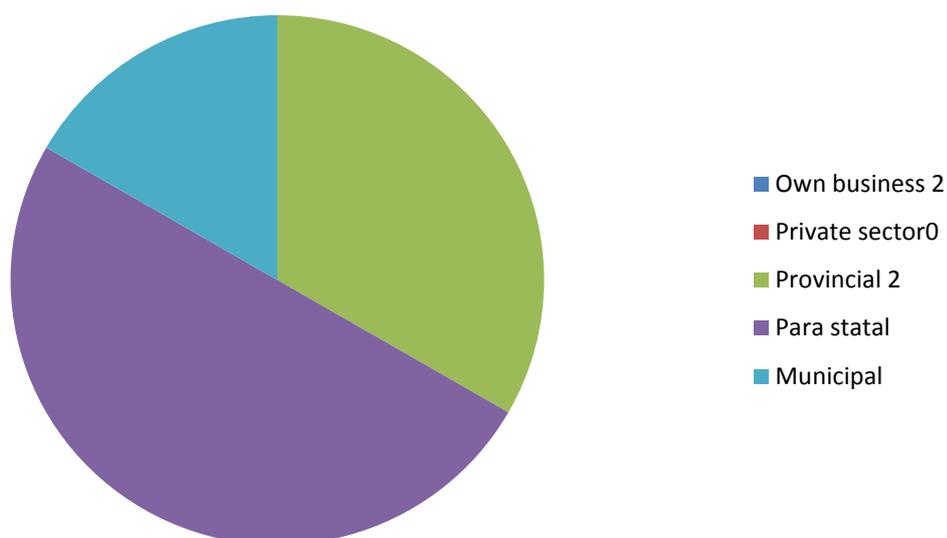


Figure 6: City of Tshwane Mentor Employers

The City of Tshwane mentors seem to be largely drawn from parastatals and that may be attributed to the location of many parastatals in the capital.

Table 12: Randfontein Mentor Profile

MENTOR CODE	NUMBER OF MENTEES	MENTOR EMPLOYER	MENTORING EXPERIENCE	MENTEE AREA OF PREFERENCE
032	2	Municipality**Exec mayor	No	Westonaria
033	3	Private	Yes (informal)	West Rand/ Sedibeng/ CoJ
034	3	Provincial	Yes (informal)	West Rand/ Roodepoort
035	3	Private	Yes	Mogale City/ West Rand
036	3	Private	No	West Rand
037	2	Provincial	Yes	West Rand
038	4	NPO/NGO	No	West rand
039	4	Parastatal	Yes	CoJ
040	3	Private	No	West Rand

Randfontein Mentor Employers

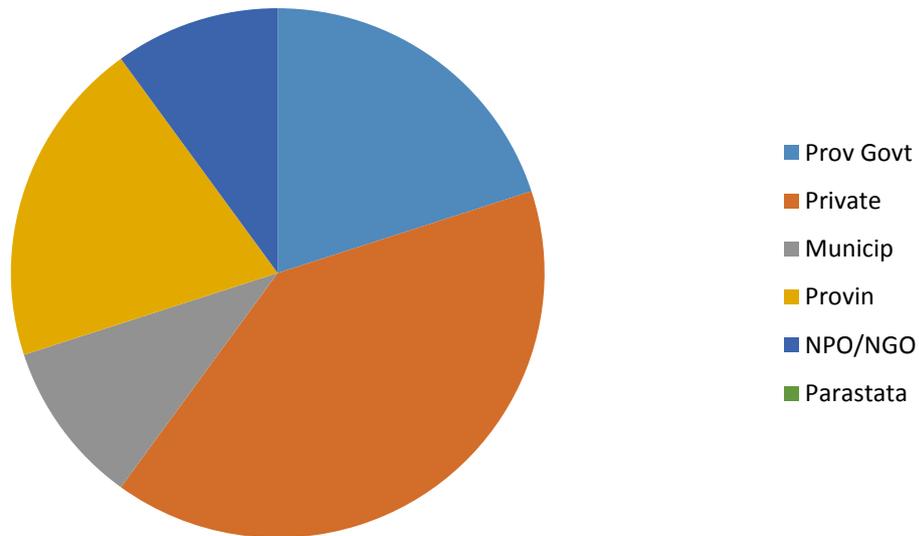


Figure 7: Randfontein Mentor Employers

The mentor employer profile of Randfontein exhibits a level of diversity of backgrounds notwithstanding lack of representation of the small business sector.

Table 13: City of Jo'burg Mentor Profile

MENTOR CODE	NUMBER OF MENTEES	MENTOR EMPLOYER	MENTORING EXPERIENCE	MENTEE AREA OF PREFERENCE
041	3	Provincial	No	Mogale City/ Randfontein
042	1	Private	No	CoJ
043	3	Provincial	Yes informal	CoJ
044	3	Private	Yes	Any area
045	4	Private	Yes informal	CoJ
046	3	Provincial	No	CoJ
047	3	Private	Yes	CoJ/ Mogale City/ Randfontein
048	3	Provincial	No	CoJ
049	3	Private	Yes	CoJ
050	3	Private	No	CoJ
051	1	Provincial	Yes	CoJ
052	3	NPO/NGO	No	Not indicated
053	4	Provincial	Yes	City of Tshwane
054	4	Private	Yes	Alexander
055	4	NPO	No	CoJ
056 (male)	4	NPO	Not indicated	Not indicated
057	2	Provincial	Not indicated	Not indicated

CoJ Mentor Employers

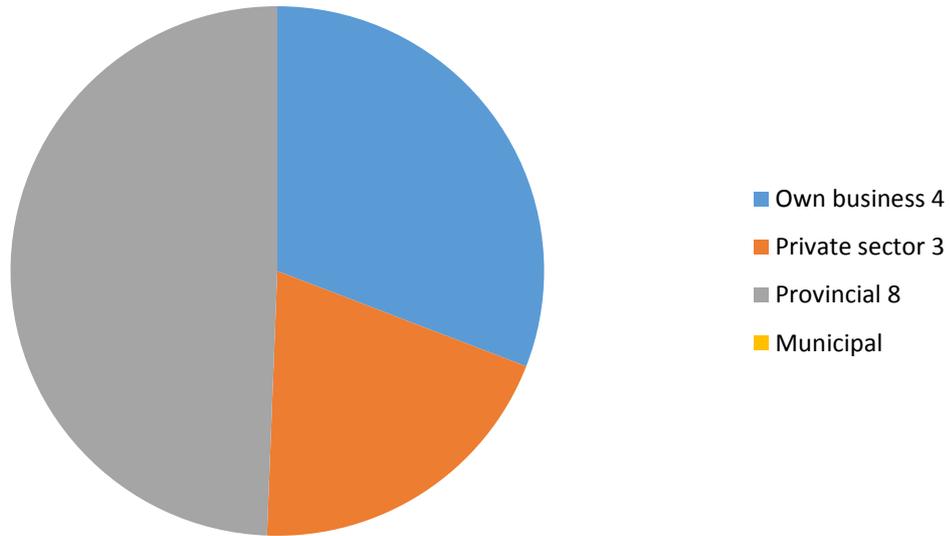


Figure 8: City of Jo’burg Mentor Employers

In the CoJ it appears that representation of mentors from the small business sector was achieved, and that is probably an indication of the level of contact that OoP has with small business sector in the CoJ.

YWDP Summary Mentor Employment by Sector

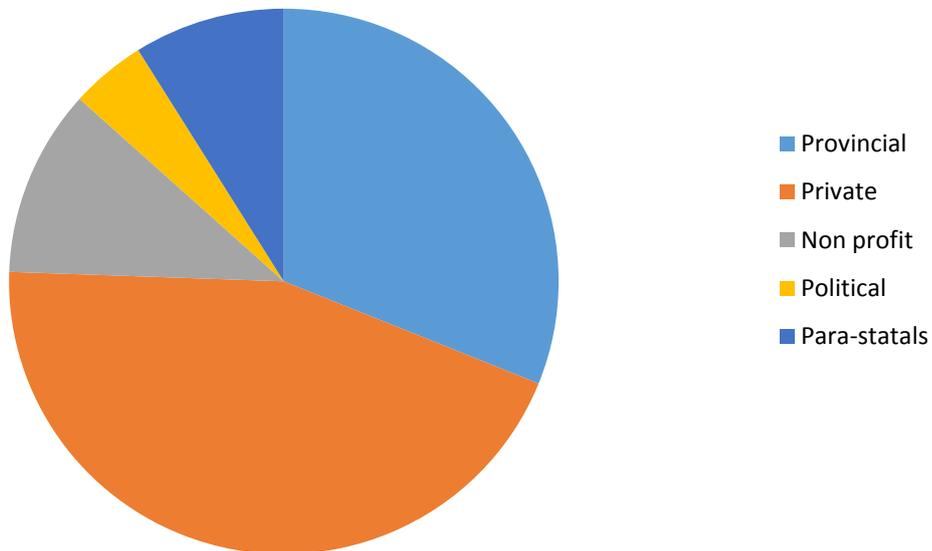


Figure 9: Summary YWDP mentor by sector of employment

The mentor sector of employment is important because it becomes an avenue through which the mentor exposes the mentee to work related opportunities and enables the mentee to build networks.

2.7. Experience of mentors involved in the pilot YWDP in mentoring

For the purposes of this analysis, those mentors who indicated that they had done some informal mentoring were treated as having experience because mentoring often starts informally. It must also be noted that some of the mentors came from disciplines where mentoring is almost embedded in the field of specialisation, e.g. social workers, educators including those who may have climbed the ladder and are now serving at district and provincial levels. All the mentors that served in Sedibeng and Ekurhuleni have had some previous experience in being mentors. Where perhaps there were many mentors with no previous experience in mentoring was at the CoJ. This probably is due to the presence of enthusiastic females employed in the private sector, and provincial government who were keen to help other young women. West Rand had an almost equal split between mentors who had some experience and those who were doing it for the first time.

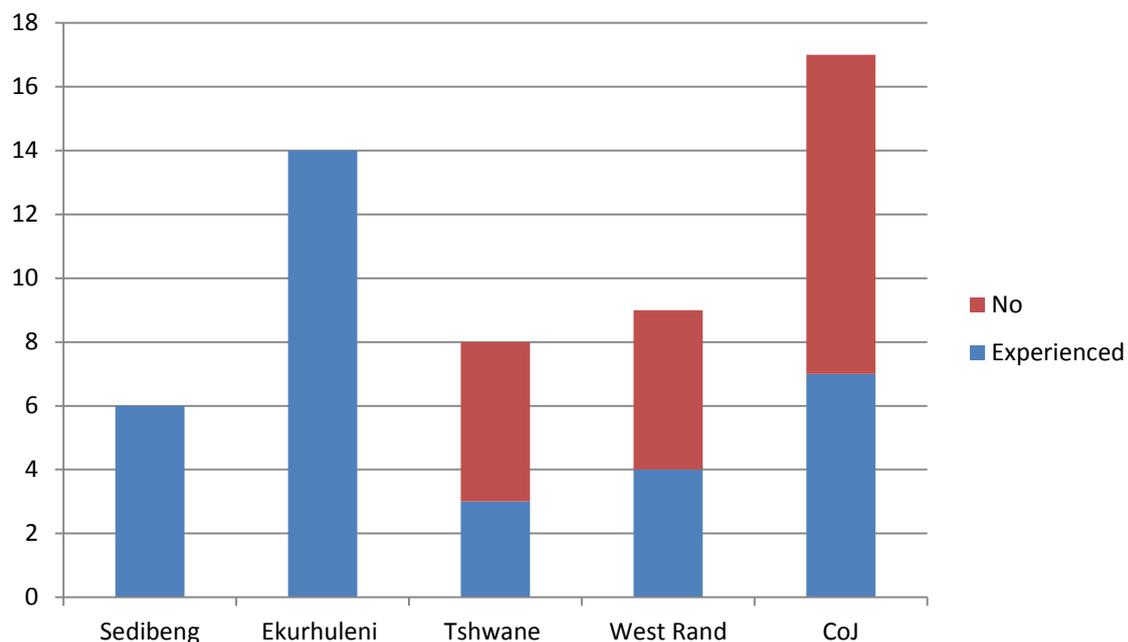


Figure 10: Experience in mentoring of the YWDP pilot mentors

Source: 01032014 Report YWDP Final Contact Session

The mentors who participated in the pilot according to programme records displayed the following nuances:

- They were all women except for 1 man
- They were sufficiently high level in terms of employment status
- Mentors were spread across government, private sector parastatals as well as NGO sectors and small business to a lesser extent
- Mentors preferred mentees that were either based in the mentor's vicinity of employment or residence for ease of access
- About 30% of mentors who participated in the pilot had no mentoring experience prior to their participation in the YWDP
- A sizeable chunk (31%) of mentors came from Gauteng Provincial Government and that is understandable given the fact that this was a "captive audience" that was most accessible to get the mentors needed to get the programme off the ground quicker
- What is also worth noting from this picture is that the small business sector which is a potential growth area is not adequately represented except for the CoJ

- The CoJ had mentors drawn from small business and NGO sectors

2.7.1. Mentee participation in the pilot

YWDP reports suggest that the guideline given to mentors and mentees at the beginning of the programme was that they needed to meet at least once a month for individual contact sessions, as a means of ensuring ongoing face to face contact, in addition to attendance of group contact sessions organised by the OoP.

2.7.2. Attendance of Contact Sessions

Contact sessions organised by the Premier's office were held on the 21 to 22 September 2012, 23 February 2013 and 31 August 2013. Figure 12 paints picture of erratic attendance of organised group sessions by both mentors and mentees:

YWDP Contact Session Attendance Percentage

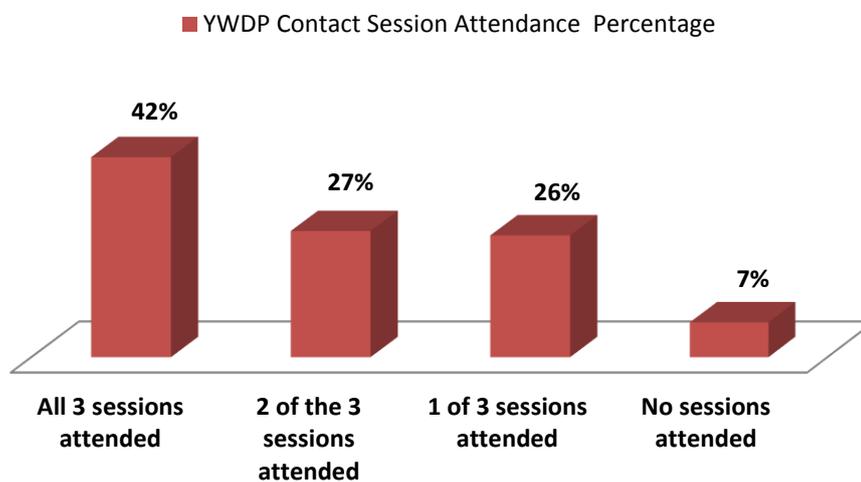


Figure 11: Participation in contact sessions
Source: The Final YWDP Report

Since the YWDP required attendance of a combination of group and one on one sessions, it is important to also consider a record of individual sessions that mentees held with their mentors, and this is depicted in Figure 12. The pie chart below is a summary of the meeting intervals by mentors and mentees on the programme. Most of the mentors and mentees (37%) only met at the sessions organised by the Premier's Office. From the 29% of mentees and mentors who never met, 40% had not attended the contact session in which mentors and mentees were paired, and therefore did not get an opportunity to be assigned to mentors, in addition to being properly introduced into the YWDP. A further 10% had not been assigned mentors and the remaining 50% still kept in touch via SMS, telephone calls, WhatsApp and emails.¹²

¹² 01032014 Report YWDP Final Contact Session

Mentor and Mentee Meeting Intervals

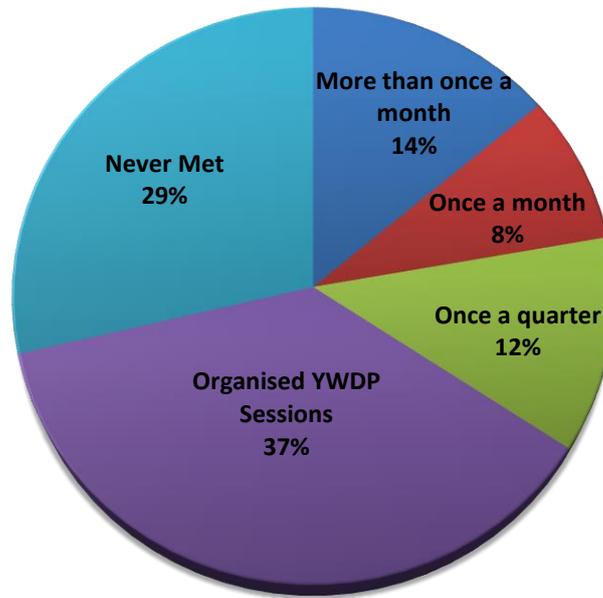


Figure 12: Mentor mentee meeting intervals
Source: 01032014 Report YWDP Final Contact Session

Table 14: Participation in contact sessions

Sessions attended	Number attendees	Percentage
All 3 sessions attended	46	42%
2 of the 3 sessions attended	29	27%
1 of the 3 sessions attended	26	24%
None of the sessions attended	8	7%

The picture that emerges from this data suggests that ongoing guidance was received by a mere 22% of the mentees who were in contact with their mentors at least on a monthly basis, according to YWDP specifications. The quality as well as the scope of mentoring received by 37% of mentees is questionable because it means that for the duration of the pilot phase mentees met their mentors only 3 times within the confines of a packed programme. That is however still better than 29% of mentees who for all intent and purposes never had a mentor thereby limiting their exposure provided by the YWDP to group sessions. Could this be the reason why a substantial number of mentees dropped out? While once a quarter meetings would not be too bad if there was ongoing contact through technology there is no data that speaks to contact intervals via technology.

Reasons for fluctuations of attendance of contact sessions

The fluctuations in attendance, especially by mentees, create an impression of failure on the part of the mentees to reap full benefits of the YWDP. The evaluation forms completed also brought to light the fact that some mentees joined the programme after the launch, and therefore missed out on several other opportunities, such as being paired with mentors. The reasons cited by mentees and mentors for not attending sessions included:

- Not receiving invitations – this was mainly because mentees tended to change their phone numbers frequently, and therefore missed some invitations to the sessions
- Maternity leave – this was the reason given by 14 of the 104 mentees who completed the evaluation forms
- Other engagements – these included family engagements, academic reasons and illness¹³

2.8. Tools that have been put in place to deliver the YWDP

To implement the YWDP, the OoP put in place a number of tools including:

2.8.1. The Young Women Development Needs Assessment Tool

In the first Ingxoxo Namantombazana meeting held by the OoP on the 31st of August 2011 a needs assessment tool was developed and administered. This was a step in the right direction and this tool gave programme staff an indication of prevailing needs. Used effectively, it could have provided a mechanism of linking the programme objectives to the real existing needs of mentees.

2.8.2. Mentoring Log

The Mentoring Log was designed as a tool to keep a brief record of the mentoring activities and any agreed actions and outcomes. It was also meant to support the mentor and mentee to agree on future actions and activities, and clarify responsibilities. In addition to this, the mentoring log would help the OoP in assessing progress made and the Young Women's Development Programme on an ongoing basis. The tool is elaborate and it is meant to track details such as dates of mentor/mentee sessions; time; contact card; competency areas covered; what needs to be done, by whom, support needed from GPG as well as date of the next meeting. Implemented correctly and consistently by mentors, this tool would be valuable in tracking mentor/ mentee contact sessions and in informing the OoP about the direction the programme is taking as well as areas that need to be provided for in the contact sessions.

2.8.3. Mentor/Mentee Contract

In simplistic terms, a mentoring contract is an agreement that stipulates how the mentor and mentee will operate. Literature suggests that mentoring contracts are a 'must have' for any mentoring programme and should include:¹⁴

- Expectations of both the mentee and the mentor ;
- An action plan completion date;
- The number of times the mentor and protégé will meet;
- A confidentiality clause;
- Termination of agreement rules, and;
- How missed meetings should be dealt with;
- Duration of the formal aspect of the mentoring relationship;
- Venue of the meeting;
- Conditions for termination
- Signatures of both the mentor and protégé

An in-depth analysis of the YWDP Mentoring Contract

The putting in place of a mentorship contract by that binds the parties to the YWDP and clarifies roles and responsibilities was a step in the right direction. The inclusion of a section on additional

¹³ 01032014 Report YWDP Final Contact Session

¹⁴ http://www.researchgate.net/publication/254121249_Who_Is_a_Mentor_A_Review_of_Evolving_Definitions_and_Implications_for_Research

conditions parties agree to additional conditions was a step in the right direction that recognises that the relationship is complex and often times unique to a particular dyad and therefore provision should be made to cater for dynamisms inherent in mentoring. Notwithstanding these positive attributes of the contract that was put in place, there are other aspects in which the contract is lacking, viz.:

- The contract appears to be one-sided, in that goals and expectations of the period of mentoring cover only the mentee, and there is no section where the mentor makes own undertakings that constitute the mentor commitment to the mentoring relationship,
- The contract is devoid of mentoring objectives and this may have contributed to misconceptions about YWDP uncovered during focus interviews with the mentees
- The mentees have spelt out their expectations in the contract, however the expectations of the mentors are not covered,
- The roles and responsibilities of the two parties are not captured in a way that makes it clear that mentorship is a two way relationship whose success depends on active continuous engagement of both parties,
- The contract does not include the duration of the mentoring relationship under the auspices of the YWDP. Both parties need to know what they are committing themselves to, and maybe the specification of the duration could have mitigated the high drop- out rates as people who are not willing to commit themselves for the stipulated duration would have been discouraged from joining the programme
- It also does not cover meetings, their duration and many other aspects related to meetings.
- It is also devoid of termination clauses which would have made the termination official rather than end up with unrecorded drop- outs on both sides

The exclusion of these aspects in the contract could have led to unrealistic expectations on the part of the mentees, and failure on the part of the mentors to execute their roles optimally.

2.9. How mentor–mentee matching was carried out

Literature suggests that once the point has been reached where mentors and young women have been identified, matching them is next. It is important that this part of the process be as relaxed and stress-free as possible. A critical success factor in matching has been identified as sound assessment and the freedom to make choices—for both the mentee and the mentor, considering similar interests, similarities such as race, shared experiences, a relationship between the mentor's area of expertise and the mentee's interests, aspirations or needs. Some mentoring programs have found that successful relationships can be formed regardless of differences as long as mentors are patient, prepared for cultural differences, stable, empathetic, non-judgmental, and like and respect young people. It has also been found effective to match the mentors and mentees as best as possible, is enhanced if they are allowed to hold a 30 minute face-to-face meeting with no strings attached after they have been paired. Either the mentor or the young women is able to say at this point that she is not comfortable with the match. It is equally important to keep the process fluid at this stage, making sure that the young women understand that some shifting around may occur in this process until optimal matches are made. Mentors who stay the course should decide to voluntarily participate after pondering about the following questions:¹⁵

¹⁵ Jean E. Rhodes and David L. Dubois, *Understanding and Facilitating the Youth Mentoring Movement*, Society for Research in Child Development, 2006.

- Can I operate under the protégé's intense scrutiny of my behaviour, ideas, style and judgment?
- Am I comfortable under intense scrutiny?
- Am I willing /able to be explicit about everything I do and say?
- If I teach the protégé all I know, will I lose some of my power?
- Will I be judged by the behaviour of the protégé?
- Will we be linked to one another in the minds of others?
- What kinds of experiences should I provide to help the protégé grow as well as to test his/her potential?

These questions demonstrate the complexity of mentor's roles as well as the idiosyncratic nature of mentoring relationships, an idiosyncrasy which may be heightened particularly for less experienced mentors.

2.10. How delivery of the YWDP was tracked and reported on

Tracking mechanisms that were put in place to monitor the delivery of the YWDP pilot included:

- Individual Mentorship monthly session reports
- Reporting by mentees after 7 days of meeting
- Mentees Personal Development plans
- Quarterly mentors contact sessions
- Mentees participation in coaching clinics (GCRA)
- Joint sessions to be held annually
- Placement of young women in various GPG or Private sector economic opportunities (mentors to indicate the needs of mentees in first report)

These tracking mechanisms were adequate to keep the programme on course. Evidence suggests that all of these reporting and tracking modalities were followed except for the placement of young women in various GPG or Private Sector economic opportunities, and evidence of participation in coaching clinics was also not found. A question that arises against the backdrop of the differences between mentoring and coaching vis a vis the target beneficiaries of this programme is whether coaching should be part of this programme.

Chapter 3:

What Data Suggests About How the YWDP Programme Was Conceptualised, Designed and Delivered

Introduction

In conducting the analysis, an attempt was made to weave data from a number of sources locating it within the context of research questions as organising themes, using content analysis methodology. To get a view of how well the YWDP pilot was delivered, it was necessary to assess its delivery against normative data in terms of how successful young women mentorship programmes are delivered. A challenge encountered in objectively assessing programme success was that the YWDP did not identify criteria for success and how success was going to be measured. The Beneficiary statements were of some use, however erratic attendance, as well as the fact that beneficiary selection criteria beyond gender and age were not stipulated, rendered them to be of limited use, as at the point of entry beneficiaries differed vastly. .

3.1. Conceptualisation and design of the YWDP

Programme conceptualisations relates to where the idea to introduce the programme originated, and whether it was based on logical grounds. Statistics already covered in Chapter 1 demonstrated high incidence of factors that render young women vulnerable to violence and crime, unemployment, teenage motherhood, problems with management of own sexuality, drug and alcohol abuse, mental health issues and self-esteem as well as self-confidence.¹⁶ The existence of these direct challenges that were well documented that the YWDP aimed to address demonstrate there was a logical rationale for a programme to guide mentor and empower young women of Gauteng. All respondents surveyed agreed that there is definite need for this type of programme, including disgruntled mentees.

3.2. Design of the YWDP

What were the objectives of the YWDP?

According to YWDP documents, the pilot phase of the YWDP aimed to provide guidance, through mentorship, whilst concentrating on the following key priority areas:

- Instilling self-identity, discovery and leadership in the young women.
- Quality education for young women.
- Promoting health and responsible sexuality for young women.
- Decent work and economic opportunities for young women.
- Condemning gender-based violence and organisations for increased success especially in the lines of skills development and work exposure for the young women.
- Upholding safety for young women.
- Discussing issues of parenting and child care

Mentees were asked to indicate the skills and area of expertise they wished to develop through their participation in a mentorship programme that was envisaged in the 2011 pre pilot session with the Premier. A summary of the needs identified by the mentees as important to them was as captured in Figure 13 below:

¹⁶ UNFPA SOUTH AFRICA Adolescents and Youth Date: 07/10/2014

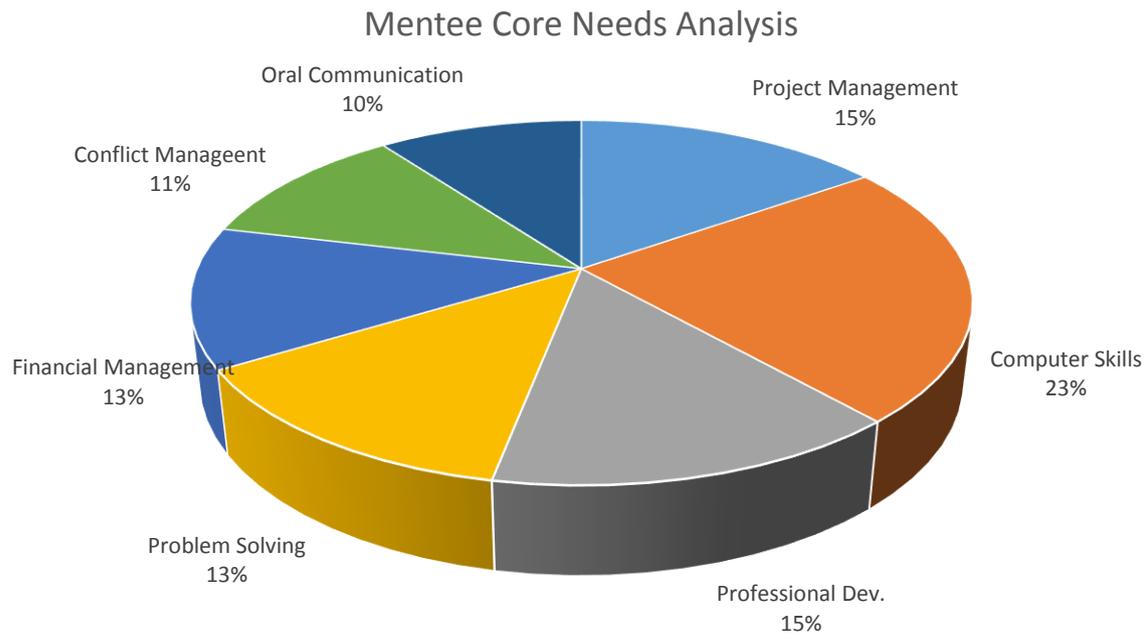


Figure 13: Mentee needs analysis

Source: Post Workshop Report YWDP Orientation Report 23 February 2013

There seems to be discrepancy between these needs as identified by mentees and what the programme was designed to achieve.

3.3. YWDP programme management arrangements and resourcing

The YWDP pilot phase was delivered within existing budgets and was added to the work load of existing staff in the Gender Directorate with its overall management assigned to the Chief Director. The day to day running of the programme was assigned to the Director Gender and the Deputy Director with administrative assistance. The expectation was that the two individuals would take direct responsibility for overseeing programme implementation which includes the following:

- Developing programme implementation tools e.g. mentor logs, contracts, reporting templates
- Planning and delivering the 3 contact sessions including logistics that are unique to each session depending on purpose
- Monitoring mentor compliance with programme reporting
- Dealing with mentee queries
- Doing troubleshooting as and when required
- Providing support to mentors
- Be on the look out for information that would be needed to support the mentors
- Providing provincial wide opportunity alerts to the mentors to be passed onto the mentees
- Setting up an adequate referral system
- Contracting service providers from time to time and quality assure their deliverables in the YWDP
- Programme staff also interacted directly with mentees, attending to their queries and trying to run a referral system from the OoP

Programme staff indicated that due to the fact that the YWDP was an add-on to their other responsibilities they could only dedicate 25% of their time to the YWDP and R700 000 was used during the pilot phase. The question of whether the YWDP was adequately resourced is partially

addressed by the following comments from mentors who identified the following as what they would have liked to see included in the YWDP pilot phase:

- “Regular follow ups/ Support to the mentors “
- “There was no expert input to help mentors”
- “Ongoing support of the mentors”
- “Facilitation by OoP to involve mentors
- “Involve mentors in planning and logistics”
- “Regular quarterly mentor meetings is what we needed “
- “Involvement of mentors in the design of big group sessions”

The IT platforms were also not utilised optimally with the programme staff estimating that around 25% of IT capabilities were used. Further investigation suggests that IT capabilities were used only to a limited extent i.e. WhatsApp group and email was used to communicate with mentors and mentees either to deal with queries as well as to make arrangements for contact sessions. The mentees also used the WhatsApp facility to form their own networks.

3.4. Mentor recruitment and selection

The YWDP was going to be delivered within existing budgets by volunteer mentors. Programme staff indicated that:

“Women who worked for Gauteng Provincial Government occupying positions of authority were targeted to serve as mentors in the programme and invitation to women in the private sector was extended through the GCRA. Other partners that were already involved with Gauteng government also came on board by providing mentors. The Government Senior Management Services Women’s Summit was used as a platform to recruit GPG senior women managers to serve as mentors. The only criterion used was that women who expressed interest in serving as mentors needed to pledge to partake in the programme.”

Regarding mentor selection process programme staff also indicated that:

“The process of selecting mentees was not the best as it was open ended and that mentees themselves had to understand what mentorship is all about so that as they were committing themselves to the process, they had to know the nitty gritty of the programme. The selection could be improved by providing the mentees with the knowledge of mentorship in totality”

Mentors who came from outside of government indicated that they were recruited through the modalities captured below:

“Through my invited via email”

“Through Newsflash”

“Announcement at the gender forum “

“My organisation asked me to avail myself and I agreed as it is the right thing to do and part of my life to give back

“Heard from a colleague who attended the first meeting/ heard from HR of my municipality”

“Got an email invitation through Black Business”

“Through my organization Women of Value”

The age profile of the mentors surveyed suggests that the age of the mentor was between 36 and 56 years old, which pointed to adequate accumulated experience. The mentors included in the pilot were all females and came from a variety of occupational sectors in the private sector, Government both provincial and municipal, NGO as well as Community based organisations. Programme staff believe that the broad range of skills and expertise that mentors had, allowed for effective pairing with mentees.

An anomaly emerged during data collection is that the data base had contact information of people who did not consider themselves to be mentors as demonstrated by the following excerpts:

“I only attended the first session”

“I was not sure when this was going to end”

“I did not serve to the end so I cannot answer all the questions “

“I was asked to attend (See Table 6)

3.5. Beneficiary engagement (mentee targeting, selection and pairing)

3.5.1. Who is the target beneficiary of the YWDP and why?

A closer look at the women who participated in the YWDP pilot phase provides wide ranging differences in age (from 18 to 41) in the number of children that the mentees had (ranged from no children up to 5 children) occupational status of mentees equally showed wide variations (from unemployed high school drop outs, professionally employed, finishing high school, pursuing HE studies, owning NGOs /small businesses, working in the informal sector) prior to participating in the YWDP. The UN considers individuals in the age group of 15 24 as youth, and “youth” according to the African Union Charter, refers to every person between the ages of 15 and 35 years.¹⁷ The question that arises is whether the YWDP pilot was correctly targeted both on paper and in practice, and if not who should be the target beneficiary of the YWDP?

3.5.2. The beneficiary selection process

Once the target beneficiaries have been identified, normally programme staff would develop clear cut criteria for inclusion and exclusion which should be followed to identify target beneficiaries. Programme staff indicated that

“Beneficiaries were selected from municipal data bases, the GCRA data base, SASSA recipients of social grants. No young women were denied an opportunity to participate in the YWDP 25% of Young women left the programme due to pregnancy, relocation, studying, and communication breakdown due to contact numbers changing contact numbers”

Programme staff conceded that *“The process of selecting mentees was not the best as it was open ended and that mentees themselves had to understand what mentorship is all about so that as they*

¹⁷ African Union Youth Charter

were committing themselves to the process, they had to know the nitty- gritty of the programme. The selection could be improved by providing the mentees with the knowledge of mentorship in totality”

Data from mentees also suggest that beneficiary selection procedures followed were not systematic and dovetailed to programme objectives, the way beneficiaries is illustrated by the following statements from beneficiaries :

- *Did not apply (21)*
- *Was nominated*
- *Ordered by organisation to attend*
- *Did not apply (4)*
- *Wanted a mentor or a coach/skills development and funding*
- *Called by the office of the Premier*
- *Sent CV*
- *I was called to join through the essay that I wrote*
- *Bengicabanga ukuthi izonginceda ngolwazi, kodwa qha angikho impress ngeprograme/no*
- *Application process was done for them/Because they took us from the GCRA data base/ Their screening process*
- *Just received a call or SMS and WhatsApp/availed myself*
- *Was signed up on database by employee at OoP*

From the beneficiary input, it does not appear that there was a structured beneficiary recruitment and selection process.

3.6. What data suggests regarding matching of mentees to mentors

Matching of mentees to mentors goes beyond gender and hinges on the ability to connect to an individual on a personal basis. Inputs from the mentors suggest that 36% of mentors surveyed enjoyed a good personal relationship with their mentees that made it easy to work with their mentees. They attributed this good working relationship to the following reasons:

- *“We connected, (7)*
- *“She was free and could communicate”(2)*
- *“We liked each other (6)*
- *“She liked the fact that I was honest and referred her;(1)*
- *She was committed;(2)*
- *“She was open”(4)*

The other 64% of the mentors experienced difficult relationships with their mentees which they attributed to reasons such

- *“Mentees looked up to me and I could not always help” (4)*
- *“They expected too much; (5)*
- *“They did not understand the purpose of being mentored” (5)*
- *“I had a parent-child relationship”(1)*
- *“We did not like each other”(7)*
- *“We had a language barrier and she could not speak English” ;(2)*
- *“We did not get along” (4)*
- *“I think she lost interest cause most we were interested in environment and agriculture (1)*
- *“They selecting us by places and paired us with a mentor who don’t live far from us”(5)*

About 30% of the mentees felt that their relationship with their mentors was good and the mentee perspective regarding what made their relationship with their mentor work, was as follows:

- *"It was working because we used to call each other; (7)*
- *It does work; (1)*
- *She makes means to call me and check-up my progress;(1)*
- *Our relationship worked because I listen to her carefully and respond;(3)*
- *Being honest and communicate with her electronic (1)*
- *Inform her what I have done and what I want to add or remove " (4)*
- *Respecting one another (5)*
- *She was willing to work and guide me(7)*
- *I also played my part 4*
- *She understood what were my interests"(5)*

In reviewing YWDP documents no criteria for matching mentors to mentees could be found. The programme staff as well as mentees and mentors suggest that the matching was random. For instance the mentees inputs suggest the following:

- *"My mentor is a manager and my interest is in construction so she could not help me"*
- *"She lost interest because I work in IT and she was interested in HR but I referred her to HR in my Municipality"*
- *"I was given someone who doesn't have my interest because we do not have enough mentors and the girls were too many"*
- *"I did not have one since I started"*
- *"I have not met my mentor since I was introduced to her"*
- *"Didn't get any"*
- *"I only saw my mentor at Birchwood since the I never saw her"*
- *"We only meet once/It was nice at first but I have never heard from her since our first programme"*
- *"Bad" "I received a text telling me who my mentor was"*
- *"We were given names and we had to choose and had to choose from those names."*
- *"They divided us on a list and randomly pick a mentor out of a divided group"*
- *"We were given a name and the face that belonged to it "*
- *"I do not know how it was done as I was only profiled after a mentor was allocated to me.*
- *"I never met my mentor even once"*
- *"Mentors were given a list of mentees which they have to mentor"*
- *"They just told me that she is my mentor"*
- *"We were not on the same page because she was different from me and my career"*
- *"It was disastrous because she never contacted me"*
- *We never communicated*
- *We never communicated she was introduced to me;*
- *The lack of communication;*
- *Both of us never called each other. We did not bother whether I called or she called or whether we must see each other or just cut the communication without informing me that she is no longer part of the programme; Did not have the same interest/Not work /Work but not so much*

Notwithstanding these pairing shortcomings, there are instances where mentors and mentees were correctly matched and their mentoring relationship blossomed to the benefit of the mentees as illustrated by the following assertions:

- *"It was a good mentor " (7)*
- *"Group of 5 but we were from the same municipality and were from different areas"(1)*
- *"The mentor was explaining every details" (2)*
- *"We worked well because she was open(7)*
- *"We had a parent- child relationship."(1)*
- *"She was a business women and therefore the pairing of mentors was relevant to the mentees but she did not help us and they gave us to another mentor in Randburg"*
- *"The person was ok but she never bothered to mentor me"*
- *"Paired with someone from a certain area that had time and honoured the appointment"*

- *“We were in daily contact via sms and WhatsApp”*
- *“Very well coz we used to meet 2 times a month”*
- *“The mentor was explaining every detail”*
- *“It was a good mentor I have a good mentor”*
- *“We were 4 of us that were paired with our mentor and we sometimes met as group”*
- *“Mentees who were assigned to a structured programme were all satisfied with the pairing “*

The question of mismatch between mentor and mentee area of residence and mentors kept cropping up but further analysis suggests that it does not matter where the two reside as long as there is some common ground. For instance matching did work in instances where mentees came from the same municipality as the mentor’s area of work particularly when the area of mentor’s work was in downtown and accessible by public transport and both were dedicated and committed to the YWDP.

22% of mentees who attended the data collection session and had been regular participants in the YWDP indicated that they have never had a mentor and the Office of the Premier was aware of it.

3.7. How role players felt about the delivery of YWDP key components

3.7.1. Group Sessions

Induction component was aimed at introducing both the mentees and mentors into the programme clarifying roles responsibilities and the modus operandi and pairing mentors to mentees. It appears that from a mentee perspective, there was overall satisfaction with how the induction programme was arranged as suggested by the following statements:

- *Fantastic good venue/*
- *We always went to 5 star Birchwood hotel*
- *Informed on time*
- *Well organised*
- *The induction was perfect/inform every one of the process and share information equally/to give us reliable mentors*
 - *Let there be a profile of these young women who are joining in and a background check is one of the essentials*
 - *We need them to discuss things that we don’t know, and tells us about the vision of this group and the*

A sizeable number of mentees (42%) of mentees felt that so much benefit accrued from these group sessions that they felt that this component alone mattered most to them. That is notwithstanding s high levels of dissatisfaction with the pairing process and mentors also lamented the late start of the programme, as well as unavailability of time and space to interact with their mentees once pairing was done during the induction meeting. They also lamented the unavailability of space and time to interact with their mentors during group sessions.

3.7.2. Individual mentoring sessions

Figure 12 showed the frequency with which the mentor mentee meeting sessions occurred during the pilot phase of the YWD. These attendance patterns obtained, notwithstanding the guideline given to mentors and mentees at the beginning of the programme was that they try to meet at least once a month for contact sessions, and as a means of ensuring face to face contact. From the data provided it is clear that the requirement for mentors to meet mentees at least once a month was met by merely 22% of mentors and mentees, 37% only gained from only organised group sessions. The never met group (29%) did not have mentors. This pattern throws light into the reluctance of the mentors whose names were in the YWDP data base that when approached for this study only to be met with reluctance to participate. Reasons advanced varied from only having attended one

session, having dropped out, not having served as a mentor. A sizeable proportion of mentees who participated in surveys (22%) and had been regular participants in the YWDP indicated that they have never had a mentor and the Office of the Premier was aware of it.

3.8. What data suggests about referral system in the YWDP

The Programme Office served as a referral point and it is unlikely that this would have been the most efficient way to deal with referrals given the fact that programme staff could only dedicate 25% of their time to the YWDP. Mentors indicated that while the introduction of the YWDP by the OoP was a clear indication that young women issues were taken seriously in the province, the programme lacked clear referral systems and those mentors who referred mentees to special services that they needed, used their own initiative and referral systems. Data suggests that mentors had to deal with counselling issues on a regular basis as frequently as they had to deal with issues relating to access to opportunities, career related issues as well as issues relating to access to information and . Eighty percent (80%) of the mentors surveyed indicated that they either routinely or frequently had to deal personal problems. This suggests that in addition to a regular mentoring role, mentors often had to provide counselling, a skill that due to its specialist nature they did not have as suggested by the following statements:

- *“I ended up doing more counselling” (6)*
- *“Felt ill equipped to render counselling” (3)*
- *“I did not know where to go with the personal problems” (4)*
- *“My mentees had so many personal issues”(5)*
- *I felt I needed more counselling skills (7)*
- *I often did not know how to help me mentee (5)*

3.9. What has been achieved through the delivery of the YWDP?

Data from programme reports suggest the following with regards to what the YWDP has achieved during the pilot phase:

Programme Perception

Table 15: Mentee feedback according to YWDP records

Perception Statement	Agree	Disagree
The Premier’s Office cares about the community.	98%	2%
The Premier’s Office offered me support throughout the period I was part of the YWDP.	77%	23%
The Premier’s Office exposed me to more opportunities than I would have accessed if I was not part of the YWDP.	78%	22%
This programme made me proud to be who I am and to be more confident in myself and my abilities.	94%	6%
I would encourage the Premier’s Office to continue with the programme.	98%	2%
I am willing to become a mentor in the Young Women’s Development Programme in the near future.	94%	6%

Personal growth:

How did mentoring affect you personally? (please tick applicable responses)	To a Great Extent	A little bit	Not At All
I learned new things about myself.	70%	17%	13%
I found it easy to be a mentee.	54%	29%	17%
I have a better understanding of reaching for my goals.	65%	23%	12%

Formative Evaluation Of The Gauteng Young Women Development Programme Final Report

I felt more motivated.	71%	17%	12%
I was able to motivate those around me.	55%	32%	13%
I feel more productive in my life after mentoring.	49%	31%	20%
I have started doing what I can with what I have.	56%	30%	14%

To track progress that young women have made due to their participation in the YWDP, "Beneficiary I Statements" were used and this is what the mentees said about their own progress:

Beneficiary "I" Statement as proxy measure of Impact-suggests the following areas of growth by mentees (Captured verbatim)

The needs that I had that the YWDP met are			
<p>To find my ambition; establishing a company; good and purposes; motivation and gaining independence; encouragement and motivational; giving me a mentor; long term goals; excellent; independence; nothing; developed; encourage; Motivating and help young woman to achieve; none; meet mentor and lots of ladies; none; bursaries; N/A; N/A; leadership and empowerment; how to uplift young women in my community; developed and create; opportunities nothing really; nothing; relevant for my career path;;none; confidence; career guidance; only motivation; getting a job and an opportunity to study further information; none; many grate opportunities for women; motivation self-esteem; not met yet but soon will be met; none; not applicable; employment, education; nothing; N/A; Business information</p>			
Before YWDP(Verbatim)	After YWDP (Verbatim)	Areas of improvement	Areas of least change
<p>That I will never be good in life /; Was just confused/ believed to purposes of analysis ; am an achiever; could never be able to interact with people/ believed it changed a lot of my life;no to become a dependent and to work for myself ; will study hard and become independent; Government does not come to the people; would get bursary; was at home doing nothing; will be studying and have a good job; did have passion; that anything is possible; no</p>	<p>I now believe I can do anything for myself/I can reach my goals/ as a woman I have to wake up and do it for myself/ can be what I want to be /I now believe because I can see face to face /I 'm moving forward /in myself/can do it despite what comes my way/am able and will get through what I want in life/ am today because of YWDP/am developed and motivated/ am exposed to how people operate/ They can do better. I can make it/ In myself/you/ I can stand on my own in me, myself and / I can stand on my own and go and find information by myself/ can do anything/I believe myself and empowering other woman/ that nothing is impossible if you put smart work to achieve it./Understand/ can do more better/I can be a tool to be used for further programmes/*I am/ I can make it and be what I want to be / I am a strong young woman who has self-image / independent women/ I can do more in my life than depending on another person/I can make it and the time is now/I am able to do what I put my mind to/ still believe</p>	<p>Belief in one's capacity to achieve Setting and focussing on own goals Motivation to become better Belief in self-reliance Restored sence of hope in a brighter future Working towards /quest for independence Renewed sense of hope Determination;</p>	<p>Mentees who came into the YWDP with positive self-affirming beliefs believed that growth is determined by the environment; That goals are reachable; I was volunteering; I can; ; I can be a better person; ;I wanted to be a teacher; I had dreams</p>

Formative Evaluation Of The Gauteng Young Women Development Programme Final Report

<p>things do YWPD liar; was not capable to become a teacher; I am capable; had no hope; God and myself; couldn't achieve my goals; would own my company; team work; won't succeed in life; was not a good speaker; was lost with no motivation; *can but don't know how; would get educational funding or career upliftment believed nothing was possible ;I was going to do nothing in life; looking for plumbing job and I use to get piece jobs; I will have my own company; I was not important; I cannot I was lost; know more things that I did not know before; couldn't make it in life</p>	<p>in myself ready to explore/*a member of YWDP/can do it/I will get more opportunities/in myself/can achieve my goals/a good public speaker/I can/ was given something to take me forward/can finish my Matric if I can get funds from the list that I have' I must educate my children I am strong and independent/our concern will be heard/can stand and pursue my dreams without doubt/ Can be anything I want to be entrepreneur</p>		
<p>The challenges I had before participating in the YWDP include I was not going to school; partying too much; domestic violence , not enthusiastic; thought that comes ; not being considered/ taken seriously not thinking of</p>	<p>I am currently busy with (occupation) Contract job; sales rep as before/unemployed/internship/ volunteer ,/ politician soon to graduate PR management April 2015/ furthering my studies at Ekurhuleni East Campus/transporting children/looking for internship to graduate//Learnership and community foundation I have developed/To right this paper/ youth programme/ part-time field worker (research) at TNS and GFK/ getting a job /I am working NOW/intern Learnership for 5years</p>	<p>It does appear that there are notable behavioural changes among those mentees who lacked a sense of direction and goals when they joined the programmes</p>	<p>However it appears that shifts in employment status have not been significant and mentees who are employed were employed when they joined the YWDP, so is the case with those pursuing HE studies ad those who were involved in the informal job sector are still there</p> <p>I am supporting myself by: helping other in my community/staying positive/above and grand for my kids/selling clothes/YWDP stipend/ sticking to positive people/doing things on my own with family support/ YWDP/</p>

Formative Evaluation Of The Gauteng Young Women Development Programme Final Report

<p>opening a business; low self-esteem; lack of information; dating older people; was difficult and gain a lot;; confidence * the one that I still have poverty; not studying and unemployed; are have learned a lot; Study; getting employed; low self-esteem;; no challenge please; not working; financial problems;family issues; ;finding information on how to grow business; transport, information; marketing-motivation; finance; lack of information about my career; job hunting; non participation of other PPI in their development; N/A; lack of self-esteem; finding a job; lack of info and not motivated; I give up easily; *youth unemployment; clueless ;to get a job I want; not getting other info and not knowing where to go; no Matric did not know where to start; family , job and school; not to support myself; did not know</p>	<p>with GCRA /Not working/ my studies/working/unemployed/part time job/mentoring young girls in the school/self-employed /self-company/educating/Unemployment /developing my business/volunteering/ community development (working); job centre supervisor; administrator at Shape Comm. Organisation; Coordinator (Mayor's office);not working; entrepreneur/ nothing (job hunting)/catering and construction/*getting my CC / volunteering in my community(NGO)/business/was working even before/dressmaking for the past 2 month/the renovation project/making a garment course/trainee director/opening my own business/youth crime prevention desk and future leaders addicts group/ operating business</p>	<p>confident and motivated/ my father's money through grant/ dearly working/grant /selling food /stock taking and part time jobs/part time jobs and social grant /Grant and my salary/volunteering/doing best every day in my life/doing part time jobs/the facilitation I am running/for the company I am part of/volunteering*motivation/selling clothes/ rent money from tenants/working and also studying further/working hard/ thanks God for making me who I am today/ staying excused/ reading/selling tissues/working as a manager using information and skills/volunteering in the indigent project in the City of Tshwane/I want to be independent/ working hard/stipend/selling sweets and airtime/grant money and my mother's money/believe in me /working on this business/with my own salary/selling bags and hairpiece/e Selling Avroy Shlain products and facilitating I am supporting myself by helping other in my community/staying positive/above and grand for my kids/selling clothes/YWDP stipend/ sticking to positive people/doing things on my own with family support/ YWDP/ confident and motivated/ my father's money through grant/ dearly working</p>
---	--	---

Formative Evaluation Of The Gauteng Young Women Development Programme Final Report

<p>what it is all about; did not have money for transport; unemployment; not knowing how to be a strong and independent woman lack of information; finance and business opportunities</p>			
<p>From my interaction with my mentor I gained : she is my role model/no mentor/ more experience and knowledge/ nothing(4) ;confidence when they benefit at all; confidence; something but not fully; nothing; more and get more education; self-esteem ; *a lot; a lots, e.g. self-confidence; nothing; none; respect and to be humble; self-confidence to be a God fearing person; N/A; responsibility; motivation; experience; knowledge-motivation; self-esteem and experience; nothing(6) business skill nothing ; N/A information; potential new things; information; more experience; knowledge; knowledge;</p>	<p>From the dialogues I learned to respect others; encourage young woman; nothing; to be a better speaker; participate; talk about business; the we have different needs/ reasons for participating ;the things are there; something not fully; independence; to love and appreciate yourself; more to take care of myself; none; nothing; none communication; none/I received a lot of things/how to stand up for myself/motivation/leadership my mentor/how to interact with the different people/self-respect/be responsible enough to face challenges/self-empowerment/that I can hold my own/information/ who am I/ go communicate well with people/A lot/ I am not the only one in bad situations/ none/ that women are so powerful when the join hands/*nothing/nothing/nothing/nothing more responsible/ *i am not the only one in bad situations/*that women are so powerful when they join hands/to be honest and open with questions I gained a lot and how to handle other people/things that I do not know /self –independence/Self – respect/ to have self-esteemNone/information/to be confident and be on my own/that nothing comes easy/to love myself and pursue my dreams*knowledge</p>		<p>Opportunities and information that I became aware of due to my participation in the YWDP include: Nothing/ to be ambitious to say how you feel/ Learnerships , business opportunities/ to learn more of your mentors/To people that I rating this paper; funding of business and registration/ meeting a lot of different young ladies/ none/ business;/more information resources/ lots of them of them because now I am working;/independency/motivation and developed/ workshop; dependency/ to be independent/ N/A/ learned many things/ I should stand up for what I want to study hard; nothing of leads; none; N/A;N/A; starting a corp as a young women/government/posts that where available/me to be young woman/*challenge of the world/ being listed in the job/GCRA//WITS/GCRA opportunity that was never fulfilled/ it made to understand who I am/ none/ business adventures/ self-awareness/awards given to woman in business /being listed in the job/GCRA/WITS/GCRA opportunity that was never fulfilled/ It made to understand who I am/none/ business adventures/self-awareness/ awards given to woman in Information that I was exposed to in the course of my involvement in the YWDP motivational speakers/nothing/ developed as a young woman/was too excellent/that I can be what I want to be/ was good/ power and works of a girl child and the keeping</p>

Formative Evaluation Of The Gauteng Young Women Development Programme Final Report

<p>none; did not have a mentor; none; N/A positive knowledge; nothing; more knowledge</p>		<p>of oneself independent and self-reliance/participate, thank you very much for this meeting/I can live my dream/Gauteng departments/ to be open-minded N/A/development/to know more people and to teach is about opening business/ how to wear clothes when you are working and as a lady you must look/how to interact with others but I did not get enough information on job opportunities/that you can become whatever you want to be/respect, responsible, mentoring/opportunities of studying/what our government has planned going forward/create works as women/ nothing/agriculture role in the economy/business opportunities/I can do it/ the difference between coaching and mentoring/ to become a better young woman/ so much/ ways to improve myself/young women who are successful and doing it/I've learned to be developed that I was previous/nothing much /focused/ how to start business/job / bursary opportunities and encouragement/none/career wise finding the inner me/dependent on yourself and not men/Business</p>
<p>What I liked most in YWDP is Conversations/answering and speaking my mind/women planning their future/everybody is free/because is helping people/meeting and knowing all the young woman and seeing them grow in all aspects/ motivation and encouragement/when we were introduced to celebrities/more career and life coaching/ as young women you can still do it/ to be educated to share our lives/ motivational ,development and independency/communication level/places we went to & food when they invite motivational speakers/giving other young women/to debate/we know lots of things because of this YWPD/ communication and sharing ideas/ communication/getting together with the ladies/ the interaction amongst the young women empowerment and development/interacting with young women with different social standings and you realising that we have common goals knowledge, experience/experience-motivation-developing us./when you guys want to report to your superiors you always inviting in your workshops /motivations/meeting young hard working girls/they have good peoples heart/* telling about our frustrations/ unity/ workshops/ nothing/information and skills/that we are ladies from different back grounds</p>		<p>What I liked least in the YWDP not delivering what they promised/the fact that I gained nothing/the organising/developed and independency/*ladies, education, sharing etc./ not getting time from my mentor/ to be motivated/ things that I have to do/unity/ my mentor never take me through/ answering questions/motivation*/argue/ motivation, not give up in your life/ never fulfil anything from what we spoke about. For example never met our mentor/no feedback and empty promises/what is satisfying me with bursary and job opportunities/ only if the information would be shared equally/gatherings after a period of time/ time management/Workshops/ dialogue/nothing/lack of induction/communication is poor/promises/was that we were talking about anything that involved young woman/how we are organised for the programme/commitment/nothing/the communication barrier dialogues/ no relevant information/Learnership/the transport issue/ignorance/nothing/N/A/ opportunities/departure time/ after we meet they do not follow up/not sure</p>

<p><i>with the same situations mentor/discussing different news/the interaction and networking * the service that they offer/not a lot*focussed/we are a family, support to each other/the treatment/to empower YWDP in work and business/they were very welcoming/Dialogues/Inductions with melody the pastor/human interaction with others (mentee &mentor)</i></p>	
<p><i>Things that I am now able to do due to my participation in the YWDP include</i> <i>I now know myself/to speak without fear/ pitching for my business, straight talker/ helping others/ that you must take care of YWDP /am free and go getter/ believe and dreamer/ to motivate others/transporting children to school/studying finance economics and accounting/researcher , getting information and planning what I want/my life my family / Thank you YWDP/motivating others/nothing/communication/independence/stand in front of a crowd/to debate/to learn more and go help us to get a job/sharing information with others/ enrolled at the university/job wise none/raising my opinions freely/motivate other young women/leadership and taking a charge*/present in front of a large crowd/working experience/*work together challenges Confident to approach people in higher levels/ applying for jobs and learnerships/being able to do presentation in a large group/I can do things on my own stand for what I need/mentor 8men and 8women/nothing/selling products/nothing/ go out and get what I want/Am now registered/able to run thing on my own/to be independent as a young woman/*nothing*study/trying to make a difference in my community/am able to come up with business ideas/ working , marketing/independent mentoring, training and operating business</i></p>	

Chapter 4: YWDP Formative Evaluation Findings and Recommendations

Introduction

To arrive at findings data was triangulated from all the sources including literature on best practices regarding mentorship in general as well as mentorship of young women, programme documents as well as data that was collected from all stakeholders that are directly involved in the YWDP. To make findings and recommendations that address the terms of reference the findings were crafted using evaluation questions as organising themes, in addition to issues generally covered in formative evaluations.

4.1. Key areas of YWDP strengths

4.1.1. Programme conceptualisation

The programme was based on sound principles and sought to address well documented challenges that young women of Gauteng experience. All the respondents interviewed agreed that there is a need for a programme to empower young women in the Province. Research is unequivocal about the benefit of providing disadvantaged young women with positive female mentors and role models and females were found to be more inspired by outstanding females more so than male role models. As such, the decision to involve female mentors was an important step that the Premier's Office took based on psychology of role modelling. Equally worth noting is the fact that the Premier's intention to have the pilot phase of YWDP started was preceded by Ingxoxo Namantombazane which was an attempt to hear from young women what their real needs were.

Recommendation 1

Since there is unanimity about the need for the YWDP sustain the gains made during the pilot phase and follow the same conceptual framework in rolling the out the YWDP in the next phase and continue with mentee needs identification as a basis for programme conceptualisation, recognising that that these needs may differ from cohort to cohort.

4.1.2. Programme initiation and follow through within limited resources

The initiation and delivery of this programme was a definite step in the right direction, particularly within existing budgets and using existing human resources. However, personnel involved in the day to day delivery of YWDP could only dedicate 25% of their time to the YWDP, at a time when lots of systems needed to be put in place to run the programme.

Recommendation 2

The YWDP cannot be sustained using the pilot approach with regards to its resourcing. A detailed recommendation with regards to its resourcing is covered later in this chapter.

4.1.3. Involvement of volunteer mentors

The pilot phase used volunteer mentors and this was a good decision that promotes the culture of giving back to society or passing forward.

Recommendation 3

Sustain the use of volunteer mentors to promote the spirit of volunteerism that encourages successful women to empower young women.

4.1.4. The political support enjoyed by the programme

The location of the YWDP in the OoP and the political support that was given by the former Premier of Gauteng to the YWDP gave it clout and her involvement in the contact sessions also offered mentees exposure to role models that otherwise they would never have been exposed to.

Recommendation 4

This level of political support should be sustained in future roll out of YWDP. However, in instances where the Premier is a male and can therefore not relate to the mentee issues to the same extent as the previous female premier, it will be necessary that in-depth engagement particularly on sensitive issues like giving guidance to mentees on issues around management of own sexuality be given to a female politician who can relate to these issues and has a personality to deal with them.

4.1.5. The positive impact of the YWDP on the mentees

The most significant area of growth was in the self- confidence, optimism about the future, a belief in one's ability to overcome obstacles, a renewed sense of optimism brought about by interacting with high powered women from humble beginnings, self-love and appreciation of one's own strengths and increased awareness of opportunities available for personal growth through networking. Much as these attributes are not measurable, but they often precipitate a change in the individual that makes them to aspire for higher personal goals. This was the focus of role modelling, dialogues and contact sessions.

Recommendation 5

Continue to emphasize personal development as the main focus area of YWDP exposing young women to experiences that are remote to their situation thereby enabling them to dream bigger.

4.2. Areas of weakness in pilot phase

4.2.1. The YWDP Model

The YWDP programme evolved as it was being implemented and as such the model to be followed in delivering the programme was not documented. In practice the emphasis was more on helping young women who participated in the programme to deal with psycho-social challenges that predispose them to sexual exploitation.

Recommendation 6: The YWDP Model

The following model has been identified as the most suitable given the YWDP thrust, objectives, context and delivery modes.

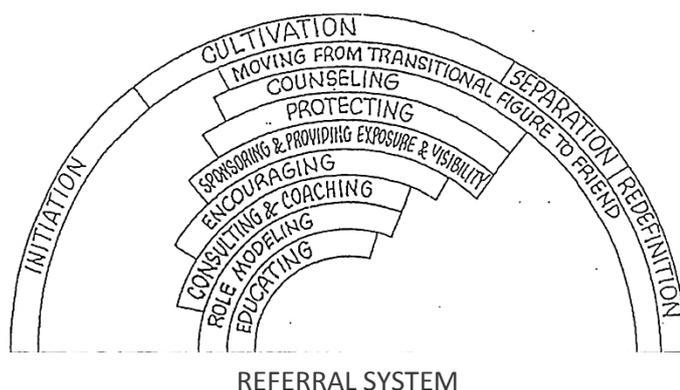


Figure 14: YWDP Model: Adapted from Welch Olga M.: An Examination of Effective Mentoring 1996]

The mentoring cycle should **last at least for 24 months** and according to the Welch model, the mentorship cycle has three distinct phases, namely, initiation, cultivation with the final stage being either separation or redefinition of the relationship

The **initiation** phase (from the launch to up to about 6 months) begins after mentor and mentee recruitment has been finalised and all systems have been put in place. It is a phase that sets the tone that to a large extent will determine how the rest of the mentoring cycle will unfold. The activities covered in the **initiation phase** include:

- a) Mentor induction whose thrust should be to help mentors understand their roles and responsibilities; provide them with information about what is expected of them during the mentoring cycle; how they will be matched to mentees and an indication of how many mentees each mentor can handle. It also includes:
 - i. Providing Mentor Pack with guideline on mentor mentee matching, administrative tools that they will use to track their interaction with mentees, the referral system to be used;
 - ii. A crash course on lay counselling that is aimed at providing mentors with basic counselling skills to enable mentors to deal with mundane counselling needs of mentees

This should be ideally done in a mentor induction session ahead of the joint session where mentees and mentors will be involved

- b) Mentor- mentee induction session which should include:
 - i. Pairing of mentors to mentees ideally by : which should involve:
 - A slot allowing each mentor 2 minutes to introduce themselves to mentees – covering their areas of expertise, locality, and their preferred way of mentoring, constraints (if any).
 - A voluntary matching process which invites mentees to identify mentors they would like to work with, based on a combination of locality of the mentor, area of interest, and personal liking.
 - Where mentor –mentee matching has happened and mentors can handle the numbers, programme staff provides a register where mentors and mentees register their pairing they have chosen,
 - Mentors and mentees once paired, go through the process of the completing mentorship contract , with each party signing the pertinent

- aspect and discussing pertinent issues; and exchanging contact details with rules of engagement
- Should there be mentors with too big a number of mentees, programme staff will intervene trying to facilitate the matching process to the extent feasible.
- ii. Once the logistics of pairing mentors and mentees the programme staff focus on alignment of mentee expectations with the purpose of the YWDP, objectives, provide mentee packs and carry on with the agenda for the day
- c) Mentor- mentee interaction is initiated and continues based on mentee needs, with the mentor using the referral system to address needs that she cannot take care of
- d) The initiation phase will last for up to 6 months, depending on the dynamics between mentors and their mentees.

The crux of the initiation phase is that both the mentor and mentee are trying to find their feet in terms of the YWDP processes, while also trying to understand each other. For mentor- mentee pairs that are slow to warm up this phase often involves narrower range of activities including information sharing, role modelling. For mentors and mentees who will hit the ground running; the initiation phase can extend to activities that are typical of the next stage of the mentorship relationship.

As the mentoring relationship matures, it enters the **cultivation** stage that is characterised by a better understanding of each other's needs, aspirations and personal inclinations and the mentee also begins to feel free to initiate interaction with the mentor, within the parameters of agreed upon rules of engagement. All the activities initiated in the initiation phase will be consolidated and as the mentor gets to know the mentee needs better, the mentor begins offering coaching, identifies enriching opportunities and exposes the mentee to other people who can accelerate the mentee's development, and the use of the referral systems both the YWDP referral systems and the mentor's own deepen.

The YWDP **regional activities** should ideally begin at this stage although the YWDP office should have already approached Mayoral offices for purposes of planning for the setting up of Regional YWDP Mentoring Networks. The cultivation stage is characterised by continuation of one on one mentoring engagements according to the contract, the YWDP central activities organised by OoP as well as regional YWDP activities. The records of such engagements should be filtered to the programme office. Although not cast in stone, the activities typical of the cultivation stage tend to peak between **6 and 18 months** of a mentoring cycle. The cultivation stage is often characterised by the deepening of mentor-mentee engagements and exposure of mentees to networks that the mentor has access to, coaching can also be intensified in instances where the mentee's career aspirations are in line with the mentor's profession.

The **separation stage** is characterised by gradual reduction of the mentees' reliance on the mentor. For mentees that needed a little push this can happen as soon as their needs are met. This can also come much earlier in instances where the mentee secures a job, starts HEI s studies and begins to access the services that the mentor offered from other sources. Depending on the bond that has been formed, the mentee may either **separate from the mentor** (maintaining less and less contact until contact is stopped, or the **relationship can be redefined** evolving into friendship or big sister type relationship, and in instances where the mentee may have secured a job in same organisation , the relationship evolves to collegial type relationship.¹⁸

¹⁸ Welch Olga M.: An Examination of Effective Mentoring 1996

The YWDP Model recognises that the mentees may present with needs that are not within the scope of YWDP, and that may require skills and services that mentors may not be in a position to provide. To cater for these, the YWDP Model is built on a well-established **referral system** that should be developed by the Programme Office as part of project planning and information on the referral system should be part the Mentor Orientation Pack. Furthermore all partners included in the referral network, should be made aware of the YWDP and mentors should be given feedback by their mentees of the services received from referral partners and to keep track, this information should be included in routine reporting by mentors to YWDP office. Mentors should be empowered to do referrals directly only reverting to the programme office if there are bottlenecks to be removed.

4.2.2. Defining the target beneficiary of YWDP

The YWDP pilot beneficiaries had such diverse needs that any programme would have difficulties catering for .This perhaps is what led to erratic attendance patterns and high levels of dissatisfaction among some mentees who expected to get out of the YWDP far more than what the programme was designed to deliver. YWDP future roll out should recognise that it cannot be everything to every young woman of the province. The diversity also limited the ability of this evaluation to objectively measure tangible outcomes. Furthermore, the chances of linking unemployed young people with permanent job opportunities are enhanced if the young people have matric.

Recommendation 7: Tighten beneficiary selection

7.1 The programme should target young women who are unemployed, have demonstrated some level of ambition and drive and should not be pursuing any studies at the point of entry.

7.2 Prioritise applicants who have already passed matric as they stand a better chance of reaping maximum benefit from an intervention of this nature and accessing employment opportunities

7.3 To be better able to cater for mentee needs, it recommended target group is 18- 24

7.4 For future YWDP cohorts conduct beneficiary needs assessment and beneficiary profiling as part of beneficiary selection and structure the programme according to beneficiary needs.

7.5 Entry into the programme should be officially closed after the selection process is completed

4.3.The YWDP Programme objectives

The objectives of the YWDP pilot phase were:

- Taking young women on a journey to self –discovery
- Raising consciousness on young women about their identity
- Instilling a sense of self love, respect and pride in young womanhood
- Redefining the role of young women in their own development
- Empowering young women to stand up for who they are and take their place in society
- Identifying the needs and challenges they face and tap into opportunities available to deal with these

Recommendation 8: Retain the same objectives

8.1 These objectives have been achieved to a large extent and they are realistic within the context of the proposed model and can be achieved through a combination of YWDP interventions and

referrals. As such to build on the gains made during the pilot phase, it is recommended that these objectives be retained.

8.2 As part of mentee recruitment assess mentee needs and incorporate these into YWDP objectives for the cohort

8.3 Identify those needs that the YWDP cannot address and refer these to the partners who are included in the YWDP Referral System

4.4. Are YWDP programme management arrangements sustainable?

The YWDP pilot phase was implemented using existing resources and budgets, and this was a good start, it nevertheless limited the ability of programme staff to dedicate the time needed to optimise the delivery of the YWDP pilot and to enhance the sustainability of the YWDP. As a result the scaling up of his programme will require dedicated resourced from all perspectives (human resources, financial resources, IT infrastructure optimisation as well as enhancement of tools used to deliver the YWDP.

Recommendation 9 - Build capacity to deliver YWDP on a broader scale

9.1. Appoint a dedicated person at DD level who should be tasked with overall coordination the mentoring program, and each year also get an intern to support the dedicated YWDP programme manager

9.2. Put in place YWDP Mentoring Steering Committee to oversee the overall delivery of the YWDP consisting of:

- *Chief Director and Director that YWDP falls under*
- *YWDP manager (once appointed)*
- *Mentor representative*
- *A former mentee employed / running a successful small business /working in the NGO space*
- *GPG Institutional and staff development section*
- *GCRA Internship section*
- *Co-opt as and when needed*
- *Liaise with Mayor's Office to establish YWDP regional offices*

The use of IT systems has been only to a limited extent in the pilot phase mainly in the form of WhatsApp and email communicate with the mentors

9.3 Optimise the use of IT

- *To facilitate e better flow of information to all the parties involved engage Gautengonline to provide a link that will be dedicated to YWDP.*
- *Later on as the programme matures, YWDP consider providing a moderated IT blog where mentors, and programme staff can post questions and get expert answers on matters of interest, as a means of providing support to mentors.*
- *Email record of proceedings of YWDP group activities so as to update mentors who could not attend*
- *Continue with the WhatsApp group*
- *Encourage regions to form their own WhatsApp groups to share information*

9.4 Initiate YWDP at regional level

- *Approach Mayoral offices and ask them to host regional YWDP to make sure that the YWDP is cascaded to regions and regional activities keep the programme alive in between sessions organised by the OoP*
- *Encourage the mentors and the mentees to get involved in the regional structures*
- *To make sure that the YWDP run through mayoral offices feed into YWDP provide mayoral offices with all the tools used to roll out YWDP as well as the contact details of mentors and mentees coming from that particular region*

4.5. Adequacy of YWDP programme delivery tools

The YWDP has put in place a number of tools to facilitate the delivery of the YWDP and the management thereof. Most of the tools put in place have been found to be fit for purpose and these include Mentoring Logs; Mentor Profiling Form; YWDP Reporting Template. The missing link is the Mentoring Manual that mentors particularly the inexperienced ones can use as reference material. While the programme staff did referrals during the pilot phase, this proved to be an additional burden that compromised efficient delivery of the YWDP, and the referral function should be cascaded to the mentors to improve programme efficiency.

Recommendation 10 Enhance YWDP delivery tools

10.1 Develop an YWDP Mentoring Manual that will serve to guide particularly the inexperienced mentors.

10.2 Improve the YWDP Mentoring Contract to adequately cover the mentee as well as the mentor roles and responsibilities, expectations, duration, as well as an opt-out clause to enable both parties to formally opt out of the mentoring relationship should they wish to do so.

10.3 Set up a referral system and make mentors aware of the referral procedures so as to support them in dealing with issues beyond their capacity starting with partners that OoP has already formed dealing with gender issues including GBV (e.g. POWA, South African Depression & Anxiety Association, Lifeline; etc.).

10.4 Develop a Mentee Pack.

4.6. Mentor involvement in the YWDP

While the quality of mentors involved in the pilot phase of the YWDP was high in terms of rank, credentials and experience and they were from all sectors, many mentors did not live up to expectations. More than a fifth (22%) of the mentees who participated in survey indicated that they have never had a mentor. All respondents indicated that mentor mentee matching was poorly executed and resulted in pairs that shared no common interests and in some instances lacked chemistry and this manifested in challenges such as mentees and mentors that were located in different municipalities which made access difficult, lacked common interest and sometimes lacked chemistry. There were also mentors who lacked interest and passion in developing young people. Less experienced mentors felt unsupported and ill-equipped to deal with problems that mentees had which required counselling skills that mentors did not have.

There are however mentors that were resourceful dedicated, and committed who exhibited attributes such as experience, sound interpersonal skills, and passion in developing young women, mentoring skills, honesty about what they knew and what they did not know.

Recommendation 11: Streamline mentor involvement in the YWDP

11.1. Sustain gains made by inviting the mentors who have demonstrated commitment as a cohort to participate in the next phase of YWDP

11.2 Recruit mentors first and ask them as part of recruitment to indicate the number of mentees that they can comfortably handle. The number of mentors available together with the number of mentees each mentor wishes to be assigned, should determine the number of mentees to be recruited, to ensure that all mentees will be assigned to mentors

11.3 To increase the number of mentors, broaden participation of interested mentors from government to include Deputy Directors. Because of the unique location of Gauteng province, the OoP should extend invitation to National Departments in its quest to increase the mentor pool. Also invite high powered women working for Blue Chip companies in Province to participate as mentors in the YWDP, as well as organisations that are interested in women economic empowerment on a niche basis, e.g. Women in Mining, Women in Construction, and Women in IT etc.

11.4 Volunteer mentors should be profiled also assessing their own needs, and the necessary support in areas of need should be provided. Also create space for mentors to meet separately during contact sessions so as to share experiences.

11.5 Provide as part of mentor induction, training of mentors in lay counselling to equip them to deal with mundane counselling issues that mentees may raise

11.7 Participation in the YWDP was rewarding to both mentees and mentors who could connect with each other and future roll out must plan for more systematic pairing, following the pairing procedure covered in the YWDP Model.

4.7. Establishing a baseline for YWDP future delivery

Baseline data are involves capturing initial information on program participants or other program aspects collected prior to the program intervention and it is essential to enable stakeholders to track changes. Baseline data may be used later to provide a comparison for assessing program outcomes or impacts. In the case of the YWDP pilot phase accurate pilot data on systems that have been put in place is available (and this has been dealt with under 4.2.5). However adequate baseline data on mentors and mentees was not collected before the start of the pilot phase. This perhaps was caused by the fact that there was no one systematic way was followed to recruit both mentors as well as mentees. This led to sizeable variations in terms of mentee profile. The registering of stand in mentors in the data base as mentors also confused the baseline information on mentors and this state of affairs was further exacerbated by lack of consistency of attendance patterns (both mentors and mentees). The low response rate of mentors to the survey militate against setting an accurate baseline in the same way as participation for the first time in the mentee data collection session by attendees who had no prior involvement in the YWDP. The fact that both mentors and mentees were allowed to join the YWDP after its launch compromised collection of accurate baseline data

Recommendation 12: Collect accurate mentor and mentee baseline data

12.1 Design an application form to be completed by mentee applicants covering demographic aspects, (ID number, age, municipality, dependants, highest level of education, participation in government sponsored programmes; current occupation, personal aspirations, areas of development, previous participation in government youth empowerment programmes.

12.2 Design a mentor application form covering, age; employer; current occupation, highest education qualification, field of specialisation, area of residence/ employment; years of mentoring

experience; areas of development in mentoring; preferred area of mentee residence; preferred number of mentees; preferred regional YWDP affiliation.

12.3 Consolidate the mentee information into mentee baseline data and mentor information into mentor baseline data and update the data bases as mentors and mentees drop out, capturing reasons for dropping out.

Chapter 5:

Lessons Learned and Unintended Consequences of the YWDP Pilot

This section of the report highlights those results that came about as a result of the implementation of the YWDP that were not planned for as well as lessons learned that can be learned from the pilot phase. It further identifies risks that should be mitigated as well as opportunities that should be exploited to enhance the future roll out of the YWDP.

5.1. Unintended consequences both positive and negative

These cover unplanned results that may have been brought about by the way the YWDP was implemented and both positive and negative consequences have been noted.

5.1.1. Positive unintended consequences identified included

- Mentees formed their own networks and this has inculcated values of caring and sharing with one another in addition to broadening their own support base.
- Successful mentees also developed interest in passing on what they have learned by involving themselves in volunteer activities to build communities.
- Tolerance for ambiguity as demonstrated by mentees who continued to interact with their mentors despite differences in fields of interest, which is a particularly important life skill.
- Vicarious learning is an ever present phenomenon whenever human beings interact. Those young women who had successful relationships with their mentors, saw first-hand the benefits that accrued to them through others giving back without expecting anything in return and as such they came to understand the importance of voluntarism and have started mentoring activities in their own communities.
- Mentees who either had no mentors, or had dysfunctional relationships with their mentors, demonstrated resilience and the resolve to finish what they started even though they were ignored and frustrated by their mentors. Instead of dropping out because they never had a mentor, some mentees stayed the course and participated even in data collection, when circumstances in which they found themselves made it easier to opt to drop out.
- The attendance of the data collection session by women who had not participated in the YWDP may be seen as an indication of eagerness of Gauteng women to get involved in the YWDP.
- The anomaly that arose out some mentees not being assigned to mentors or parting ways from their mentors, served to highlight the importance of group sessions which all the mentees held in high regard.

5.1.2. Negative unintended consequences include

- The pilot phase of the YWDP catered for every aspect of mentee involvement in consideration of the socio economic circumstances of the mentees. The negative unintended consequence of this practice is that mentees have increased their expectations of what they should be provided thereby encouraging culture of entitlement leading to expectation that the YWDP should find mentees jobs, give food vouchers, bursaries etc. Some mentees did not even want to pay their own transport costs for meeting with their mentors, a situation that has deprived them of the opportunity to learn that each individual should invest in her own development.

- There was a lot of negativity demonstrated by mentees who had unmet needs and this will need to be avoided in future by aligning expectation very early in the process, being clear about the target group, and making sure that all mentees are at least assigned to mentors.
- The lack of specific mentee selection criteria led to inclusion of mentees whose needs could not be met.
- The lack of focus on management of mentee expectations led to mentees going through the pilot phase with expectations that were completely out of synch with YWDP pilot objectives.

5.2. Lessons learned with regards to successful young women development programmes

A meta- analysis of youth mentorship programmes has identified the following critical success factors for success in delivering youth mentoring programmes:

a) **Characteristics of youth**

Programs demonstrated high levels of effectiveness when serving youth who exhibit personal vulnerability with regards to the situation that the programme aims to address (at risk). Effectiveness was found to be greatest with youth exhibiting moderate risk levels (versus severe or no risk). This therefore suggests that the YWDP should be careful in deciding on its beneficiaries, opting for beneficiaries who need a little push to realise their aspiration. This suggests perhaps a focus on unemployed young women who have passed matric.

b) **Expectations and supports for mentors**

Strong effects were found in programs where mentors are both advocates and serve as teachers or a resource, where mentors had the necessary skills, were supported in areas where they did not have the skills and had access to resources needed to deliver optimum mentoring service . This suggests a definite need to provide particularly the inexperienced mentors with support using electronic and face to face platforms.

c) **Recruitment and selection of mentors**

High levels of effectiveness were seen when programs used mentors whose background aligned with program goals. This is in the case of YWDP would mean pairing a mentee aspiring to become a business woman with a successful business woman, etc.

d) **Existence of guidelines and criteria used to match youth and mentors**

Matching based on mentors' and youths' shared interests was found to be more effective than matching on demographic characteristics. Guidelines for mentor-mentee pairing should therefore be developed and other YWDP programme delivery tools should be included in the resource pack, notably the YWDP referral systems that mentors will need to channel mentees accordingly.

e) **Clarity of expectations by both mentee and the mentor**

The meta- evaluation of mentorship programmes, led researchers to conclude that greater emphasis should be placed on aligning mentor- mentee expectations right from the beginning to create a common understanding of what the YWDP realistically can deliver, considering also services that mentees can access through the referral system.

f) **The role of personal chemistry in mentoring**

Literature is unequivocal about the role of personal chemistry between the mentor and the mentee in successful mentorship programmes. Research is emphatic about the particular benefit that female protégés derive from the example of an outstanding woman who illustrates the possibility of overcoming gender barriers to achieve success. Research suggests that female participants were more inspired by outstanding female than male role

models; in contrast, gender did not determine the impact of role models on male participants.¹⁹

5.3. Best practices identified in the pilot phase of YWDP

The challenges highlighted should not mask the fact that there are instances where mentees derived maximum benefits from their relationship with their mentors and the following have been identified as best practices:

- i. The design of the YWDP pilot to include volunteer mentors is a good practice that encourages only people interested in passing on their skills and sharing their experiences without incentive motives.
- ii. The decision to restrict mentorship role to females is a best practice in terms of the psychology of role modelling.
- iii. The design of the YWDP to include both group and one on one mentoring was also as good practice that should be sustained.
- iv. Openness of those mentors who were successful demonstrated that understanding the needs and the background of the mentee helped the mentor plan for the support that they were to give and anticipate issues that could arise. This openness also allowed mentors to be honest about what they knew and what they did not know.
- v. Mentor access to own network and awareness of other sources of help was also identified as a best practice among mentors that had good working relationships with their mentees.
- vi. Mentors who had access to resources were also better able to address the needs of the mentees and this was particularly important because not enough support was provided to mentors. This suggests a need to broaden mentor recruitment to Blue chip companies that have the resources needed to address a multiplicity of needs.
- vii. The selection of high profile female role models was a best practice that should be sustained in the future.

5.4. Risks and recommendations for risk mitigation

The fact that this programme was a flagship programme of a female Premier who was passionate and hand-on presents a risk that might make the uptake of future YWDP not enjoy the popularity that the pilot phase enjoyed.

It is recommended that the Premier gives the programme full support and demonstrate this by being present particularly in the first group meeting to give opening remarks and create space for senior female politicians who were involved in the YWDP pilot to make substantive inputs.

The drop- out rate of mentees remains a real risk that will compromise the overall impact of the YWDP. This risk can be mitigated by adoption of the recommendation made with regards to mentor selection.

¹⁹ Someone Like Me can be Successful”: Do College Students Need Same-Gender Role Models? Penelope Lockwood University of Toronto

5.5.Limitations of the study

The following limitations were encountered in carrying out this study:

- i. The target group for the YWDP is mobile and transient and as such the drop- out rate of the mentees was high during the pilot phase, and those mentees who dropped out were difficult to trace to ascertain reasons for their dropping out.
- ii. The response rate of mentors was low, and the practice of sending substitutes to YWDP contact sessions by mentors created confusion as to who exactly served as mentors apart from the mentors who were actively engaged and excelled.
- iii. A combination of all of these circumstances has compromised the ability of the researchers to establish an accurate baseline for the pilot phase of the YWDP.

Conclusion

The introduction of the YWDP was a step in the right direction and a lot has been achieved with limited resources. However, the programme will need to be streamlined before full scale roll out can be done to enhance the chances of its success. This streamlining will need to begin with appointment of dedicated staff to deliver this programme and bringing on board partners that will support mentors and provide services that mentees need, that fall outside of the scope of YWDP.

References

- Babbie, E, Mouton, J 2007. *The Practice of Social Research*. U.S.A: Wadsworth.
- Blaxter, L., Hughes, C., Tight, M 2005. *How to Research*. New Delhi. New Age International (P) Limited, Publishers.
- Cohen, L., Manion, L., Morrison. 2007. *Research methods in education*. London: Routledge
- Creswell, J.W.2009. *Research Design, Qualitative, Quantitative, and Mixed Methods Approaches*. 3rd ed. U.S.A: Sage Publishers
- Denzin, N.K., Lincoln Y.S. (2008). *The Landscape of Qualitative Research. -Theories & Issues*. U.S.A: Sage Publishers.
- GCRO Quality of Life Survey (2011)
- Health Professions Council: *Research Ethics Guidelines for dealing with human subjects*
- Holborn, L. SA youth are sexually active at a very young age South African Institute of Race Relations 07 June 2011 03:28
- HSRC: *Research Ethics Guidelines*
- Judy McKimm, J; Carol, J & Hatter M: *Mentoring: Theory and Practice* 2003, revised 2007
- Lockwood, P *Someone Like Me can be Successful”: Do College Students Need Same-Gender Role Models?* University of Toronto
- Mchunu, G .Seutlwadi, L,Tutshana, B, K.Peltzer, B.K : 2012 *Adolescent pregnancy and associated factors in South African youth* HSRC
- Myers. (1997). *In Information systems: An Emerging Discipline?* London: McGraw- Hill
- Morra Imas LG & Rist R C- *Road to Results Designing and conducting effective Development Evaluations* 2009 World Bank
- Morse, J.M and Cheek, J 2014 *Making Room for Qualitatively-Driven Mixed-Method Research* *Qualitative Health Research* Qualitative Health Research 2014, Vol. 24(1) 3–African Health Science
- Preparedness to Practice mentoring scheme NHSE/Imperial College School of Medicine July 1999
- Summary analyses from StatsSA 2010 General Household Survey for Gauteng
- UNFPA SOUTH AFRICA *Adolescents and Youth* Date: 07/10/2014
- Who Is a Mentor? Review of Evolving Definitions and Implications for Research , Fall 2011.A -*Journal of Management* Vol. 14, No. 3, pp. 354-382
- Young Women’s Development Programme Mentorship Contact Session – 31 August 2013 Post-event Report
- http://www.researchgate.net/publication/254121249_Who_Is_a_Mentor_A_Review_of_Evolving_Definitions_and_Implications

Annexures to the YWDP Final Report

Contents

Annexure 1: Informed Consent Form for Key Informants	2
Part I: Information Sheet to be used by the researcher	2
Introduction	2
Voluntary Participation	2
Duration	3
Part II: Certificate of Consent.....	4
Annexure 2: Instruments Surveys	5
Annexure 2.1: Survey: Instrument for Programme Staff - Gauteng Young Women Development Programme (YWDP)	5
Annexure 2.2: Survey: Instrument Mentors - Young Women Development Programme	13
Annexure 2.3: Survey: Instrument Beneficiaries - Young Women Development Programme.....	22
Annexure 3: Coded Mentee Data	29
Annexure 4: Coded Mentor Data.....	65

Annexure 1: Informed Consent Form for Key Informants

(Please note that this is a sample and consent forms will be tailored for each stakeholder group (staff, mentors, beneficiaries)

STUDY TITLE: Formative Evaluation of the Young Women Development Programme of Gauteng
PRINCIPAL RESEARCHER: Octavia Mkhabela (PhD)

This Informed Consent Form has two parts:

- *Information Sheet (to share information about the study with you)*
- *Certificate of Consent (for signatures if you choose to participate)*

Part I: Information Sheet to be used by the researcher

Introduction

I amand I come from Unleash Potential Unlimited that has been commissioned by Gauteng Office of the Premier: Gender Youth & People with Disabilities Directorate to carry out a Study on the Evaluation of the Gauteng Young Women's Development Programme. You are invited to participate in research in your capacity as Programme *Staff/ Mentor/ Beneficiary* *

Please feel free to talk to anyone you feel comfortable talking with about the research and you can take time to reflect on whether you want to participate or not. If there is anything you do not understand, feel free to ask and I am available to explain to you as you go along and you can ask questions at anytime

Purpose of the research

The study aims to find out about how you have experienced the Young Women Development Programme of Gauteng, what you have liked about it, what you may not have liked about it and what benefits you think have come about as a result of participating in the programme. It is equally important that you share your views about what challenges you encounter in participating in this programme and how GPG can improve.

***Programme staff & Mentors**

This research will involve you in completing the attached survey instrument and you should return electronically to the forwarding email: octavia@uphr.co.za or which you can fax to 086-5405428

OR

***Beneficiaries**

This research will involve your participation in a group discussion that will take about 2-3 hours and a survey that you can complete at your leisure and should you at any stage feel that you want to withdraw your consent to participate, your right to do so will be respected.

**Delete that which is not applicable*

To confirm understanding the researcher asks: Do you know why we are asking you to take part in this study? Do you know what the study is about?

Voluntary Participation

You can choose to participate or not. Regardless of whether you participate or not, you will not be affected in anyway by participating/ not participating. If at any stage you do not feel comfortable continuing to participate, you can stop your participation. If there are questions that you do not feel comfortable answering feels free to say so.

The choice that you make will have no bearing on your job or on any work-related issues. You may change your mind later and stop participating even if you agreed earlier.

To confirm understanding ask: *If you decide not to take part in this research study, do you know what your options are? Do you know that you do not have to take part in this research study, if you do not wish to? Do you have any questions?]*

Procedures

- A. Provide a brief introduction to the format of the research study.
- B. Explain the type of questions that the participants are likely to be asked to participate in the focus group, the interviews, or the survey. If the research involves questions or discussion which may be sensitive or potentially cause embarrassment, inform the participant of this.

Focus Group Discussions with beneficiaries

The discussion will take place in [location of the FGD], and no one else but the people who take part in the discussion and guide or myself will be present during this discussion. The entire discussion will be tape-recorded, but no-one will be identified by name on the tape. The tape will be kept by Unleash Potential Unlimited. The information recorded is confidential, and no one else except will have access to the tapes. The Office of the Premier will only have access to coded data that will be combined with information from all respondents. The tapes will be destroyed at the end of the study, approximately 8 weeks from now)

For questionnaire surveys

You are requested to fill out a survey which will be provided by [name of distributor of blank surveys] and collected by [name of collector of completed surveys]. If you do not wish to answer any of the questions included in the survey, you may skip them and move on to the next question.

The survey instruments will be passed to you by the facilitator and you are asked to drop your completed survey in the BOX placed by the door on your way out. The information recorded is confidential, your name is not being included on the forms, only a number will identify you, and no one else except [Octavia Mkhabela, Mante Mphahle and Jabu Adams] will have access to your survey.)

Duration

Explain: The research takes place over ___ a day. The group discussion will be held after you complete the survey once and will take about 2 hours.)

Examples of question to elucidate understanding: *If you decide to take part in the study, do you know how much time will the interview take? Do you know how much time will the discussion with other people take? If you agree to take part, do you know if you can stop participating? Do you know that you may not respond to the questions that you do not wish to respond to? etc. Do you have any more questions?*

Part II: Certificate of Consent

Statement by beneficiaries/ mentors/ programme staff

*Ihave been invited to participate in the Evaluation Study looking at Gauteng Young Women’s Development Programme in my capacity as a Programme Staff member/ Mentor/ Beneficiary**

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions I have asked have been answered to my satisfaction.

I consent voluntarily to be a participant in this study

Print Name of Participant _____

Signature of Participant _____

Date _____

Day/month/year

Statement by the researcher

I have accurately read out the information sheet to the potential participant, and to the best of my ability made sure that the participant understands that they will do the following:

- a) Complete Survey Instruments anonymously
- b) Participate in a focus Group Discussion
- c) Not talk about any information shared in the Focus Group Discussion

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

Print Name of Independent Witness: _____

Signature of Independent Witness: _____

Date: _____

**Delete that which is not applicable*

Please note this will also be customised per stakeholder as well as delivery channel

Annexure 2: Instruments Surveys

Annexure 2.1: Survey: Instrument for Programme Staff - Gauteng Young Women Development Programme (YWDP)

Before you begin, please complete the consent form provided, that outlines your rights. Your individual responses will not be identified and your inputs will be analysed together with inputs made by other role players in the YWDP. Please feel free to express your views as honestly and as openly as possible, as these will not be used for any other purpose other than analysis. However, because of the limited number of officials involved in the YWDP, and the importance of capturing stakeholder perspective in the analysis, some responses may be associated with individuals even though it is not intentional and no direct reference will be made to individual respondents.

How was the YWDP conceptualized and designed?

The program was conceptualized as a pilot program by the then premier Nomvula Mokonyane as a response to the upsurge of Sugar Daddy's and Shushi girl phenomenon. Its design was to concertize young women about their role in all spheres of the their lives, i.e. Politically ,Health, Economically , Educationally etc.

How were mentors recruited and selected?

Participants were sourced out from the municipalities and through the database of the Gauteng City Region Academy, private sector , business and through the Government Senior Management Services Women's Summit

LESSON LEARNED? We had a range mentors with a range of different skills which assisted in the pairing with mentees.

What criteria were used to select mentors?

The criteria used was that mentors had to pledge to partake in the program

LESSON: LEARNED? Not all mentors adhered to the program to the last end

How were young women participants recruited and selected?

Participants were sourced out from the municipalities and through the database of the Gauteng City Region Academy. They were selected on their pledging and the interest in the program. No young women were denied an opportunity to participate in the program.

LESSON LEARNED? Young women a moving target therefore their interest was shifting all the time.

What has been the % drop out and reasons thereof?

25% of young women left the program due to pregnancy. Relocation and employment, studying and communication breakdown due to their contact number being constantly change.

How were mentors paired with your mentees?

Random X Systematic:
Systematic (numbers)
Did the pairing make for easy access and communication between mentors and mentees? There was easy access and communication between mentors and mentees as they had contact details of each other and via social media.
If this programme was to run again, what pairing procedure do you think would work best? Pairing needs to go along with area of interest and locality as some of the mentees were not able to have meetings due to challenges of locality thus not being accessible to each other.

What are YWDP inputs?

	Current	How much would be needed to move from pilot to full scale rollout
How much % of your time do you spend in YWDP?	25% due to competing priorities	100%
Budget?	R700 000	1m and different departments and municipalities would have to budget for the programme
IT?	25%	100%
Administrative and management tools?		A dedicated person would be needed to run the programme to achieve full sustainability
Materials?		Material would be catered for in the whole programme design
Any other?		

Management and Administrative systems out in place to manage YWDP

List all the program management systems put in place Officials from the office of the premier gender unit Financial resources and professional services
List all the administrative tools put in place for the YWDP Social network Mentor and Mentee handbooks Telephone
Who are the partners other than individual mentors and how are partnerships managed: Departments, municipalities, GCRA and MEC's- Partnership was managed through constant communication and informing the partners about programmes that were running (how, where and when)

--

Implementation of the YWDP

<p>What aspects of YWDP have been easy to implement: Dialogues, contact sessions and informing mentees about what programmes are available in other departments have been easy to implement. Furthermore the fact that there was available budget to implement the programmes made the implementation to be a bit easy</p>
<p>What made these easy: Availability of mentees and open communication created an environment where it was easy to implement the programme</p>
<p>What aspects of YWDP have been difficult to implement: The pairing according to area of specialization, interest and locality</p>
<p>What can be done to make these easy to implement? Pairing according to area of specialization, interest and locality</p>
<p>Do you believe that the process followed to select mentees was the best? If not how can this be improved? The process of selecting mentees was not the best as it was open ended and that mentees themselves had to understand what mentorship is all about so that as they were committing themselves to the process, they had to know the nitty gritty of the programme. The selection could be improved by providing the mentees with the knowledge of mentorship in totality.</p>
<p>In your opinion what mentee characteristics bode well for mentee retention throughout the project cycle? The characteristic of being open and being comfortable with self would assist a lot in retaining the mentees. The fact that one is giving up her time to mentor should be cleared quite well.</p>
<p>Do you think the process of pairing you with your mentor should be improved? If so how?</p>

Effectiveness of the YWDP: Mentoring

What criteria were used to measure effectiveness of the YWDP

Reports on the different sessions were developed and invariably assessed the effectiveness of the programme. Participants also shared their own experiences on the impact of the programme in their lives and communities.

Are the objectives of the YWDP realistic? Please explain

The objectives are realistic if we are going to focus on the long term. Although it is only fair to have had short term, medium term and long term objectives.

List materials distributed to deliver YWDP (5 Excellent) (4 Good) (3 Average) (2 Below average) (1 Poor)

Mentees	Rate adequacy thereof	Mentors	Rate adequacy thereof
Mentee handbook	5	Mentors handbook	5

Are there any specific challenges that you are aware of that made it difficult for mentees to take full advantage of the YWDP?

The group members were not focusing on the program alone. Work,, school relocating and pregnancy somewhere from other provinces i.e. Eastern Cape and KZN

What do you believe mentees gained from mentorship

Self-confidence, independence, business skills, writing skills, Communication skills, Psycho social support. They also gained knowledge on how government operates and opportunities

If this programme is to be rolled out on a bigger scale, how can it be improved from a mentoring perspective?

Recruit mentors who will be dedicated to the program and have knowledge and mentoring skills. Mentors coming from a variety of fields that would match the scope of the mentees.

What aspect of the YWDP worked best and why?

Mentees when called to the session transport was provided. Communication via Social network. If there were programs from other departments that would benefit young women, they would be informed and be invited to the office to fill in forms when there is a need.

As far as you are aware were mentor/mentee relationships good: YES.....X.....

NO.....

What do you think made mentor/ mentee relationships work well? Constant communication and building a good rapport

What do you think made the relationship between mentors and mentees to be less than optimum? Locality and area of interest and need

How many mentees dropped out and why? 25% of mentees drop out reasons being pregnancy, studying, work

Effectiveness of the YWDP: Role Modelling

<p>What types of role models were mentees exposed to during the YWDP cycle? Motivational Speakers, Political principals, Councilors, Mayors, CEO's of companies Heads of Departments and women managers, spiritual leaders, TV and Radio presenters</p>
<p>How were these role models selected? By pledging and being part of the mentors.</p>
<p>What do you think were the benefits if these role models to your mentees in concrete terms? They shared their own experiences thus encouraging the mentees to be self-confident in whatever they do and to be in control of the lives and most importantly to pursue their dreams.</p>
<p>In future how should role models be involved in group sessions be selected? They should be selected according to the topics to be covered for a particular session</p>
<p>Any other type of role models that mentees would have benefitted from? IT specialist, business women, health specialist, social workers, women engineers and women in science</p>

Dialogues

<p>What is the role of Dialogues in the YWDP? Share experience and knowledge, encouraging and supporting one another.</p>
<p>What topics were covered in the dialogues and how were these selected? Socio- Economic issues</p>
<p>Are there topics that you think should be covered in Dialogues? Emphasis should be on education, health and economic empowerment</p>
<p>What did mentees like most about Dialogues? Topics that were covered where of interest to mentees and opportunities were created for them to share information in a safe space.</p>

Annexures to the YWDP Final Report

Do you have any information about what your mentees liked least about the Dialogues? None that we know	
What aspect of mentoring made the most difference in the lives of your mentees Please explain	Because of my participation in the YWDP , I was able to refer my mentees to the following:
What other opportunities were mentees made aware of: Career opportunities provided GIBSS, Gauteng Enterprise Propeller, Department of Sport, Arts, Culture Recreation , Training on HIV and AIDS	
Give examples of how your mentees have used the information/ referrals opportunity alerts and if so what participation have these made in their lives or society?	When post are been advertised they would apply and be appointed, others are the recipient of government bursaries through GCRA and Social Development,
What did mentees like least about Dialogues Achieve Self Finance None	
How many mentees have achieved this from the group you mentored?	
How should Dialogues be structured in the future?	Dialogues should be structured at ward and regional level.

Efficiency: Given the resources used to deliver YWDP comment on:

Budget for the pilot and whether it was this adequate? The budget was adequate to run the program
Programme reach during the pilot:
The number of group sessions enough. Number of session were enough
Benefits of the group sessions in relation to costs. The sessions were conducted in line with the budget and there was value for money.
Could more have been done with the same resources: What was done was more than enough given the challenges stipulated.
Ways to improve programme efficiency: A more structured planning would be needed which would have been informed by a theoretical base of programme theory

Replicability

Have sufficient systems been put in place to know what works and why: The reports developed by the service provider alluded to issues of what works and what did not work.

Annexures to the YWDP Final Report

If the OoP was to find a new home for the YWDP would other role players be in a position to implement the YWDP in a similar way? **Yes and even broaden it up to be inclusive of the specific areas of need and interest.**

Is the monitoring system that is in place sufficient to give other role players who were not part of the design of YWDP sufficient guidance? **Yes to a certain extent but would need to be improved so that the monitoring system could be used at any given time.**

Impacts of the YWDP

Impact of YWDP	How it is measured	Soft skills that YWDP have acquired
Improvement on perception of self	Young women are able to take initiatives about issues which are of interest to them	Communication Skills
Self-Identity	Young women were able to find their interests and pursue their areas of interest	Business skills
Positive self-concept	Young women were able to share with others how they are comfortable with who they are	Openness, and ability to confront their fears and share their dreams and be encouraged on their endeavors to reach their dreams
Spiritual Journey	Ability to connect with the spiritual self	Spiritual Growth

Sustainability

Can the YWDP be scaled up in its current form? **Yes, in order to reach a broader spectrum, the programme could be implemented at a regional level.**

Is the YWDP sustainable in its current form: **The fact that the OoP is not an implementing office, the programme need to find it home in a particular department.**

Are there threats to sustainability that you have identified? **The biggest threat is of capacity and keeping the same group for a period of time. Young women are a moving target.**

How can the sustainability of the YWDP be enhanced. **A dedicated department needs to take up the programme and develop set targets and deliverables.**

Broadening of reach of YWDP

How can the YWDP be broadened to reach more young women? **As mentioned earlier, the programme need to be implemented at a level of municipalities covering the 5 regions of Gauteng.**

Annexures to the YWDP Final Report

As programme staff what would you be willing to do to facilitate coaching novice mentors on how to pass on the knowledge they have gained to other young women? **Having been part of the programme, we would be able to assist in that regard.**

If so how would do you see this working? **A programme plan would need to be developed and share the challenges experienced so that at a planning phase the new programmers take cognizance of the mistakes and build on the positives.**

In your opinion, what aspect of the YWDP worked best?

The sessions held with the Premier, commissions where young women were able to express themselves and through experiential learning. These are few of the aspects that worked well in the programme.

Any other comments

THANK YOU FOR YOUR TIME

Annexure 2.2: Survey: Instrument Mentors - Young Women Development Programme

Unleash Potential Unlimited has been commissioned to undertake a Formative / Implementation Evaluation of the Young Women Development Programme in the Gauteng Province; to this end, your input is needed to determine how you have experienced the YWDP. This is important to enable the Province to identify strengths to build on as well as weaknesses to address in order to improve the delivery of the programme in future. Before you begin, please complete the consent form provided, that outlines your rights. Except for the researchers no one else will have access to your individual responses and your responses will be considered jointly with other responses to get an indication of how the YWDP is working please feel free to express your views as honestly and as openly as possible. Should you have any concerns, please feel free to discuss them with the principal researcher.

Name of the Municipalities from which your mentees come

The municipality from which you operate

Total Number of mentees assigned to you

Mentor profile:

Age :
Gender:
Occupation:
Previous experience in mentoring:
What persuaded you to serve as a mentor in the YWDP?

Comment on the adequacy overall design of the YWDP

Component of YWDP	Comment on its adequacy	Component not included that may have enhanced effectiveness of YWDP

Is the delivery of various components appropriately sequenced?

How were you recruited to serve as a mentor in the YWDP and why did you agree to participate?

What is your assessment of the induction process?

Using the rating scale below indicate how you felt about the different components of the induction process

5 Excellent 4 Good 3 Average 2 Below average 1 Poor

INDUCTION RELATED ACTIVITY	RATING	WHY
Communication about induction		
Information shared		
Materials distributed		
Venue		
How it was arranged		
Other (specify)		

How were you paired with your mentees?

Random Systematic:

Did the pairing make for easy access and communication with your mentees?

If this programme was to run again, what pairing procedure would work best for you?

Mentoring

How were you paired with your mentor? Random Systematic:

Systematic (numbers)

Did the pairing make for easy access and communication with your mentor?

Dis you find it easy to work with the mentor you were paired with?

Do you think the process of pairing you with your mentor should be improved? If so how?

How regularly were you in touch with your mentor: Weekly? Monthly Once in 2/3 months

Are there any specific challenges that you encountered in interacting with your mentor?

Using a scale of 1 never 2 rare 3 frequently 5 very frequently 6 routinely

Type of a problem	Rating	Resources at my disposal that I used to mentor on each aspect
Personal problems:		
Problems regarding access to opportunities:		
Career related		
Access to information and opportunities/ referrals		

How did you experience executing your role as a mentor in the YWDP?

Was it Easy? Yes No

If it was easy, what made it easy

If difficult, what made it and how can it be improved to enable mentors to effectively play their role?

Do you think the process of pairing you with your mentor should be improved? If so how?

Are there any specific challenges that you encountered in interacting with your mentees? If so please specify and indicate how these be overcome

What do you believe mentees gained from your mentorship

If this programme is to be rolled out on a bigger scale, how can it be made better from a mentoring perspective?

What is the most valuable advice you have given your mentees?

Did your relationship with your mentees work: YES..... NO.....
 What do you think made your relationship with your mentees work well?

 What do you think made the relationship with your mentor not work as well as it could?

 How many of your mentees dropped out and why?

What have you learned from participating in the YWDP as a mentor?

List materials distributed to deliver YWDP and using the rating scale provided please rate them

5 Excellent 4 Good 3 Average 2 Below average 1 Poor

Material targeting Mentees	Rate adequacy thereof	Materials targeting Mentors	Rate adequacy thereof

Role modelling

What is your opinion on the types of role models that the YWDP provided in group sessions?

Comment on the quality of engagement between role models and mentees in group session?

Are there role models that you exposed your mentees to in your personal capacity?

Do you have any information about what your mentees liked least about the Dialogues?

What aspect of mentoring made the most difference in the lives of your mentees Please explain	
What other opportunities did you make your mentees aware of:	
Career	
Give examples of how your mentees have used the information/ referrals opportunity alerts and if so what difference have these made in the lives of your mentees?	
Participation in community/political/ civil society?	
What do you think were the benefits of these role models to your mentees in concrete terms?	
Achieve Self reliance	
How many mentees have achieved this from the group you mentored? What type of role models would you like future mentees to be exposed to?	

Dialogues

What do you think is the role of Dialogues in the YWDP?
Are there topics that you think should be covered in Dialogues?
Do you have any information regarding what mentees liked most about Dialogues?
How do you think topics dealt with in Dialogues should be selected?

Rate the various components of the YWDP on effectiveness?

List information that you have exposed your mentees to in your capacity as a mentor in the YWD

(a) (b) (c) (d)

List services that you have referred your mentees to during the course of their participation in the YWDP

(a) (b) (c) (d)

Please rate the quality of the Mentor Orientation Booklet?

INDUCTION RELATED ACTIVITY	RATING	WHY
The topics covered		
Depth of information given		
Relevance of information contained		
User friendliness		
Accuracy		
Completeness		
Other (specify)		

What difference has your participation in the YWDP made in the lives of your mentees?

Personal problems	
Career development	
Participation in community/political/ civil society?	
Attaining a state of independence by being self – supporting through:	
Being gainfully employed?	Numbers
How many pursued further studies	
How many started own small businesses?	

Efficiency: Given the resources used to deliver YWDP comment on:

Budget for the pilot and whether it was this adequate?
Programme reach during the pilot:
The number of group sessions enough
Benefits of the group sessions in relation to costs
Could more have been done with the same resources
Ways to improve programme efficiency

Replicability

Have sufficient systems been put in place to know what works and why
If the OoP was to find a new home for the YWDP would other role players be in a position to implement the YWDP in a similar way?
Is the monitoring system that is in place sufficient to give other role players who were not part of the design of YWDP sufficient guidance?

Impacts of the YWDP

Impact of YWDP	How it is measured	Soft skills that YWDP have acquired

Sustainability

Can the YWDP be scaled up in its current form?
Is the YWDP sustainable in its current form?

Are there threats to sustainability that you have identified?

How can the sustainability of the YWDP be enhanced?

Broadening of reach of YWDP

How can the YWDP be broadened to reach more young women?

As programme staff what would you be willing to do to facilitate coaching novice mentors on how to pass on the knowledge they have gained to other young women?

If so how would do you see this working?

In your opinion, what aspect of the YWDP worked best and why?

Broadening of reach of YWDP

How can the YWDP be broadened to reach more young women?

Would you be willing to coach novice mentors on how to pass on the knowledge they have gained to other young women?

If so how would you like to be involved?

In your opinion, what aspect of the YWDP worked best and why?

What lessons have you learned from participating in the YWDP as a mentor?

Any other comment?

THANK YOU FOR YOUR TIME

How did you find the application process?

Area of concern	Rating	Description
Personal problems:		
Problems regarding access to opportunities:		
Career related		
Easy? If easy what made it easy?		
If difficult- what made it difficult and how can it be improved?		

How did you experience the induction process?

From the list below indicate in an order of priority using the following scale your most pressing challenges that you needed the YWDP to address

1 Most important 2 Important 3 Less important

List the expectations that you thought the YWDP would meet met

EXPECTATION	MET	UNMET

List materials you received during the course of your participation in the YWDP

5 Excellent 4 Good 3 Average 2 Below average 1 Poor

MATERIALS	RATE HOW ADEQUATE THE MATERIALS WERE IN RELATION TO YOUR NEEDS

What materials would you have liked to get that were not provided in the YWDP?

How did you experience the induction process?

Using the rating scale below indicate how you felt about the different components of the induction process

5 Excellent 4 Good 3 Average 2 Below average 1 Poor

INDUCTION RELATED ACTIVITY	RATING	WHY
Communication about induction		
Information shared		
Materials distributed		
Venue		
How it was arranged		
Other (specify)		

Mentoring

How were you paired with your mentor? Random Systematic: Systematic (numbers)
Did the pairing make for easy access and communication with your mentor?
Dis you find it easy to work with the mentor you were paired with?
Do you think the process of pairing you with your mentor should be improved? If so how?
How regularly were you in touch with your mentor: Weekly? Monthly Once in 2/3 months
Are there any specific challenges that you encountered in interacting with your mentor?

What do you believe you gained from mentorship
If this programme is to be rolled out, how can it be made better from a mentorship angle?
What is the most valuable advice you received from your mentor?
Did your relationship with your mentor work: YES..... NO..... What do you think made your relationship with your mentor work well? What do you think made the relationship with your mentor not work as well as it could?

Role modelling

How many role modelling sessions did you attend?
What do you think were the benefits if these sessions to you?
What type of role models were provided in the YWDP
What type of role models would you have liked to interact with

Dialogues

How many Dialogues did you participate in?

How did you feel about the format /the way the dialogues were conducted?

Did the topics discussed address your need? Please explain

What topics were covered in the Dialogues?

Are there topics that you would have liked to be covered but were not covered?

Regarding the Dialogues what did you like most?

What did you like least in the dialogues?

Did the topics discussed meet your need?

List information that you have been exposed to that you were not aware of during the course of your participation in the YWD

(a) (b) (c) (d)

List services that you were referred to during the course of your participation in the YWDP

(a) (b) (c) (d)

Please rate the quality of the booklet

INDUCTION RELATED ACTIVITY	RATING	WHY
The topics covered		
Depth of information given		
Relevance of information contained		
User friendliness		
Accuracy		
completeness		
Other (specify)		

What difference has your participation in the YWDP made in your life?

Personal
Career
Participation in community/political/ civil society?
Self –supporting? If so how are you support yourself?

Broadening of reach of YWDP

How can the YWDP be broadened to reach more young women?

Would you be willing to pass on the knowledge you have gained to other young women?

If so how would you like to be involved?

What aspect of the YWDP did you like most and why?

What aspect of the YWDP did you like least and how and why?

Any additional information that you would like to bring to the attention of the researchers

THANK YOU FOR YOUR TIME

Annexure 3: Coded Mentee Data

1. Mentee Demographic Data: City of Ekurhuleni (black), (red), Mogale City (light blue), City of Tshwane (purple) Municipalities not indicated (green)

NUMBER OF MENTEES SURVEYED	AGE	OCCUPATION BEFORE YWDP				AVERAGE NO OF CHILDREN	NO OF MENTEES WITH NO CHILDREN	OCCUPATION AFTER YWDP			
		PURSUING STUDIES	OWN BUSINESS	EMPLOYED	UNEMPLOYED			PURSUING HE STUDIES	OWN BUSINESS	EMPLOYED	UNEMPLOYED
Total	18/ 20/ 21/24/ 25(3)/ 26(3)/ 27/28(3)/ 36/38/22 /24/26(2)/ 29/30 (2) 31(2)/32/ 33/24/26/ 28 (2)/29 (2)/30 (2) 33/35(4) 24 (2)/26 (2)/29/33 (2)/35 (2)/ 36/37/39/ 41./ 25/ 27/ 30/ 31(2) /33 /34 /35 /37					AVERAGE NO OF CHILDREN PER MENTEE 1/1/1/1/1/ 2/2/5	1/1/1 Expecting Foster care//1/ 1				

--	--	--	--	--	--	--	--	--	--	--

2. Recruitment and selection into the YWDP

Awareness of YWDP			
Heard about from another young person (Tally)	Informed by OoP (Tally)	Informed by a mentor (Tally)	Other describe (Tally)
9/3 /6/6/5	2/5/3/3	-1	- Informed by college *GCRA (4)/ Municipality *GCRA/ Through a neighbour *Lady in yard enquired about availability to join *Through meetings * invited to Gala dinner and told to write essays about the youth desk *GCRA data base * ANCWL Young Woman’s Desk *word of mouth *ANCWL *GCRA *by Sedibeng
Why did you apply to participate in the YWDP			
Was looking for something to do (Tally)	Felt that I would get exposure (Tally)	Help me meet my personal goals (Tally)	Other- describe
1	1	7	*Did not apply (7)/*Was nominated Ordered by organisation to attend/ *Did not apply (4)/*wanted a mentor or a coach/*skills development and funding/ Did not apply (2)/At the office of the Premier Sent CV *did not apply * I was called to join through the essay that I wrote * Bengicabanga ukuthi izonginceda

Annexures to the YWDP Final Report

			ngolwazi, kodwa qa angikho impress ngeprograme/no
How did you find the application process			
<p>Easy (Tally) 9/9/7/8/6 Reasons: *social networks were used and hence it was easy to communicate and find information *it was easy because I attended all the sessions of the programme and had the experience * I find it easy because I have been attending al the sessions *Because it was based on how to boost young women and would like to encourages young women in GP * people running this programme are welcoming and friendly *Everything it is based on communication * They never gave me problems they just asked if I was available *It was easy because I got all the information I need * I wrote an essay/ Constant information/Application process was done for them/Because they took us from the GCRA data base/ Their screening process/Just received a call or SMS and Whatsapp</p>		<p>Tally Difficult : (Tally) 1/3/4 Reasons *because we were not always meeting with our mentors/ -Form asked participant to mention speciality; suggests that for must ask department one is involved in or current status of interest/Became aware of the programme when my name came up/ Because I was unemployed/ * N/A /It was challenging at it made her realise how determined she is as a young woman/If it's workshop day, come to forms and give anybody./Because I did not have all the answers as I did not even have a mentor and all the questions referring to mentoring and dialogues. So it's hard to answer here because everything it's a complain or nothing</p>	
<p>/Constant information/Application process was done for them/Because they took us from the GCRA data base/ Their screening process/Just received a call or SMS and Whatsapp/availed myself/Was signed up on database by employee at OoP/Arranged via social media to meet but ended up It was word of mouth then I attending the gala dinner/N/A/The program was explained/Emailed CV and got immediate response/ The OoP officer was there to assist/Registered at the Procurement of Joburg before/Questions asked were relevant to person's situation,/ being with inform by a colleague to give me a knowledge of being independed woman/ to make sure that I must look up for myself is easy cause who I am/ because the mentors were friendly to us and we used to communicate with every language/ cause everything was straight forward and fair enough for me/ the questions that are being asked are straight / It is what we experience in our day to day business and our communities</p>			

Annexures to the YWDP Final Report

<p>Financing my further studies 3312231332333323/3 1 1 1 3 3 3 3 3/233221321333/33133213333/1323</p>	<p>*I passed my matric well, however have no money to further my studies; Have a lot of problems funding my studies/*Bursary was not approved/My mother is a single parent/have financial barriers and want to continue with my studies/I had a bursary but I lost it/I still college and no money/at least bursary for my fees/ I need to be guided As unemployed I want to study Environment or landscaping/ No Bursary/No money to finish/Funding/bursary will do/Can't afford to further my studies/As my mom is a pensioner/Due to financial problems, I can't/Lack of money</p> <p>I don't earn enough/Financial assistance/Getting aid to further studying/ Don't have finances/ I am changing my career but have to finance my own studies/Did my 1st year in 2013 and succeeded but could not continue due to financial problems/Raised by a single mother as a domestic worker/</p> <p>Study loan to further my study/Looking for a bursary/Because bursary does not cover my age</p> <p>Lack of funds/ Want to study a teaching/not have money to pay studies to university to complete my marketing</p>
<p>Problems regarding access to career opportunities: 212211131222333/113121321332/13112112122/3 2 3 3 1 3 3 3/2133</p>	<p>*There are limited career exhibitions/We don't seem to agree with day on which career path I must take/Internet Cafés are not expensive/*Yes(don't want to write it sorry)/NSFAS does not want to approve me/need work so that I can afford paying for my fees/ I still have no exastomy opportunity</p> <p>/They are there but not helpful . They only distribute booklets not assisting /*Will appreciate if I'm told about other opportunities/I've been applying but no response due to experience/Information is only available to certain individuals/No monthly income/Financial problem/* It not easy to further my studies cause of finance/ Didn't know which door to knock for help</p> <p>*No matric/Money is my problem/GET funding for my company, bursary to finish study</p>
<p>Lack of information about study opportunities 11221112221132113111322321123121121212 2 2 3 1 3 3 1 2112</p>	<p>*We always get the information/None/No access to find information/Sometimes it's hard to get information/I do have information/I still have no info/They hide money/Because I do research and google/I don't have much info about study opportunities/Information is not communicated/Having access to career opportunities is my daily job/I do not have a problem with what I want to study</p> <p>Don't know how to access it/ Don't have/ We never had career guidance before</p> <p>* Payment of registration and bursary</p>

Annexures to the YWDP Final Report

<p>Not knowing what to do 323111112112113 113111221311 32331311211 3 3 2 3 1 3 3 131</p>	<p>I'm unemployed/Because of my parents support I need to be focused/I know what to do/ I know what to do, waiting for the right time/I know where I stand/I'm on top of my game/Don't know where to start/I always try to Google information/Having doubts/Being left in the dark/ I am a bit stressed in my in my new career choice/I know exactly where I want to do that Couldn't pick another career/ I do not know what to do *I know</p>
<p>Having problems relating to being a teenage mother 1131233111231133 111111213311 1-311311111 3 3 3 3 1 2 1 3 3 313</p>	<p>Don't have kids/Don't have kids/Sometimes its hard to get information/I will be a 1st time mom soon and want to know much more so that I can be the best /Even if I have something to do I don't know where to start/I don't think I'm a good parent, always busy and I don't know how to transfer my love to my child *no kids/A m alone in this/Its been difficult especially as a single parent without income/ Not yet a mother Most of the time my family always there for me and my kids/It's hard being a single mother and not having a stable job/Working and looking after children at an early age/Nothing as I am employed/ Don't have parental guide/ Don't have a problem/No parent to mentor and I am need support</p>
<p>Lack of guidance on personal and career matters 2222131121211323 12312132-311 12321212113 2 2 1 3 1 3 3 1 13</p>	<p>Have problems on what to do in future/Need someone to motivate me/They are too secretive somehow/ I have all the support I need/I have guidance on my career, just want to get experience/I am 28 and still looking for a career/ It is not easy to get Learnerships and bursaries/Specialist will do since I am not that open/Don't know someone who can help/advise me where to start/Information is not spread evenly/Moral support/ Often feel lost and isolated/I know what's needed regarding my career matters; did my research I need somebody to rely on/ Couldn't confide in any of the people around me/ Don't have/ Not getting finatiary to career matters</p>
<p>Problems relating to managing my sexuality 1231111111111131 11-11112-311 11311112121 1 3 3 3 1 1 1 313</p>	<p>Need someone to talk to about my sexual behavior/I do not have one/something's don't come easy/Manage my sexuality/Only that I need my own place I home/Most of my facilitating work I deal with such issues/ I don't really have a problem with that/Don't have/Have a problem managing my sexuality(ubuntombi bami) ngoba angijoli.</p>

<p>Lack of motivation 3122231121111212 112131331331 11112212213 3 2 3 3 1 3 2 1 2 223</p>	<p>There are few people that can motivate us /Need someone to support me and let me know when I'm doing good. Could do with some motivation/I need some more motivation in my life/Being stressed all the time/I am motivating myself so I do not have a problem with that I attend most fruitful workshops and programmes mainly developing ones I do get motivated at times Sometimes it feels like the processes in place are to discourage a person When we go to our seniors to seek help they turn a blank eye As a young woman in business need this very much At least being given something Always criticized/ How to achieve my goal No person motivates me to push in this problems I have. I manage</p>
<p>Dependency 2313211112111333 123111222331 11131212213 2 3 3 3 1 1 3 1 221</p>	<p>Still under parents; Really would like to be independent; Am independent;Need a job;Financial freedom come with opportunity; To have a job and to have a home; Physical and emotional I'm coping; I want to be independent so that I can do things for myself and my family; I believe in self-motivation;Managing to do things on your own; Women empowerment; Being helped in most cases *Not financially independent; Unemployed/ I am dependency (ngizimele)</p>
<p>Lack of a sense of belonging 22_221111131123 11211122311 12111211112 1 2 2 3 1 2 1 1 21</p>	<p>It's been an issue because am a bit different and all things tend to be different; Staying with people is difficult. I need a place of my own; Happens every now and then; I'm fun to be around; Sometimes I just feel sense of belonging not knowing where to start at or help that in need; At times it feels like the world has turned against you; Sometimes I feel alone because I do not have someone to turn to/I don't have *Kuningi okwenzeka empilweni yami ngidings usizo. I need help assist</p>

4. Mentee expectations

What did you expect to get out of the YWDP?

EXPECTATION	WAS THE EXPECTATION MET? Tally			What do you think should be done to help mentees have realistic expectations of the YWDP <i>capture verbatim</i>
Verbatim	MET	SOMEWHAT MET	NOT MET	

Annexures to the YWDP Final Report

<p>To know more about how young women can be entrepreneurs/ To know more about the YWDP/ Motivation/Guidance/Support Interaction/Follow-ups/Entrepreneurial development/Mentoring/ Mentor/Guidance through career and life process/Encouragement/Mentor Learn more/Grow more Guidance/Motivation/Opportunities/ Encouragement/Mentorship/Employment/ Business Finding/Further our studies/ Guidance/programs/Gowns/Food* Motivated Developed/Work/Learnerships To meet with my mentor/ Helping to start business/ To be helped in all angles/ Studying and a job/Motivated/Developed/Work/Learnerships To meet with my mentor Growth/Independent/Self-confident/ Empowerment/ Activeness/Self-motivated/ Leadership/Job opportunity/Motivation/Guidance/Mentor/ Constant communication/Having a mentor who understands/Job opportunity/Career opportunities/Learnerships/Internships/Career workshops/Study opportunities/Motivated/ Being progressive/Moving forward/Being yourself/Assist me to meet the right channel of what to do/Jobs/Bursary/Be helped to open business/Help in the community/Bursary Skills/ Learnership/Jobs/ Bursaries/ Information</p>	<p>9</p> <p>7</p>	<p>6</p> <p>2</p>	<p>10</p> <p>11</p>	<p><i>Mentees and mentors should be in the same municipality as the distance causes challenges/Mentees need to be taken to workshops/ seminars where they are taught what the working environment is like/Regular follow ups/Spend more time with the mentor/Guide them more about the opportunities that are there/. Boost them with Learnerships, internship/The premiers office must check because they are the ones that made the programme not to be successful/To partner them with the relevant people/To receive what they promise/Mentors should make sure that they mentor their mentees To have proper communication I think there must be an evaluator who will be able to evaluate session between the mentor and mentee within a period of three months and also be a page/center for mentees to raise their concerns instead of waiting for annual meetings/They must have time for us, guide us, if there are any opportunity they must tell u, motivate us, always check on us how are we progressing/Give mentors related to their field/Mentors that keep in contact and that will check on progress monthly at least/Profile mentees and allocate them to mentors in their fields of interest; also allocate according to regions and municipalities/They should at least once or twice a month meet us and see how are we progressing if maybe they've given us some tasks/They shouldn't make us believe that things will be different because I tried making a follow up on the young woman who are in business that was introduced but to this day I have never in a single day got any feedback so these are some of the things that demotivate one/To do the follow up- where we have been and to have few meetings to have the views of the mentor and development</i></p>
<p>Getting a proper job or studying further/Education sponsorship/ bursary, career guidance/ Learnerships, career guidance, motivation, guidance/Job opportunities, business entrepreneurship, managing life/mentor/Employment/Improvement/ Guidance/Sense of belonging/ Study info Problem solving/Entrepreneurship</p>	<p>7</p>	<p>7</p>	<p>12</p>	<p><i>Instead of inviting us to hotels and workshops rather invest in our education/They should attend thoroughly induction about the whole programme /Explain during induction what YWDP is about to get good mentors/ Give them career guidance/To get people who are committed to their work and to do their best/Mentors must be brought to the workshop first before they become mentors so that they can know what is their role and responsibilities/ The programme to stick to the initial plans and committed individuals from all races to be recruited for mentorship. Even if they can be outside the province/They must also ask the mentees in every way. Maybe have questions every month and attempt to hire women to do that/They should be evaluated first to know their current needs and situations that they are facing</i></p>

Annexures to the YWDP Final Report

<p>Family problem/Motivation/Skills development/Funding/ Mentor/Networking. To be more advance/Create development in terms of leadership skill/Mentorship/Self-esteem/Self- growth/Confidence/Mentorship Meeting regular/Helping someone with their problems Mentor/Motivated/Empowerment/ Independence/ Careerwise/To get a job/ Opening of my own business/Job opportunities/Motivation/ Belonging to something as a person Bursaries/Skills development/ Education/Business Opportunities/ The program helped me to start my own business in construction. I was able to hire 8 people who are working now/ I was expecting office to help me to find a job and start my own company so that I can be able to help the young coming woman/ Career opportunity/Study opportunity Access to info/Business support/Finance and mentor/Business opportunity/Education/ Motivation/Business Opportunity/ Skills development/Motivated/Career expo/ Bursary info/Learnership/Work/ Information about registration/Business/ Education/Skills/Business development/Job creation/ Helping me to get a job *Get further studies /Help /Being empowered/ I expected to be given what was promised in the first workshop :</p> <ol style="list-style-type: none"> 1. more information 2.career guidance 3.bursaries, 4.internship/a mentor but even today I did not get her and I am disappointed/ To be well developed /Grasp everything to my disposal/ Finding a company/Bursary/Marketing company/Motivated/Studying/Home for children/Event project/Mentor advance 	7	10	2	<p><i>on their daily basis so that expectations can be reached. The needs to be acknowledgeable/Keep motivating Tell nothing but the truth/Research about the mentees interest so that they can get the skills they need/We need more workshops in order to debate issues on how to empower young women in order for us to be able to stand on our own/Which careers of field of work are strong at. I believe that when a person does what they love. They will excel in it/After every meeting we had they must be a follow up, we must at least meet very three months cos meet only once a year is not enough/YWDP awareness and vigorous marketing as to the existence of the programme and possibly life skill programme be included in the YWDP/ Find first the interest of the ladies skills development/ Eka nkan was sweswi, vavasati hi independent ku hula vavanuna ky opportunity to fana nu leti ti nga endla leswaku hi kota ku endia xan'wa chumu ruku sapporta midyangu ya hima hikuva miatirho ya kala/We are here to work but no job and starting business and business not working because if you are an individual no one can give a business *Mentors must do their work for assist YWDP about skills, business, work /Commitment/Give the mentees to give more motivation and help them realize that they can make it as young women/They should give us more information and good mentors/ You must give follow ups to us . Nisazi izinkinga zethu u nizokwazi ukusineda as yng women/n future let us be given the mentors and more information , not selective one./They must know their mentors and communicate with them/They must get more training/Thina asizange sibe nama mentees and ne information asiyitholi makuna soothing . Namanje ngizwe ngomunye we young women/Get the relevant mentors to assist.</i></p>
	2	1	17	

--	--	--	--	--

5. How did you experience the induction process?

INDUCTION RELATED ACTIVITY	RATINGS Tally					How do you think induction should be improved in the future? Verbatim Pick up patterns if any and tally)
	1 Poor	2. Below Average	3 Average	4 Good	Excellent	
Communication about induction		1	5	6	4	<p><i>They must induct us properly and show us where everything is and how to get access to certain things./There should be proper planning so that the programme would be a success/Give us tasks to do ourselves/ Sort of everything in time/It should have been planned on what should be happening/ The induction was perfect/inform every one of the process and share information equally/to give us reliable mentors/To communicate properly/There must be a motivational speaker/ If we can work together as women we can do this/I want to say much because it is when you told how the programme is going to be run/ Agh—its ok the meetings are always good , but the follow ups are non-existent</i></p> <p><i>They must work with young women until they show that all YWDP are covered in this programme/In terms of that both parts should be represented e.g. someone from Premier's office, one of the mentors and also a mentee so that it is well presented/First thing to be honest with us whatever information w sharing and other needs we need they must fulfil them, we can't just came here and have different view there then next thing they do nothing about them/ Time management is an issue; if we can improve on that then we will be getting somewhere/They need to design the programme to fit the audience, mix English with Zulu and Sotho, as there was a language barrier. Some of the mentees are heading their own families and the content and presentation was suitable for high school children/No complaints so far/Let there be a profile of these young women who are joining in and a background check is one of the essentials/We need them to discuss things that we don't know, and tells us about the vision of this group and the future of YWDP</i></p> <p><i>Food packs or shoprите voucher because the time when I join the YWDP I had financial problems and I am sure I was not the only one/ Longer hours of induction must be implemented/Invite more mentors and financially or rather materials provide materials provide so that it becomes easy for them to assist mentees/ It should not be activity programs but projects that are sustainable/Mentees must be taken for accredited</i></p>
		1	1	8	3	
	1	1	2	4	5	
	1	1	1	4	4	
	1	2		6		
Information shared			3	9	3	
	1	-	2	5	5	
	-	1	4	5	3	
	-	-	3	5	3	
	2	1	1	2	3	
Materials distributed	2		2	7	5	
	1	4	1	4	3	
	-	2	2	4	2	
	1	1	2	4	3	
	1		3	2	2	
Venue		1		5	10	
	-	-	1	4	7	
	1	-	1	-	10	
-	-	2	4	5		
		1		3	5	
	1	-	2	5	5	
How it was arranged		1	3	5	7	
	1	-	2	5	5	
	1	-	4	3	7	

Annexures to the YWDP Final Report

	- 1	- -	3 -	4 2	4 5	<p><i>leadership programs You can only improve this one because there is even not a programme we don't even know what after this/ You need to communicate with us on daily basis and inform us about what everything that is going to happen to the induction, and also need money for transport because I had to get a taxi to get to the local municipality/Mostly informed of what will happen/ I related to most of them/Mostly productive/Some info they said they will get relevant people/Always had great info Some I was not interested in them/Fantastic good venue/We always went to 5 star/ Birchwood hotel/Informed on time/Well organised/When we ask questions they must answer us and give us good explanation/ Commitment and helping more young people *Transport, time management. More motivational speakers and listen to our point of view/When we ask questions they should be able to answer us and give us good explanations/Kumele kube necommunication nathi not mabasibizela ama evaluation but you must keep in touch nathi sonke isikhathi/By publicizing the programm/Approach and understanding- bangabinokusiphelela umoya kepha babonise uzwelo lokusisiza bangakwati ngezinkinga zethu</i></p>
Other (specify) - Other (specify)						<p><i>Transport(Take a TAXI To CBD yet I am not working) Invited speaker/Transport because we were always late, waiting for transport for a long time(3)/ Mentors because we ended up without (1)</i></p>

6 List materials you received during the course of your participation in the YWDP and rate how you felt about each item you received

LIST MATERIALS RECEIVED	RATINGS Tally				
	1. Poor	2. Below Average	3 Average	4 Good	5 Excellent
Note Pad Booklet				1	2
Pamphlet about information Stationery				6 1 2	6
T- shirts/Pens/Booklet	2		3		2
Bona goodie bag Women's day gown Travelling bag Books with a list of study opportunities Books with list of business opportunities	3			5 2 8 4 1	2 6 4 1
Stationery Land and building					1 3 1

7. Are there any materials that you would have liked to get that were not provided in the YWDP?

Record Verbatim

Public Relations Management based on career keeps you motivated and working harder to get there one day/ No (4) /Motivational books and tapes. Mentors who do what they should do /Tablet/ * Microphone for each and seat number/Tablets maybe having us kept in communication and have all documents minutes captured/Yes learnership or study opportunity it might in business or academic . A mentor to help me move my business forward./No everything was fine I can't complain/DVD/CD because I believe in making learning fun and interesting so that you can see and listen as a young people than reading a lot of materials./Maybe if we can have T-shirts written (Young women development/The YWP booklet would have been nice/There should be a portfolio of evidence so that we can see how many people really managed to get jobs of any sort from this programme/We never get material/Diary/ No/I never received materials from the programme/Food parcels , Shoprite voucher because the time when I joined YWDP I had financial problems and I m sure I was not the only one/Books that are written by powerful women/ Bursaries, internships from mentors/A chance to have more experience of the job/Universities, colleges and FET booklets /None Are there any materials that you would have liked to get that were not provided in the YWDP? No I am satisfied with the materials I've got/ No thank you/No/No/Yes I would have appreciated if at least we got Certificates of something, maybe for a computer or something else/We never get it/Zange abekhona njalo sibuzo into eyodwa you don't even know how tromites we are but you must come with yearly programme / Yes/Yes , tablet to be contacted as professional women for the Premier's office to send information about our community to create more support in working together

8. YWDP BOOKLET - The topics covered

INDUCTION RELATED ACTIVITY	TALLY RATINGS				
	1.Poor	2.Below Average	3. Average	4.Good	5. Excellent
The topics covered	-	2 2 2	6 2 2	4 3 2 1 1	1 5 1 4 1
Depth of information given			7	3	3
Relevance of information to your needs	1	-1 2	5 1	2 2 3 1	5 1 1
User friendliness	-	1	2 1	4	4
Does the booklet cover information necessary to address your issue	-	1	1	3	1

	1	-	-	1	-
Accuracy	1 2 1	1 1	5 1	5 2 1	1 1 4 2 1
The extent to which the booklet cover information necessary to address your issues?	2 2	3 1	6 2 1	4 6 3 1	1 1
Other (specify) -Business opportunity	-	2	2	3	1

Are there any materials that you would have liked to see covered in the booklet

9. MENTORING

Describe how you were paired with your mentor **Verbatim**

Verbatim description

Bad/They divided us on a list and randomly pick a mentor out of a divided group I was given someone who doesn't have my interest because we do not have enough mentors and the girls were too many/ I did not have one since I started/ I have not met my mentor since I was introduced to her/They selecting us by places and paired us with a mentor who don't live far from us/Didn't get any/I only saw my mentor at Birch wood since the I never saw her/ We only meet once/It was nice at first but I have never heard from her since our first programme

Very well coz we used to meet 2 times a month/ Divided us according our region s but the majority of people I was with were from the South of Johannesburg/ The mentor was explaining every details/ We were given a name and the face that belonged to it/I do not know how it was done as I was only profiled after a mentor was allocated to me./I never met my mentor even once/Mentors were given a list of mentees which they have to mentor/They just told me that she is my mentor/We were not on the same page because she was different from me and my career/It was a good mentor I have a good mentor/We were 4 of us ,that were paired with our mentor

Group of 5 but we were from the same municipality and were from different areas/It was disastrous because she never contacted me/We were given names and we had to choose and had to choose from those names/She was a business women and therefore the pairing of mentors was relevant to the mentees/4 but she did not us and they gave us to another mentor in Randburg/Poorly paired cause we only met and we never met for the future/

The person was ok but she never bothered to mentor me/ Was paired when I attended a session In Birchwood I received a text telling me who my mentor was

Mentor picked for herself/ First time joining the Youth Women Development Programme Evaluation/Did not get a mentor (4)/Did not have mentor-One was provided but did not meet due to busy schedules/ Was not present on the day when mentors were chosen but received sms stating who the mentor is/ Paired with someone from a certain area that had time and honoured the appointment/Names were called and others were paired but some of us were given those remaining who did not have mentees/ Not applicable/Yes we want more information

My mentor was a relevant person but she was too busy . She could not help me/ Never had a mentor , but a person who helped was Nomsa from the Premier's office/ I did not have a mentor/I don't know what a is a mentor cos u promise us ukuthi nizosinika but still waiting/ I was told they will call me and tell me who will be my mentor even today I am still waiting/I never being paired with a mentor they promised to call and let us know since then they never call/ Being motivated how to build my company move and knowing the right people to assist my project to get funding

9.1 Describe how you experienced working with your mentor

Verbatim

Communicated once on through a phone and because I am a go getter I organised myself a mentor (personal)/ Very bad I last saw her on that day. I call her she never answers my call even with others. She never came back on the programme/ We didn't work she was never around . She was based in PTA/We never

had a session with her . We have never since we have been introduced/No experience/Bad cause she will call but will not show/We communicate a lot especially with Whatsapp . The only thing we did was communicate we didn't meet/ Cant say much because we never got a chance to know each other *I have gained more information coz she used to tell me about good thing and how to get job. What must I do to improve my life/ very excellent .Very great communication with my mentor. Pick me up every Saturday to meet with other ladies /It was difficult because she was a busy woman/It was good to work with him , the problem is funding/I cannot say much about it because she tries wherever possible , but I guess it was not enough/ I never worked with my mentor , she never bothered neither did I. Honestly I only met her once that was it. She called and told me about the posts that had come out and that was it/ She is motivated and guiding to see the light of being a young woman/We never got a call from our mentors, actually we never met with our mentor*

Great and fun to be with her as she was committed in mentoring me/I have never seen her or received a call from her/him/Never worked with her

Never met/I don't have any because we had to travel to Randburg to see her , with what and how does a young lady get there on her own we could have at least met another halfway/Was invited once and never did again/We never met/I never had chance to meet her/him

My experience was great my mentor was always there available and willing 2 go an extra mile/It was difficult to work with the mentor because we were not located in the same area somewhere somehow it was difficult to meet that is why she decided to drop us and leave the programme

I had 2 mentors the first was not available of the time . The second one checked us on Whatsapp and gave us bible verses only/She was a great person though I needed business support and assistance a lot she referred to someone who also tried/ Did not work together due to a busy schedule/Good , great , challenging in all, productive/ I never worked with my mentor. We never meet once as a group to discuss anything . We only saw her during the workshop organised by the premier/ It is not good because she did not mentor

I was always trying but she failed me /I did not have a mentor I'm still waiting for her/ I don't have any experience/To link my company to be marketed in different rate as to build

9.2 Do you think the process of pairing mentees with mentors should be improved? If so how?

Verbatim

Verbatim

Yes partnering with relevant people finding what mentees want to do and guiding them in that manner/ Yes we must have same interest and like same hobbies. If I come from agriculture must be someone involved in that department/Yes – a lot. Give mentees someone who will be able to reach and work together/More access to mentors and having constant meetings/Yes give us mentors that have time for their mentees because do not know what happened to them as we speak/The process was fair they must continue with it

** I did not have on. But we need one. /Yes, when you give a person a mentor they should meet with the mentees and that mentor should have a supervisor/Yes our mentor must have time for us and find jobs for us/I think it should be paired by sectors e.g. construction the mentors mentor those who are interested /Yes by making follow ups/Yes we should meet more with our mentors for guidance and encouragement in our life. A mentor is someone you look up to that have to boost you*

Yes coz they guide us all the time so we need to have them again

Yes, mentees should be grouped according to their interest looking at their talents or field of work they are interested in; Yes, paired with mentees that are interested in the same field or studying towards the same qualification. That will go a long way because my mentor's field is not of interest to me; Yes , mentees need to be profiled and paired with whom they share similar passion or a field of interest; Yes, at least once or twice a

month or depend on the activities we are given; Definitely, for example I am paired with a social worker meantime I am in construction of which I needed advise on it how to go about it but it was impossible; Yes because some are staying too far , so the problem is communication;Yes mentees should be paired mentors of the same career path; Some of the mentors were not active but my mentor was active . Find mentors that qualify; Help us improve our skills, job opportunity, career opportunity Have time for us , check and guide us all the time. motivate us; No because we have different career path; I think it if fine so that we can get to know each other

Yes. Mentors and mentees should stay in the same place so that it could be easy be easy to be reached; Yes , mentors should contact mentees for one on one sessions just to know each other and to take it from there; Yes, mentees should know mentors very well and mentors must check their mentees regularly; Must have enough mentors . By locating them geographically and the same field of business as I am. e.g. logistics / catering Yes, make sure that this person really wants to be a mentor and the plans they have for mentees; Yes it must be so that your mentor can be able to address your issues regarding mentoring

Include those who have passion for mentoring; A lot as my mentor only spoke to me once in WhatsApp and it was the end of communication; Yes, first you need to find what career I am interested in , the find me a mentor that is relevant

Yes because mentees should become mentors and in no time we need to move and the understanding of the use of mentors; Pair young women with mentors who have the same interest; I believe as a business person I need a person who is in business who can guide and give relevant assistance if need be; Mentors and mentees should be on the same vision or along the same lines of career to purse and be interested in mentoring Mentors and mentees should be on the same vision or along the same lines of career to purse and be interested in mentoring and accommodate mentees in their busy schedules;. Yes because some mentors are not active and that kills the morale of the mentees; Yes we must choose an active person , if the person is not doing his job we must remove him and choose another one; No I did understand; Mentors should be given in a workshop to all participate

I was always trying but she failed me/I did not have a mentor I'm still waiting for her/I don't have any experience/To link my company to be marketed in different rate as to build

9.3 How regularly did you interact with your mentor whether face to face or via electronic media?

Weekly	Monthly	Once in 2/3 months	Less than 4 times throughout Cycle	Not indicated
1	4	1 21 11	1 1 3 1	-Only once via e-mail Not indicated /Never/Never Never met/Never met / once (10 minutes)/Daily Not indicated -Never(2) Never - Angimazi if ngaba ukhona nginga jabula ukunaye monthly - none -none

9.4 Would you have liked to interact with your mentor? Verbatim

Verbatim

- * Throughout the YWDP
- *Yes
- * Yes
- * Yes
- * Yes weekly or monthly so that I could be guided to where I need to go
- * both face to face and electronic media

Would you have liked to interact more with your mentor?

4 Yes/ Yes with a mentor who shares my passion/ Yes, meet face to face so that we can communicate and help us with what we need

Not really/ 6 Yes/ Yes monthly basis/ Yes meet her/Most definitely/ No /. We spoke everyday on the phone

2 Yes / Yes I need more to understand/ I would like to have a mentor/ Me and my mentor never met since we started the programme/ Yes call a meeting in person

2Yes/No

9.5 If you had a choice, what mode of interaction would you prefer more?

Electronic	Tally	Face to face	Tally	Both	Tally
1		10		1	
1		9		2	
		7		4	
2		2		3	
-		8		1	

9.6 Are there any specific challenges you experienced interacting with your mentor? Verbatim

We never again after the day of pairing/ She was never available/We never interacted/Yes/ There was no challenge/ Communication was good even though we didn't meet But she was all ears for me/ Yes

Yes, money for the transport coz I used to go there with my own money for the transport/She was not hands on and not committed but that did not stop my interest in the progamme/We spoke once with our mentor till today /Either than to her a couple of times . Here were none/We never communicated but I lost/ never showed interest as I knew my personality was too strong for her. She wanted to treat me like a child/None cause I never met her/ We met once so there was nothing to say

*She lives in Benoni and I am in Soweto/ I did not have a meeting with my mentor I just saw her when we were introduced in a meeting/Yes/Nothing everything was good/Our relationship was good

Are there any specific challenges you experienced interacting with your mentor?

As I said I never even met my mentor, never even received a call from her; No because we never met NO, NO &NO; There was no relationship with her. She only told me that she was my mentor and it ended there

Yes sometimes she was busy; Yes I was never given his/ her name nor contact numbers Not really. However she was often busy

We never worked together; Yes she was working so I had an hour or two with her

I don't even have his personal details; No except that he was busy; I need more to understand I hope I will

get experience and more information by end of today; Not really; Yes she was always on the road- business trips

Time is a problem/

** Angikaze ngibe naye/Yes cos angimazi/ I didn't have a mentor/Yes they must always have time with their mentees/3No*

9.7 Describe your relationship with your mentor Verbatim

Verbatim

Dead/ I can't say much I saw her once; We don't have a relationship; We never had one. Really talked once or twice and that was that

Our relationship was good via communication; She did encourage me and motivate me spiritually and emotional. She was there for me; But just wanted to us to meet with her; We only met once and it was good; Don't have any mentor

It was very good all the time. I wish I can see her again it was super; Good patient, excellent. Very helpful and supportive

She is one humble lady I ever came across; We don't have a relationship because we never met; She is open and she likes to give others a chance ; She was a friendly person, church pastor, loving and caring ;Non-existent; I saw her once so I would not say I am acquainted to her; It was good the first time we saw each other and we never spoke and saw each other again; Our relationship was good; It started well when we interacted but we could not click well because of the clash in the interested work field

There is no relationship; None; Excellent could not have asked for better mentor , we spoke and she taught me a great deal of things and to be independent; Non-existent; Not sure but I think poor; She was like a mother I never had because sometimes we would talk about personal stuff and we were very close . I went to her house several times and spent time with her family , that is how close we are ;

We don't know each other; Nice but we did not achieve expectations because I was interested in construction; I hope we will work as a team; motivate and respect one another; No relationship ; Professional as it could be expected. I think our mentors had a challenge but thank God they managed if next ; time there could be a structure; I was fair due to her schedule

It was good at first , but after she could help we didn't keep in touch/I would love to have one if there is / Nomsa was an understanding person and she was able to help me when I call her for something/ Anginayo angiyazi/I didn't have a mentor/ Friendly/Being young and knowledgeable to what I want to be assisted/I didn't have one

9.8 What made your relationship with your mentor work/ not work (delete what is not applicable)**Verbatim**

- * I think she lost interest , cause most we were interested in environment and agriculture
- * She was in PTA, I was in Benoni. I am an Artist , she is in co-porate
- * We did not contact each other
- * She gave me wrong numbers
- * Never worked out
- * Social network was the only way to communicate
- * Not work – “She was busy as she says”. Thanks to the induction it helped me to be independent
She was so busy with her work

What made your relationship with your mentor work/ not work (delete what is not applicable)

It was working because we used to call each other; It does work; She makes means to call me and check-up my progress; Our relationship never worked; Our relationship worked because I listen to her carefully and respond; We never communicated except the day she was introduced to me; The lack of communication; Both of us never called each other. We did not bother whether I called or she called or whether we must see each other or what

To understand each other; To just cut the communication without informing me that she is no longer part of the programme

Never met him/her;;Nothing; We spoke every day; Distance; We never worked together; Her good heart; Nothing(6)Being true to myself and independent

Did not have the same interest/Not work /Work but not so much/Respecting one another/She was willing to work and guide , I also played my part/ She understood what were my interests

She doesn't make time/Work/ No relationship cos I'm still waiting for that mentor/I didn't have a mentor/Work/Being honest and communicate with her electronic and inform her what I have done and what I want to add or remove

9.9 What did you gain from the mentoring relationship? Verbatim

**Never gained anything/*Lots of things, she shared her life and how she overcame things/Nothing because we never had nothing to do , Since then Mom Thandie left us and vanished/Knowledge and skills I received a certificate in leadership/No/She tried her level best but we were on different wave links/ Nothing/No comment /To be a strong young woman and to stand for myself/ Nothing never met with my mentor/ That I always have a mentor even after the programme is no longer there I can call her for advice/ Hear lots of things. Are can express myself help us how to open a business , go to a workshop at Wits University/ After I lost touch with my mentor i started following what events is the is the premier's office having and attended most of them and it built my confidence and made me a person who takes charge*

Independence, loyalty, trust, business; If you don't work on your dreams someone will hire you to help them build theirs; Nothing(6);If you don't dream and never work on your dream you will never go anywhere; Take business seriously; And never give up it does not matter what happens in the process.; A little of time management which is my weak point

*I did not have a mentor but because of information I received I learnt how to manage finances in business; Values and information; Nothing
Mostly personal behaviour- caring for people; Relevant information;Knowledge , power self-confidence and being independent*

3Nothing/self -confident and able to handle same problems/nexct nothing/I have gained self confidence/to link with me with art & culture and try to get some event progreme performance, cos I explain msny things to her

aboute my life am a fister woman, need support and love to work more work

What do you consider to be the most valuable advice you got from your mentor (Verbatim)

Nothing That I must be organised taught me to have a year plan; I didn't get any thing from my mentor. I haven't heard from her since;All mentors must get an induction or training because in our Black society its something new, in the programme only White mentors met with their pairs;What do you consider to be the most valuable advice you got from your mentor ; I learn many things; To go and study further; Be the best you can, do each task to the best of your ability; No comment work together with her
Never met with my mentor;She would try and give me contacts of people I could talk to and who are in construction though it did not go through as planned ;To get a mentor is very important because if you have a problem she will advise you. And you must feel comfortable with her; Whatever circumstances may come my way I should know that I did not come this far to let go but to press on
Take business seriously. And never give up , it does not matter what happens on the process; that if you do not dream and work on your dream you will never go anywhere in life that if you don't work on your dreams someone will hire you to help them build their; nothing(8)

What do you consider to be the most valuable advice you got from your mentor

Advice about financial year , how it runs; Not mentor but the premier and MEC get everything by merit; Listen carefully, takes notes as required, pay attention;In term of business go and look out for opportunities; Always love yourself , do not give up on your dreams, set a timeframe in what you achieve , always believe in yourself and keep on pushing; Believe in me and always be positive no matter how difficult the situation , always walk tall in confidence and go move forward

That I have to my pursue my dreams/I can make it in future and I am a strong woman/nothing/be yourself if you can always be what you want to be/to motivate me to be forlver and take one at a time to move as a comunite assists trying to help other people in my communitie and children to assist for project and performance talent

10 .Role modelling

What would you like to become?

Public prosecutor or accountant/ Motivational speaker, business woman (successful), News reader/Biomedical Technologist/ Successful businesswoman/ General manager/ Public relations manager/ young woman who believes in herself/ Engineer ; model/ CEO/ I want to be in radio presenter/Businesswoman Best woman inland scaping / farmer/ first environmentalist woman Financial management/To be a nurse or doing Somatology
/Businesswoman and designer/ Developmental specialist on the academic field as well as to run my own NGO specialising in women youth and rural development/Educator for Foundation phase / A good mother of children/I would like to see myself working in a good company and earning a good salary and earning extra money doing surve/ A successful businesswoman in construction/Social worker/ Principal/The self-motivated young lady who is able to inspire other young girls in my community to bring change in broken communities / A successful businesswoman Social worker and successful business woman/*Businesswoman /Fashion designer/ Better person and achieve more in life/Community practitioner
/A young woman working for the government and want to one day be a Director or HOD in my department / Business woman / Music producer/Systems developer /An entrepreneur/ The most successful (INTERNATIONAL) business woman universally An intelligent Hub Memory for young girls
/Businesswoman Tally patterns if any/A industrial psychology/A strong woman that inspires other ladies to take control of their lives/ A social worker / businesswoman /Businesswoman/ Businesswoman and mentor to my children/ Facilitator or instructor/ I want to own my company

Business woman/I would love to be a success full person in life for my children go back to school and find a job/Independent woman and help to young woman to achieve their goals/a social worker/social worker/Educator, professional, analyst in solving problems for those who need to be assists in our province.

Gauteng. To rich more professional, work with government for upsting information in our community or in Province Gauteng/Zanele Mbokazi, Faith Mazibuko

Who is your role model in general? **Verbatim**

Thuli Madonsela/ My mother/My mother Emma Nkabinde/My mother wonderful lady that one/My sister Mmabatho/Danny Motsoening – Phd in HR/ A group called Black Child is possible/ Engineer/Oprah/ Basetsana Makgalemele / Khumalo/ Jill Scott, Mirriam Makeba, Thandiswa, Thami Ngobeni My mother

MEC Faith Mazibuko/My mother/My mother/ I do not have a specific role model, I choose different people based on the good they have done and what they have stood for/My parents because they give me support/Thandi Modise/Someone who works hard, who knows she wants . He /she face challenges/The man in the name of Maponya but most importantly myself/My mom/My mother/Mayor : Parks Tau and Nkosazana Zuma , she inspires me a lot My younger sister

Carman Buqa my mentor); Noleen from 3Talk; I don't have one; My father; Nomvula Mokonyane; Richard Maponya and Nomvula Mokonyane

Celeste Martin/ Booyens my ex computer class facilitator and my mentor of 5 years; Gugu Phanyane , Nomsa Novela; Jacob Zuma; Obviously my mother and any woman who made it against all odds and Wowo; Nonhlanhla Mbunge (Former manager)

My mentor and there was a lady who is in big farming who made me believe that there is nothing impossible in 2015; Nomvula Makonyane; My mom and Basetsane Makgalemela – Khumalo; Nomvula Mokonyane and Faith Mazibuko; Well my late grandmother ; My president; Oprah Winfrey; Dr Aaron Motswaledi; Basetsana Khumalo

Faith Mazibuko/ Anyone who knows what they want in life and have goals in their lives/Nomvula/My mother/my mother/Tata Mandela help in hand together. Help our children in our society to make our world grow and educated/Zanele Mbokazi, Faith Mazibuko

How many role modeling sessions were you exposed to during the course of your participation in the YWDP? **Tally**

1	2-3	3-5	>5
2 3 1 2 -	2 3 5 -	1 1 1 1 -	3 2 2 -
			-

Is there any exposure to positive role models that happened during the course of your participation in the YWDP that was organized by your mentor? **Verbatim**

Didn't get one/It was at a Birchwood we had a chance of meeting successful farmers , young ladies from Black child but they did not have interaction with us/ Yes/Yes/No/ No/ Yes not by my by mentor but by Nomsa / Yes those who were telling their stories how they are doing and where they are, positivity was there all the time/Yes there are many of them the used to come to our conference / My mentor never organised anything that materialised/ No(4) We have one of one from our mentor/Yes /No (8)/ No(3) Yes(3) Yes they are most in business/6No/yes/yes performing event in human settlement finding arts and culture for work time with young (Youth develop talent in community

Are there other role models that you would have liked to be exposed to? **Verbatim**

Yes (4)/Yes business women , motivational speaker , young woman/Yes indeed that especially me/Yes/ David Makura and Ntombi Megwe/Yes Black Child is possible/ Naledi Pandor/ Thandiswa , Thami Ngobeni/ Some organisations that empower woman/Yes ex- White farmers who are selling their farms and who want to mentor young woman in agriculture/Are there other role models that you would have liked to be exposed to?

/Yes the one that I don't know/ Entrepreneurship and media consultants/Elizabeth Thobejane Yes(4)The minister of Education and MEC of Gauteng Yes the programme has a potential to yield a lot of influence but the programme never tapped into its resource/Yes , top international speaker in the country. Top business women that have made a mark in the country/*Yes/ Yes (6) /Basetsana Khumalo and Connie Furgason /No/Zanele Mbokazi/ Nomvula Mokonyane Yes /No/No/Yes/Basetsana Makgalemele/No/ Yes the former premier of Gauteng and Angie Motsega 5yes/ many model that were approach to motivate us during the course of the program other were forgetted names

9. Dialogues

How many Dialogues did you participate in whether organized by the OoP or your mentor? ?

1	2-3	3-5	>5
1 1 3 2-	2 5 1 2-	3 3-	3 2 2 2-

10. Did the topics discussed address your need? Please explain Verbatim

Yes because it was the most issues that we are facing as young woman/Yes , one to be independent women, wake up and do it yourself/Yes , how to conduct ourselves and not being taken advantage and the importance of successful and being educated/Yes how to develop young g women due to life , career and completing studies , becoming independent/Not all of them . I believe we have all come together for different personal needs hence not all of us will be satisfied/ happy about other things/Some of them do , some not really Yes some of it. They used to tell us about job and how to get job and how you market yourself in business/It was good my mentor was so advisable/Yes because they talked mostly that even ever they are facing challenges they always find t easy to fall into prostitution/Yes I realized that in some of my difficulties I am not the only one who is going through it and I had a positive approach of dealing with these issues after the session /Yes they did because always when I walk out of the meeting I was so motivated/No /Most courses were posed on building our future by registering our own companies, whre does the government want to see us in 2015/Most of them/ Most of them yessing /Yes I was at the point of giving up when I received a motivation needed in my life/Yes in a sense I will have info at hand/Yes there was one day when we discussed the issue of Sugar daddies and foreigners/Yes/Yes I gained a lot of information/Yes/Yes how will the development improve the lives of women/ Did the topics discussed address your need? Please explain Verbatim/Yes my only problem was that I did not know how to start business, but now I can I did follow the right procedure/ No it was just talks in general/ Not really I was studying my undergraduate and completed my business hours in business information because in SA unemployment/ It is too far from my place/Yes because it want to grow us as young women of SA to become wealthy as our country/Some of them did/Yes and no most of our ladies got mentors were no mentors and most of them were in Jo'burg and there were no mentors for us in Pretoria/Yes mostly regarding the lifestyle we live in/ Yes /3No/Yes – who I am

Regarding the Dialogues, what did you like least? Verbatim

Having noise and interpretation of what was said / asked/ Don't get too personal please /Regarding the Dialogues, what did you like least? I didn't like nothing coz there were no way forward about us since we started this project/Being responsible/We were given less time /Nothing Open dialogues/Nothing (2)/ Time was limited/ Minimum participation by participants/ The topics they talked about/Most of the dialogues were in Jo'burg/Noises/Sharing/None/Nothing/ Improving your way forward and experience/ develop,marketing, building, working together-assisting our community create employment

How can Dialogues be improved? Verbatim

There is nothing wrong really/Having relevant topics/ Having a proper process of conduct and having interest/Invite ministers, business woman and successful woman/They need to tell us the way forward about us so that we can know where are we standing/Not complaining//Lets discuss issue affecting young women, the people leading the dialogues must be familiar with the content/More time and open space/ So far the way it was conducted by Mme Faith Mazibuko was more clear and straight forward and to the point/ Add discussion points/Session per session with different topics/ They must have sessions at least 4 times a year/Put on efforts and time/ People must research/ Ask us first what we want to talk about By focusing on improving other areas except Jo'burg/ By giving more bursaries and information on SETTAS/listen to one another and respect each other/come to the people and give some new information and go forward/Holistic approach/ Find the topics that are relevant to us : how to break in the business world/How to sell ourselves

as business women in the community/ it should be done monthly
 Bring more challenging issues/learnership advise about any information/ angaba khona mhlambe
 ngingakhuluma something/to assist community and get more advice to make this possible

10. List information that you have been exposed to that you were not aware of during the course of your participation in the YWD *Verbatim*

Applying to Supplier Data base /To register a company/To establish a young development programme in our community/ Information regarding careers , independence/ Because didn't know they were given out well by other mentees/The funding of business/Process of business registration/Impact and changes done by the program to women Job creation/Going to GCRA and finding out about opportunities/ GCRA / Registration of cooperatives in the province data and preference given to women/The government 2050 plan is nice to know where our government sees us Leadership skills and self-knowledge/GCRA that is also a wing for improvement/Young woman who have businesses and are doing things for themselves/Gauteng ZOZO and GCRA/ WITS, PG Consulting, Usuku lokukhanya / WITS, PG Consulting, Usuku lokukhanya/ List information that you have been exposed to that you were not aware of during the course of your participation in the YWD/Learnerships, Bursaries, job opportunities and internships/ to fill the form and questionnaire/How to star your own company and how to be a strong woman without fear.That I can be independent/ GCRA, pig farming, Beauty/ make up/As a women you can build the world to create more developed.

List services that you were referred to during the course of your participation in the YWDP *Verbatim*

Capture Verbatim

Gauteng Department of Agriculture/NYDA/DTI/ Community services and project/GCRA/NYS/ Community safety,/ And Learnerships with government departments/ Department of information and Development community safety programmes that they offer/ I attended a meeting for GCRA for people/ young woman interested in different kinds of opportunities as well as people who lie to be entrepreneurs/ None/None/Business in DTI/Finances/ Young women in business network / Shanduka black umbrellas/Procurement of Joburg to register/working with community finding

11. What difference has your participation in the YWDP made in your life?

Capture Verbatim

At a personal level

More confident and ideas on how to change life style. Courage not to give up and standing up for what I want (being a go getter). Not feeling pity for yourself and blaming the home situation/Communication is very important/ Great/ Hasn't nothing has been difficult for me/ I realized that I need to make up my dream and make it happen/I started to gain confidence about myself and now I can stand my ground/Self-confidence /Independent and a mentor to young girls/I have been able to understand my value/ belonging/ my dreams / goal mater and can be achieved/The motivation really groom / formed me to become a better person , not be ignorant in my life/ Just to go to nice hotels

To explore to get a hotel/It encouraged me to pursue my career as I did. To be motivated/ To be independent and strong, respect and to love myself and my family/ it changes my life/ it motivated me/I am outspoken and I can mingle in a crowd much easier than before/The thing is we were always given information but when we go to researchers we don't find relevant people/ My passion was redefined and I was exposed to young women who really need someone to believe in . I also realized am able to motivate and encourage others / It improved My confidence and exposed the power I have/ possess within

To be more independent and achieve my dreams/ I matured fast from being a girl to being a ambitious young woman and a mother/ I have two friends for life memories/ Enhance my confidence/It gave me confidence , stability , self-worth , trust/ It gave me direction/Making me love myself the way I am/I was motivated by a number of speakers/ my self-esteem and having to know my mentor because she is the most wonderful person It has made it good/ It changed my life/ I t made me to have hope not give up in life believe in myself, pursuing some of my dreams and gained confidence/Good and perfect/I will be my own boss , self-employed /Become a better person/It has made it good/ self-esteem, confident/ 2nothing/easy/to being worked more to think a lots of opportunity in country

<p>Career</p> <p>It didn't help me that much about the career. But it motivated me and encouraged me about and tell us how did they manage/About to graduate in April, never took school serious/ Not sticking in one career options, being versatile addressing strengths and weaknesses/ Great/ Hasn't helped us such/I have a Certificate in security practice as a learnership and a certificate in entrepreneur practice at Wits/ I started to have passion on my career/That nothing can stop me and had exposure to different career paths/ I am still where I was. No growth Improve my study/None/ Choose something valuable and you will gain something at the end/I gain more experience than before/None/Our company has since received financial aid from the Department of Social Development/I was encouraged to pursue my studies further and I am an accredited coach and mentor/ I am well/ more inspired/I am more focused on my goals/ Took my business to the next level/ Made new partners with GCRA/Motivated me to be relevant at all times in my job/Business /skills / It has shown me that continuing to study will make me a better person/ I gained nothing/ Skills and how to choose a career Not yet/Now I can choose my career/ I have registered a BEE Certificate level 3/ Excellent/ I was able to start my own thing Be able to choose what I can do best/I will be my own entrepreneur/ I am now completing my BSc Masters and making progress in business/ Not yet/2nothing/to educate, to create</p>
<p>Securing a job</p> <p>Communication earn sales Rep so no/ Even on securing a job (None)/Skills and knowing what is expected/Bad/ Indeed who doesn't want a job Securing a job/Yes, promising/No/ Respect , polite and attitude/ None/I have applied and its promising/ I created a positive image for myself where I turned myself to be a valuable asset / I have not been lucky when it comes to securing a job , I applied to a few companies Securing a job /Working hard/Confidence/ Still employed/Still working/I am still unemployed/ No help or guidance as to how I can apply for one Yes/none/ In a good manner a big yes/ Still hunting No job . I am in business and would appreciate making business with OoP and government department/2nothing/educated talented in community, creating jobs for community</p>
<p>Starting own business</p> <p>I have managed to start a community based foundation that deals with kids and I am working on getting a sponsor/ Selling Colgn to have pocket money and not be in a relationship to get money' making my own self beautiful/ It motivated me on that and that they have funding if I wanted to start business/Bad / Getting my license was not easy because I transport children to school/ I have n registered a company even though it is emerging I have not got any job yet or government work I now have a feeling to start my own business like other women I met in the session / Inspired by other women in business</p> <p>No/ None/None/ I have my own electrical business company my problem is marketing but paper work is there/Our company is running well/I am in a process of registering an NGO so that I can help young women who are despondent/ I am still in the process/Yes I managed to register my company</p> <p>Still trying but need more help from someone who has already started/ Now to apply for funding , confidence/sustainability/ I was inspired to start my own business even though I am still struggling in that part but I believe I will succeed /I started but failed due to financial problems. I do have an account and CK/Made no difference/ I gained a lot of information in the session as to how to start my own business</p> <p>Yes/ I experienced difficulties when I started but I managed eventually. I want my business to grow/Yes but not working/Yes/Yes I have my own company/ Lack of capital to start and lack of space/Progressed slowly and need more support</p> <p>I wanted to open an orphanage/don't have interest in business/no/nothing/independency and professional educator</p>
<p>Participation in community</p> <p>I stated to be active like before. I am a leader with confidence in my community/I have a few woman I have recruited but due to the fact that I do not have mentoring skills , they doubt me/ My community is very small and there is not much to do really/Bad/Community projects and my foundation which deal with motivation/ career guidance and care giving the young kids</p> <p>Yes / I did coz I volunteered at a school by helping them with administration and teaching learners computer / I participate in the youth activities and I am active in the Youth Crime Prevention De,/ I was even leading at cluster level till I resigned for a job prospect at SANCA I have always been involved in the community/ I am more involved than I was before/Yes I am very involvedGood leadership / Would like to implement almost the same programme in other rural areas id different provinces, by the governments help of course/More activity and involved/ It made me more involved/Brought together boys for a soccer team/Have always participated, but it had made me a better person with the ability to say how I feel/ I do participate but I volunteer and it is not helping Yes/ Started in an NGO assisting vulnerable young women/I started a group with Nyaope addicts and its progressive some re clean for some time and are busy with skills development/Hold community meetings/Yes but no go</p>

forward/Yes/I am more committed in order to develop other young women/Giving community information about the programme/Opened an NPO for youth development and training FPMSETA accredited/Yes I am still trying to make a differencing my community/ I get new and more information about my politicians/helping school kids to stay away from drugs and teenage pregnancy/helping young girls to take care of themselves./create talent

Political activities

I am a regional leader still serving and teaching young women to be firm and not to be threatened by men and have faith and be capacitated and represent us also/Good/ Have never been part of that/I am an active political person in youth , community forum /We were participating politics most of their activities/ I go to meetings every once a while /Yes/Yes / Youth ANC/Youth league member in the ward/Perhaps that policy makers do not understand problems of women / I am part of the women's league and the young women desk / Very involved/ As always
ANCYL/Politics activities/Yes/ANC branch secretary/ Active/ YES/I am actively involved in the ANC and I am a BEC member* Reliable in my party , and honest to my party/
Don't do any activities/Understanding political

Civil society activities

I am involved/ Tried but never got far with it/Civil society activities/It take more interests in activities involving young women. I also support two young girls with school fees/More active/Involved and try to participate as much as possible Learn more difference about people/As always.Made no difference/Attend a lot of events in YWDP/Yes/Volunteer as a indigent registration coordinator/Active/Yes/ I am also an active member of SANCO/ Ladies soccer and group chart/ Community opportunity

Are you currently self- supporting? If yes please explain how

No, No, No Yes because I have hope/Yes selling food/ Yes, it is going to help another young woman/No/ Yes I always motivate myself when the going gets tough/ Yes , I am fully independent and stay on my own and moved out of home years ago/Party/Yes I am because I believe in my goals and I wont stop until I achieve at least one of them/Are you currently self- supporting? If yes please explain how /By being part of all activities involving lobbying and advocacy/Yes selling things/ I am volunteering/Are you currently self- supporting? If yes please explain how
Yes/ I sell Avroy Shlain products and time and again organization call me to facilitate for them and I am a motivational speaker/ Yes I am not working am only a volunteer for 4 years/Yes/Yes I am working in projects where i stay/ I living with a stipend I get from SSASETA/ Yes by visiting and youth programmes in the community/Yes- co-ordinated talent in Gauteng as a whole in entertainment project. Music, dance, etc. creative art educate as well

12. Broadening of reach of YWDP and its sustainability

Verbatim

How can the YWDP be broadened to reach more young women?

Be advertised more so that young women can take part by telling our friends and sisters; Through municipalities to sustain it in our communities; Be done through municipalities ;To come to communities and schools to train us; By implementing at school level using us to make that change;Talk about it on TV , Radio and Newspapers; By inviting them to our programmes; By going to communities especially disadvantaged communities that need empowerment and development; To get more jobs for youth; By poster and television; If they can always check the government data base; It can be introduced to Youth Crime Prevention Desk in the country as they operate in every police station; Improve meetings and try to go to the surrounding schools and colleges to motivate other women; Group the young women in municipalities; Must partner with NGOs, NPO's, different government departments within Gauteng; In schools mostly; Invite to the meeting; Improve their recruitment drive; Through social media; By being advertised through different stakeholders Communication through radio and newspapers; To be decentralized at regional level; Through mobilizing and lots of excursions It must be brought to municipalities and engage women of those municipalities The region should establish this structure in branches, By letting us bring young women from our communities, More information , technology will help the community, Give YWDP funding, Awareness and marketing, Doing workshops in the municipality
A word of mouth , road shows , exhibitions , TV exposure. It needs to be broaden to the community where participants live so that it will reach more women and more developments can be made/ By networking/Through radio and television/By bringing the programme to the down level (locations)/Get informed from us other young talented women

Would you be willing to pass on the knowledge you have gained to other young women?

Yes any time/Yes/Yes I describe myself as a communicator/ Sharing that we have as individual/Yes that will make our communities have better knowledgeable women/ Definitely/ Yes/Yes I will say big up to

YWDP/Yes so that they can also gain self-esteem and be motivated/Yes/Yes/Yes/Yes I would gladly/Yes/Yes/ In fact i have started and even recruited other young ladies/ Yes Yes (6)/ Not I have not gained much from this programme/Yes would love to/I work with youth .I am helping the as I speak/Yes/Yes/ Implementing almost the same kind of project in other provinces/Yes Yes(6)/Yes and already has/ Yes I would like to share the knowledge/5 Yes

If so how would you like to be involved?

Be hands on where I can/Yes/ Inspiring women Vukuzenzele/Yes/As I started train us to give better in the community/ I would like to be an ambassador of YWDP because already I am working with young kids If so how would you like to be involved/By participating/I would create a group that would provide them with information/ To help another youth/To go to the workshop and induction/How to secure a job , career opportunity and business opportunity/ I would be willing to be an ambassador , give us training and send us to police stations , youth organisations with compiled work and plan and see what we can achieve/Maybe as a team leader for young women in my community/ I can be a mentor and motivator/ I wouldn't mind to be one of the young women ambassador especially in my organisation/ In workshops Bringing along with me/If so how would you like to be involved?/ By having a forum that spreads information to every young woman in Gauteng /I would like to be a motivational speaker/ By attending workshops /Where I can find funding to improve my business/Be a mentor/By doing research they need/ Motivational speaker/ Conducting sessions in our local structures and educating about healthwise/ By given task so I can reach many young women as I can/Visiting young youth programmes/To use my contact and inform me for arrangement you will do to work with co-ordinate

13. What aspect of the YWDP did you like most and why? Verbatim

- * Development of women morality
- * Communication because is the most important thing
- * Inspiring women
- * Getting young women together to share their dreams / vision/ successes and growth. It help to motivate us because of that found in their stories . The change that take place in life

What aspect of the YWDP did you like most and why? Verbatim

- *Because they guide us all the time and it make us to be motivated,
- * Ukusikhipha e loction and go to tour
- * They were always motivating thou we were not getting as much help as we needed
- * Engaging with other women as I realised that we faced the same challenges regardless of our background and encouraging each other
- * Empowerment because it improved what I am
- * Meeting with young women who are full of life and energetic

What aspect of the YWDP did you like most and why? Verbatim

- *Bringing YW together to talk about their frustrations
- * It is the woman's first step to independency. We need this. However more advanced .e.g different kinds of workshop (Construction, banking, finance , Investments / JSE etc
- * Birchwood because I felt good to be taken out of the comfort zone into a clean and beautiful zone
- * Leadership development
- * Motivating young woman
- *Career guidance it inspiring
- * when I hear young woman like myself talk about how they started businesses I got inspired because that's what I want as well
- * the time my mentor dedicated to me
- * Going to Birchwood cause I enjoyed that's I learnt most

. What aspect of the YWDP did you like most and why? Verbatim

- * information on bursaries and job opportunities
- * For young to be independent
- * Motivation because SA women need to know their rights
- * Opportunity to develop self and others
- * Two days programme
- * **Unity, because unity is the power**
- * **Help the young women to start small business**
- * **To do more for the country and work together so that we can win and do more for our country even our young generation will be more political in our world. Develop more opportunity to sustain jobs to our society so we can know how to challenge as one in our country as a whole.**

14. What aspect of the YWDP did you like least and how and why?

- * At least create jobs for us
- * I hate the fact that I been here since 2010 & still nothing has happened
- * The fact that we did not meet regularly and progress made that much. Not checking up on how we are doing
- * The manner in which people answer questions

What aspect of the YWDP did you like least and how and why?

- * To grow bigger and have way forward
- * They should have career guidance, create job opportunities for us, like maybe giving us some fuse to complete, when you pass them give you something you can work on.
- * The proper research wasn't done
- * The meeting gatherings because it was organised after a period of time
- * I don't think they take consideration of all those young women who are in the programme because most of them are roaming in the streets with nothing to do
- * The late arrival of transport
- * Improvement from my community
- * The mentor because I felt it was a waste of time

What aspect of the YWDP did you like least and how and why?

- * The fact that they call us when they have to.
- * Other mentees didn't have mentors, it was heart breaking they gave a cause they gave a lot 2b here
- * When we were at Birchwood I got to interact with a lot of women
- * The day we got mentors who did not want us, it was a the most rude and selfish experience ever
- * We did almost one and the same thing
- * The programme of the mentees and mentors for some of us did not work

What aspect of the YWDP did you like least and how and why?

- * I do not like the fact that every opportunity is in Joburg because we have much to offer because of distance
- * Not sure
- * To promote business, to improve to communicate people, to care all registered a business

What aspect of the YWDP did you like least and how and why?

- *I liked the treatment, they have treated us in a good manner
- *YWDP-it is a good program but it needs to be well organised and structures on the ground be contacted and be a part of it or partner with the program
- *Get other young women to work together with government to assist more in this opportunity so the country ba qashe thina ukube sibasize ukuze sibanqede ngezinto eziningi thina esizaziyo ngaphandle

15. Any additional information that you would like to bring to the attention of the researchers

- * At least create jobs for us . There are many young woman who are not working
- *This programme can go far with a helping hand and strong young leaders
- * Yes only people who knew somebody from the department got development and that has to change
- * To be more focus on young woman
- * Do follow ups.
- * Taking women out of dependency , help them do it on their own like having a department for business and career development
- * Try to find appropriate mentors for mentees to have and follow. If there is a problem with mentors I would like to have 2 confirmation contact

Any additional information that you would like to bring to the attention of the researchers

- *To find more young women not all women teenagers only
- *They should always inform us when there are learnerships or apprenticeship so that we can apply and make a follow up.
- * If I think of something I will e-mail Octavia
- * Mentors should sign a pledge where they fully commit themselves
- * The y should do a follow up on all the young women and if there are any learnerships they should be the first priority
- * The programme has been a success in my opinion
- * Yes I would like to help another community
- * Please bring us the right people to talk to and bring us university , college bursary people to talk to us.

Any additional information that you would like to bring to the attention of the researchers

- *Is that they do not give us much attention, it's like they only do things when the government need feedback
- * Can the office of the Premier get dedicated people
- * I really need a bursary so that I can further my studies
- *they should invite more young women from different communities
- * Keep your promise about what you said you will do for us
- * Sample interviews to be conducted with beneficiaries to quantify the programme
- * I would like to bring this to your attention that in future bring us people who know their stories not to play
- * Make the mentors meet with their mentees so that we can finish what we were about to start

Any additional information that you would like to bring to the attention of the researchers

- * Create more awareness of the programme
- * I do not have a mentor that is what I need and I am from Pretoria
- * I would like to appreciate the OoP for the great work of developing young women and would like to plea: Please young women need opportunities I speak from experience being raised by a granny and trying not for other women to be disadvantaged hence I opened a Youth Development Centre Winterveld and DSD refuse to fund us please help the young YW need these services . Carol Mothibela 0849024574

- * Nothing else . Thank you
- * Researchers should find out why most women experience depression and how we can help them to be able to stand for themselves
- * If you work 3mth company must take you for a permanent job

Any additional information that you would like to bring to the attention of the researchers

- *The transport issue, most of us suffer when it comes to transport
- *They must keep the programme going
- *Kube nama coordinator to assist laba abaphonayo- ukusiza ngokwe database so others can get this opportunity. Build more YWDP so that the new generation will link to attend more of these opportunities

Beneficiary "I" Statement as proxy measure of Impact- Capture as given

The purpose of this questionnaire is to determine where the beneficiaries were when they started participating in the YWDP and to determine where they are post YWDP. Kindly answer the following questions, by writing the first thought that comes to mind after reading each statement. You need not identify yourself, but you are asked to identify the municipality that you come from for the purposes of the analysis.

Name of the Municipality

Ekurhuleni/ Johannesburg City/Randfontein/City of Tshwane

Please complete the following statement by writing down the first thought that comes to mind:

Record verbatim

My ambition in life is to be myself and believe in me/ become a very successful young woman/Achieve my goals /Thank for YWDP I believed now/be greater than ever and simply successful/successful businesswoman/become a Biomedical Technologist/ get a job/ become something in life and go over the places/become successful in life/teacher/be an educated and somebody/become a qualified electrician/become a teacher/love and care for kids that need care indeed/to be successful/to be a foundation phase educator/ be a hard worker/my career is participating/be a teacher/make a mark in my name/to see myself as a business woman in Electrical Trade/be a responsible woman/become a self-sustained business woman*become self-independent/*educating and singing be successful and be able to take care of my family/success/be independent and successful/ become a successful person/be the best young woman produced by Gauteng/study computer science/study & work to get a top position. fulfil my goals / live my life the best way and leave a legacy/ become a fashion designer/pursue my dream/a successful woman in business/See myself having good qualifications/ Need my company to grow , so that I can find a real job/have a successful company in SA/finish my Matric/become a successful business woman/be a successful psychologist/role model to my daughter/assist young women to achieve goal/study further also to get a bursary/ be a manufacturer (businesswoman)/ become a youth independent and a business woman/*be strong, healthy and loving

Before the YWDP I believed

that I will never be good in life; was just confused; believed to purposes of analysis ; am an achiever; could never be able to interact with people
believed it changed a lot of my life;no to become a dependent and to work for myself ;will study hard and become independent; Government does not come to the people; would get bursary; **was at home doing nothing; will be studying and have a good job; did have passion; that anything is possible; no things do YWDP liar; was not capable to become a teacher; I am capable; I believed that growth is determined by the environment; That goals are reachable;I was volunteering; I can; had no hope; God and myself; couldn't achieve my goals; would own my company; team work; won't succeed in life; was not a good speaker; was lost with no motivation; *can but don't know how; would get educational funding or career upliftment; I can be a better person;believed nothing was possible ;I was going to do nothing in life; looking for plumbing job and I use to get piece jobs; I will have my own company; I was not important; I cannot ;I wanted to be a teacher; I was lost; know more things that I did not know before; couldn't make it in life I had dreams**

I wanted to participate in the YWDP because

I wanted to achieve something; I want to be depended;I want to change; to help me about things; an inspiration; I want to grow and learn more; accumulate life skills and develop; to have relevant information;I want to learn more; I knew I will get motivate; I needed to grow and have opportunities is helpful; I want to be developed; **Get motivated; we are sharing the slews; are have learnt a lot; have information to improve ourselves regarding; business and get motivated.; I thought I would get a job; To gain more knowledge; it gave me self-confidence; unity is the key; I wanted to be guided and motivated; wanted to change the operations of my area; I wanted to open up my way of thinking; gaining knowledge;;To sustain my country.*it was a problem for women; I was blown away with the first Programme;*I needed someone to point me in the right direction ;to gain knowledge ;Role modelling*N/A;I wanted to have self- confidence ;I wanted**

*to know more about what government can offer; was more of a boost to independence ;its development programme woman; I want to help young people ;I wanted to be a good mother to my kids There are many activities that I can achieve in life; found information that I was not aware of; I needed to know how I can improve my life; I wanted to be developed into a productive woman; I wanted to start my own business;I wanted to be empowered; I wanted to gain my strength back; wanted to gain experience so as to shar;*I wanted to inter act with more people and experience; I wanted exposure;A need and advise to become a business woman; I saw an opportunity to grow and learn*

*I came to know about YWDP through my best friend; my mentor sister Lindiwe; a friend *participating in YWDP; a friend ;church member; family friend; a family friend; Youth unit through my abortions ;my sister; a friend(3)GCRA (5) My friend; My Learnership; mind; My volunteering at the SAPS the college; Department of community safety My MEC of community safety; Our ambassador ;mouth to mouth; crime prevention desk; invite that came directly from the Premier's office ;Youth crime prevention desk; invite from the municipality; Premier's office; GCR;our youth coordinator; an employee at GPG;;ANCYL; GCRASis my youth coordinator; my mentor; through information about DTI, SARS and other; the regional coordinator; Youth DESK;my NGO;Young woman's Desk;*office of the Premier; my mentor; ANCYL; My secretary at ANCYL; crime prevention desk; Tshwane Youth unit*

Before joining the YWDP I was (occupation)

*not taking myself seriously ;I was staying at home doing nothing;unemployed ;but your mind after come;working at Home life and 1st year emergency services Learnership ; studying; looking for a job;; still at school; Secretary Youth Forum (community; schooling ; study part- time through UNISA sales rep; unemployed; cashier; Youth desk crime prevention; Music and educated schools Learnership; not working; unemployed doing Learnership(5) nor car not do/ *volunteering(3)/student/ Youth desk crime prevention/Music and educated schools/*studying/receptionist/unemployed(2)cleaner/ community development worker(2)/just registered my small business/intern/receptionist at a driving school*

Before the YWDP I believed

I was going to do nothing in life; looking for plumbing job and I use to get piece jobs; I will have my own company; I was not important;I cannot I wanted to be a teacher; I was lost;know more things that I did not know before; ouldn't make it in life;I had dreams

The challenges I had before participating in the YWDP include

*I was not going to school; partying too much; domestic violence , not enthusiastic; thought that comes ; not being considered/ taken seriously not thinking of opening a business; low self –esteem; lack of information; dating older people; was difficult and gain a lot;; confidence * the one that I still have poverty; not studying and unemployed; are have learned a lot;Study; getting employed; low self esteem;; no challenge please; not working; financial problems;family issues; ;finding information on how to grow business; transport, information;marketing-motivation; finance; lack of information about my career; job hunting; non participation of other PPI in their development; N/A; lack of self-esteem; finding a job; lack of info and not motivated; I give up easily; *youth unemployment; clueless ;to get a job I want; not getting other info and not knowing where to go; no Matric ; did not know where to start; family , job and school; not to support myself; did not know what it is all about; did not have money for transport; unemployment; not knowing how to be a strong and independent woman lack of information; finance and business opportunities*

From the YWDP I expected to get

job and be a good person; information; a better life business study; more information; information; motivation/ inspiration and information; more opportunities about my career; gain more and see to opportunities that are there; knowledge and guidance; motivated; more education;developed and motivated; opportunity assistances of all angles every information I want; job; development; more information; Bursary.; ob; a secure job; is wrong; employment or bursary information; more exposed to the working world; N/A; more info regarding programs and Learnerships; information on how to out my company on the map job; funding; job; job;

<p><i>financially saved through my skills; knowledge; motivation; more self-esteem ; business opportunities; skills development , funding and mentorship; bursary and employment; more information and support; *more knowledge about YWDP*a Learnership and a bursary; information and training; more information; a bursary or a job opportunity; skills development; education , skills information on how I can go about starting my own thing; be a better person; the Premier Nomvula Mokonyane more knowledge than I had; job; education opportunities; access to information</i></p>
<p>The YWDP offered <i>so far nothing; a chance of life to show my abilities; with information to behave as a woman; information ;to participate; motivation/ inspiration / guidance and information; words of encouragement; a chance to learn about what I did not know; more resources and skills ; independence opportunities in my life; to be developed and independent; nothing development and independence; opportunities; to be a volunteer;need a lot of changes;mentors; nothing; to be proud of myself; a real someone; a change to engage with other young ladies; knowledge; N/A; information and growth a mentor and information that id did not know. workshops; marketing and motivation; nothing ; development independence; a chance to meet the CEO of GCRA; to be mentored; basics; knowledge and skills; mentoring; nothing; nothing ; Motivation and guidance; mentorship; fela! ; business opportunitiesan opportunity to make something of myself ; a profession ; learning bout skills and programmes; an opportunity to interact with other people; talks; education on how to treat yourself as a young woman; many study and job opportunities;my life back; nothing yet; booklet , food and also the transport; a mentor and opportunity; information on how to start a business; information; access to information</i></p>
<p>The needs that I had were <i>going to school and find a job; to further my studies; establishing a company and further study; to deciding each statement;*mentoring; lots of encouragement; getting my licence; finance in my study; lack of information; good; motivation; opportunities, and care; money to study and survive; motivate; encourage; Employment; to be educated;; to get the job and further my studies; job;money matter and getting a job*bursaries and information; I needed information on how to start a business; growing beyond my expectation; had to go to the college with an empty stomach; empowerment and self-confidence ; how to take my company forward and uplift young women; to studyget home and create more jobs; places that provided information; finance/ another job opportunity ;to know more about the programme; partly met; job , motivation , study; self-development *never met ; to be groomed; educational funding; support; gain more skills; to have access to a phone that have internet and a bursary; training, empowerment; to be empowered; money to support my family and to study; skills and education; education , skills and to be equipped to be productive how to start my own business; businesses; to get something in life; empowered and motivated; finding a job; Education and business opportunities; Business support information</i></p>
<p>The needs that I had that the YWDP met are <i>to find my ambition; establishing a company; good and purposes; motivation and gaining independence; encouragement and motivational; giving me a mentor; long term goals; excellent; independence; nothing; developed; encourage; Motivating and help young woman to achieve; none;meet mentor and lots of ladies; none; bursaries; N/A; N/A; leadership and empowerment; how to uplift young women in my community; developed and create;opportunities nothing really; nothing; relevant for my career path;;none; confidence; career guidance; only motivation; getting a job and an opportunity to study further information; none; many grate opportunities for women; motivation self-esteem; not met yet but soon will be met; none; not applicable employment, education; nothing; N/A; Business information</i></p>
<p>The relationship I had with my mentor <i>I don't have a mentor never had a mentor excellent; not good Not good ; None existent; bad; not good; excellent; good; good ;okay if I guess; my sister; very great; Good; Fine; Very good; never had a relationship; not good; good from the very 1st time I saw her; municipality; Good; Fair;Never had a mentor; poor; okay;*good *great; *great ; I never had one; less average because I missed my sessions with her; non- existent; we met once none;*good; great good and adorable ;good; good; comment and honesty; none; did not have a mentor; non; N/A; perfect; not</i></p>

good; average; ok

From my interaction with my mentor I gained

she is my role model/no mentor/ more experience and knowledge/ nothing(4) ;confidence when they benefit at all; confidence; something but not fully;
nothing; more and get more education; self- esteem ; *a lot; a lots, e.g. self-confidence; nothing; none; respect and to be humble; self confidence
to be a God fearing person; N/A; responsibility; motivation; experience; knowledge-motivation; self-esteem and experience; nothing(6) business skill nothing ; N/A information; potential new things; information; more experience; knowledge; knowledge; none; did not have a mentor; none; N/A
positive knowledge; nothing; more knowledge

From the dialogues I learned

to respect others; encourage young woman; nothing; to be a better speaker; participate; talk about business; the we have different needs/ reasons for participating ;the things are there; something not fully; independence; to love and appreciate yourself; more to take care of myself; none; nothing; none communication; none/I received a lot of things/how to stand up for myself/motivation/leadership my mentor/how to interact with the different people/
self-respect/be responsible enough to face challenges/self-empowerment/that I can hold my own/information/ who am I/ go communicate well with people/A lot/ I am not the only one in bad situations/ none/ that women are so powerful when the join hands/*nothing/nothing/ nothing/nothing
more responsible/ *i am not the only one in bad situations/*that women are so powerful when they join hands/to be honest and open with questions
I gained a lot and how to handle other people/things that I do not know /self –independence/Self –respect/ to have self-esteem
None/information/to be confident and be on my own/that nothing comes easy/to love myself and pursue my dreams*knowledge

From role the modelling I learn

To be patient/ more information about young development programme/perseverance is the key and hope /to achieve what I want/ to take care of it and lovely/that anything is possible/to stand on my own and that I can make it/not so much/to be what you dream of and come through/more to be a good modelling for myself/how to be independent/nothing/ to be true to yourself/ to know who you are To stand up for what I want; a lot; To be confident;hard work and perseverance; to be positive in life; meeting modelling I learned; how to be able to address a huge crowd and not to be shy; Self-motivation; I should be the best that I can be;to stand up to what you believe in;that nothing is impossible if you put your mind to it; information; go forward; ethics;A lot ;perseverance; leadership skills; motivate me; nothing; to do things by myself; work hard; skills programmes none; discipline; transferee the skills; more from other people; there is a different; cautious, careful, handwork/I have to work hard in order to be successful ;always push to get where you want to be being myself;

Opportunities that I became aware of due to my participation in the YWDP include:

Nothing/ to be ambitious to say how you feel/ Learnerships , business opportunities/ to learn more of your mentors/To people that I rating this paper; funding of business and registration/ meeting a lot of different young ladies/ none/ business;/more information resources/ lots of them of them because now I am working;/independency/motivation and developed/ workshop; dependency/ to be independent/ N/A/ learned many things/ I should stand up for what I want to study hard; nothing of leads; none; N/A;N/A; starting a corp as a young women/government/posts that where available/me to be young woman/*challenge of the world/ being listed in the job/GCRA//WITS/GCRA opportunity that was never fulfilled/ it made to understand who I am/ none/ business adventures/ self-awareness/awards given to woman in business /being listed in the job/GCRA/WITS/GCRA opportunity that was never fulfilled/
It made to understand who I am/none/ business adventures/self-awareness/ awards given to woman in business

<p>Through my mentor I have been exposed to no mentor/express my views/nothing/YWDP/none/the real world /street/ none N/A/many things/know about business/nothing/none/life as a whole no exposed here please/nothing much/ several contacts/love loyalty and care/nothing/nothing/nothing/nothing N/A/Business world/ be positive/know another people/discipline and respect/the development/different departments/did not have a mentor/nothing/N/A/Industrialist/nothing/more information</p>
<p>Things that I am now able to do due to my participation in the YWDP include I now know myself/to speak without fear/ pitching for my business, straight talker/ helping others/ that you must take care of YWDP /am free and go getter/ believe and dreamer/ to motivate others/transporting children to school/studying finance economics and accounting/researcher , getting information and planning what I want/my life my family / Thank you YWDP/motivating others/nothing/communication/independence/stand in front of a crowd/to debate/to learn more and go help us to get a job/sharing information with others/ enrolled at the university/job wise none/raising my opinions freely/motivate other young women/leadership and taking a charge*/present in front of a large crowd/working experience/*work together challenges Confident to approach people in higher levels/ applying for jobs and learnerships/being able to do presentation in a large group/I can do things on my own stand for what I need/mentor 8men and 8women/nothing/selling products/nothing/ go out and get what I want/Am now registered/able to run thing on my own/to be independent as a young woman/*nothing*study/trying to make a difference in my community/am able to come up with business ideas/working , marketing/independent mentoring, training and operating business</p>
<p>Information that I was exposed to in the course of my involvement in the YWDP motivational speakers/nothing/ developed as a young woman/was too excellent/that I can be what I want to be/ was good/ power and works of a girl child and the keeping of oneself independent and self-reliance/participate,thank you very much for this meeting/I can live my dream/Gauteng departments/ to be open-minded N/A/development/to know more people and to teach is about opening business/ how to wear clothes when you are working and as a lady you must look/how to interact with others but I did not get enough information on job opportunities/that you can become whatever you want to be/respect, responsible, mentoring/opportunities of studying/what our government has planned going forward/create works as women/ nothing/agriculture role in the economy/business opportunities/I can do it/ the difference between coaching and mentoring/ to become a better young woman/ so much/ ways to improve myself/young women who are successful and doing it/I've learned to be developed that I was previous/nothing much /focused/ how to start business/job / bursary opportunities and encouragement/none/career wise finding the inner me/dependent on yourself and not men/Business</p>
<p>What I liked most in YWDP is Conversations/answering and speaking my mind/women planning their future/everybody is free/because is helping people/meeting and knowing all the young woman and seeing them grow in all aspects/ motivation and encouragement/when we were introduced to celebrities/more career and life coaching/ as young women you can still do it/ to be educated to share our lives/ motivational ,development and independency/communication level/places we went to & food when they invite motivational speakers/giving other young women/to debate/we know lots of things because of this YWPD/ communication and sharing ideas/ communication/getting together with the ladies/ the interaction amongst the young women empowerment and development/interacting with young women with different social standings and you realising that we have common goals knowledge, experience/experience-motivation-developing us./when you guys want to report to your superiors you always inviting in your workshops /motivations/meeting young hard working girls/they have good peoples heart/* telling about our frustrations/ unity/ workshops/ nothing/information and skills/that we are ladies from different back grounds with the same situations mentor/discussing different news/the interaction and networking * the service that they offer/not a lot*focussed/we are a family, support to each other/the treatment/to empower YWDP in work and</p>

business/they were very welcoming/Dialogues/Inductions with melody the pastor/human interaction with others (mentee & mentor)

What I liked least in the YWDP

*not delivering what they promised/the fact that I gained nothing/the organising/developed and independency/*ladies, education, sharing etc./ not getting time from my mentor/ to be motivated/ things that I have to do/unity/ my mentor never take me through/ answering questions/motivation*/argue/ motivation, not give up in your life/ never fulfil anything from what we spoke about. For example never met our mentor/no feedback and empty promises/what is satisfying me with bursary and job opportunities/ only if the information would be shared equally/gatherings after a period of time/ time management/Workshops/ dialogue/nothing/lack of induction/communication is poor/promises/was that we were talking about anything that involved young woman/how we are organised for the programme/commitment/nothing/the communication barrier dialogues/ no relevant information/Learnership/the transport issue/ignorance/nothing/N/A/ opportunities/departure time/ after we meet they do not follow up/not sure*

I now believe

I can do anything for myself/I can reach my goals/ as a woman I have to wake up and do it for myself/ can be what I want to be /I now believe because I can see face to face /I 'm moving forward /in myself/can do it despite what comes my way/am able and will get through what I want in life/ am today because of YWDP/am developed and motivated/ am exposed to how people operate/ They can do better

*I can make it/ In myself/you/ I can stand on my own in me, myself and / ican stand on my own and go and find information by myself/ can do anything/I believe myself and empowering other woman/ that nothing is impossible if you put smart work to achieve it./Understand/ can do more better/I can be a tool to be used for further programmes/*I am/ I can make it and be what I want to be / I am a strong young woman who has self-image / independent women/ I can do more in my life than depending on another person/I can make it and the time is now/I am able to do what I put my mind to/ still believe in myself ready to explore/*a member of YWDP/can do it/I will get more opportunities/in myself/can achieve my goals/a good public speaker/I can/ was given something to take me forward/can finish my Matric if I can get funds from the list that I have' I must educate my children*
I am strong and independent/our concern will be heard/can stand and pursue my dreams without doubt/ Can be anything I want to be entrepreneur

I am currently busy with (occupation)

contract job; sales rep as before/unemployed/internship/ volunteer ,/ politician soon to graduate PR management April 2015/ furthering my studies at Ekurhuleni East Campus/transporting children/looking for internship to graduate//Learnership and community foundation I have developed/To right this paper/ youth programme/ part-time field worker (research) at TNS and GFK/ getting a job /I am working NOW/internLearnership for 5years with GCRA
*/Not working/ my studies/working/unemployed/part time job/mentoring young girls in the school/self-employed /self-company/educating/Unemployment /developing my business/volunteering/ community development (working); job centre supervisor; administrator at Shape Comm. Organisation; Coordinator (Mayor's office);not working; entrepreneur/ nothing (job hunting)/catering and construction/*getting my CC / volunteering in my community(NGO)/business/was working even before/dressmaking for the past 2 month/the renovation project/making a garment course/trainee director/opening my own business/youth crime prevention desk and future leaders addicts group/ operating business*

I am supporting myself by

helping other in my community/staying positive/above and grand for my kids/selling clothes/YWDP stipend/ sticking to positive people/doing things on my own with family support/ YWDP/ confident and motivated/ my father's money through grant/ dearly working/grant
*/selling food /stock taking and part time jobs/part time jobs and social grant /Grant and my salary/volunteering/doing best every day in my life/doing part time jobs/the facilitation I am running/for the company I am part of/volunteering*motivation/selling clothes/ rent money from tenants/working and also studying further/working hard/ thanks God for making me who I am today/ staying excused/ reading/selling*

tissues/working as a manager
 using information and skills/volunteering in the indigent project in the City of Tshwane/I want to be independent/ working hard/stipend/selling sweets and airtime/grant money and my mother's money/believe in me /working on this business/with my own salary/selling bags and hairpiece/e
 Selling Avroy Shlain products and facilitating

I wish the YWDP

To be known more from radios; Could start the programme again and do it properly/grow and give us opportunity/keep on the good work
 to grow and teach another woman to become something/would have more programmes/can carry on so that we can come back and tell our stories to others /could expose us with information via opportunities/ would not only end here with us but et youngsters an high school level for programs to grow
 they must do at all to go forward./the best and success/ can help us get business grants to start up a sustainable business could grow and relocate to Tembisa To grow and help young woman/can help me/ they can help us to get a job/create jobs for us/ can bring life and way forward
 will never die more young woman/would be more supportive on giving us information or job opportunities/N/A/can create job opportunities/can also go to schools in township/ all the best and hopefully many years to come/can higher us/ finding my business to do more and get home for my family and produce my studies./could provide job opportunities/ could open doors for anyone and meet our expectations/ the best/can improve because we need it
 can be taken to our municipalities/open doors for us/help us with mentorship on career paths/ would do more than inviting us to workshops , like getting opportunities to get jobs and better education/would help me accessing funding for my business , because it is not as simple as explained/ could offer Learnerships/ expand and make more sessions expand/could give me the opportunities that I need/this programme could be given to structures that are on the ground/build more strength/would find more young women/could give more young girls skills/so away for because other people don't no
 /more years and more mentor/mentees/will help me to find a proper job and help me to open my own business/ could continue the good job of developing young women

Anything else you would like to say about the YWDP; invite more young women to join; I am DISSAPOINTED; must do follow- ups and answer their phones; at least do have a reliable mentor; YWPD please help the women of SA not to be abused by men.; YWPD please help the woman of south Africa not to depend on man and to be abused by men. Wake up them in life to take of themselves; Thank you we love you. Please continue with us so that we can teach the next generation; if it changed my life it can change thousand souls out there; Its never too late to be transformed not is impossible with our YWDP; thank you; none; its been such great honour and blessing being part of the programme hence a lot has happened and hoping that many forward; greatness and change will be at the palm of our feet and shared worldwide.; yes I like to say thank you for you and I and like to say thank you to another people; the programme must continue; they must maintain information of the participants know how many are new and how many are old ones s it will show the progress of young women; yes I like to thank you for giving me the platform to explore and express my opinions. I would like t come back and attend more of this workshop; you people are great keep on doing the good job; please try to help youth with jobs; is to make you strongwe have a nice relationship with my mentor and not forget the premier she was very nice and the team; help us with job opportunities, how to apply where to start, how to do it; please bring us the right people to talk to use not nay people please. Some of us want job and we are university with no information. If government can provide those things I think we can somewhere. That is why young women are dropping out coz there is no way forward; it was good and exciting to meet different people from government and different sections; it's very interesting and you gain a lot on self-awareness. But that's not enough they need to tell us about job opportunities; 'm hoping that is could improve more on working opportunities.; these meetings should be more held
 mentees should be considered to be mentors after their period has expired; keep inspiring women that they can be more that they can imagine.
 it was good and motive to work together and do more to move forward as we say to do so the time we plot it. Good like for YWPD; we made new friends and memories that would last; nothing; that YWDP exchanged programmes with other developed cities across the countryYWDP is the best. May people who started this continue to do their best then God will do the rest; Could help me with a job so that I can be able to support my siblings and my sick mother, and my sibling who will be completing Matric to register; Invest in our education so that we can become better women in our societies

*always bring application forms to the workshops and conferences, e.g bursaries GSSC applications/ Mentors should interact with their given mentees/It's a good programme that young woman need/ to know more about the youth programme and how to get a bursary and the Learnership in the programme because my mother can't afford/given to structures on the ground because , a lot of people young women do not know it . Young women who are developed are those who are less interested, but developed. Happy to be part of it because I was nothing and now I have lots of information on how to manage myself and my small business/ to improve other women in other areas/I wish the programme could go forward and empower young women and also give them something at the end like certificates/Go forward and empower women , give us work , construction , NGO and other It is a good initiative
office of the premier did wonders for me/ so far it helps as to found information by sending us messages on Whatsapp group/ thank you for the opportunity, I am grateful and prepared to be part of those wonderful and exciting opportunities*

Annexure 4: Coded Mentor Data

In the interest of protecting the identity of the respondents, it was deemed necessary not to identify respondents by municipalities. This decision was further entrenched by the fact that during the pilot se allocation of mentees to mentors was not always according to municipalities Due to the low response rates, and the fact that a big chunk of respondents did not indicate their municipalities, the idea of analyzing data by municipality was abandoned

Name of the Municipalities from which your mentees come

City of Jo'burg Ekurhuleni Sedibeng Tshwane West rand

Since mentors were assigned mentees not based on common areas, these coded represent merely either place of work or place of residence of the mentors

Total Number of mentees assigned to you

4/ 3/3/5/2/3/3/4 /4/ 2/1/1/ 3/4/3/ 1/ 2/ 4/4/

Mentor profile:

Mentor Age :Between 36 &,56
Gender : All females

Occupational sectors of mentors: IT Business Analyst/Director Government /Head of Department government Knowledge Manager Youth Church staff/Unemployed/CEO/ IT Business analyst Quality Assurance Manager Business/ Youth Church Staff/; Assitant Director/ Director/ HoD (Government) NGO/ Unemployed (3) / Risk Manager/ Youth Church Leader/NGO (4) Small business owner (2)
Previous experience in mentoring: 10 years, none (7) (2 5 years) 11
What persuaded you to serve as a mentor in the YWDP? I want to make an impact on the younger generation, it is part of giving back as I always had mentor is my life/ Have always been involved in some forem of mentoring

Comment on the adequacy overall design of the YWDP

Component of YWDP	Comment on its adequacy	Component not included that may have enhanced effectiveness of YWDP
Involvement of OoP showed development of young wome is taken seriously	Lacked proper referral system	Counselling
Career development	Not enough time	Structured pairing
	Showed that development of young women is taken seriously	Proper induction
		Municipal involvement
		Regular follow ups/ Support to the mentors / Expert input to help mentors Ongoing support of the mentors/ Facilitation by OoP to involve mentors; Involve mentors in planning and logistics Regular quarterly mentor meetings Involvement of mentors in the design of big group sessions

<p>Did the pairing make for easy access and communication with your mentees? Yes7 No..... 6</p> <p>Yes: (it was no problem for me I am based in town/ For my Pretoria mentees it was not a problem but that was not the case with Ekurhuleni mentees/ Fine I am in town (4) we were in regular contact via WhatsApp / It was no problem (3).. I even had to tell her that we needed to meet by appointment</p> <p>No: We could meet on Saturdays but when I started working I could not/ I am in town/ We met on Saturdays/ Never saw my mentee outside of organised sessions and she was not there in the second session Not practical/ The mentees would need transport money to get to me/ Could not meet my mentees as they were too far/ / Mentees needed transport money to come to me/ I could not advise them as I do not know about opportunities in their area / Because my mentees were from different places I could not have joint sessions <i>Although the mentee was from my municipality, she worked on the other side and meeting became a challenge/ I lost touch with my mentee/ My mentee felt that I treated her like a child/ I lost touch with her</i></p>
<p>If this programme was to run again, what pairing procedure would work best for you? According to mentees' and Mentor's profile so that one can contribute positively to the mentees/ Mentor skills and interest must be considered / language barriers must be considered/ mentor profession and interest of the mentee/ Mentees must understand what mentoring is about/ Mentees must understand that mentees cannot give them jobs, bursaries/ Mentees need to be told what a mentoring programme is about</p>

Using a scale of 1 never 2 rare 3 frequently 4 very frequently 5 routinely

Type of a problem	Rating	Resources at my disposal that I used to mentor on each aspect
Personal problems:	4 5 2 2 1 1 15 5 5 5 4 4 4 5 5	I ended up doing more counselling/ Felt ill equipped to render counseling
Problems regarding access to opportunities:	3 5 2 2 3 4 5 5 5 5 2 2 2 4 4 4	
Career related	2 2 1 1 15 5 5 5 4 4 4 5 5 5 5 5	Unemployed mentees felt that it was a waste of time because I could not give them a job. Financial problems relating to further studies came up/
Access to information and opportunities/ referrals	4 3 4 5 2 5 5 5 5 5 5 5 5 5 5 5 5	I tried to refer but it was going easier if the OoP gave us guidance in reefing mentees

How did you experience executing your role as a mentor in the YWDP?

<p>Was it Easy? Yes (7) We connected , she was free and could communicate/ we liked each other/ she liked the fact that I was honest and referred her/ she was committed/ she</p> <p>No (11) Mentees looked up to me and I could not always help, they expected too much , They did not understand the purpose of being mentored / I had a parent-child relationship/ We did not like each other. We had a language barrier and she could not speak English/ We did not get along</p> <p>If it was easy, what made it easy. Easy reach we are still in touch with my mentees</p>
--

If difficult, what made it and how can it be improved to enable mentors to effectively play their role?

They didn't understand the purpose of being mentored/ Communication with the OoP collapsed and there was no support from there in helping me access people who could give my mentees pointers / if your mentee does not succeed you feel like a failure/ mentees were always enquiring about bursaries/ coordinators provided us with a uniform approach/ Transport was always a barrier/ I did not have information on my mentee areas of career interest/ She gave birth and could not meet with me/Was abused by her husband in my presence and never came back/ Transport issues always cropped up

Do you think the process of pairing you with your mentor should be improved? If so how? By matching mentees and mentors profiles – If the mentor and mentee are close it works well/ I did not have information ready because my mentee was from another field

Are there any specific challenges that you encountered in interacting with your mentees? If so please specify and indicate how these be overcome

NO (6)

YES 11 They didn't understand the purpose of being mentored; Transport/ Time/ Did not have airtime so I was always the one to call her/ We just did not click/ When we talked on the phone she expected me to tell her what she should do/ There was a question all the time of getting her a job and I kept telling her that I did not have the power to give her job/ when I told her she would need to improve her education to get a job that was the last contact we had. When I told her about NASFAS and she indicated that her bursary could not continue with NASFAS I told her I knew of no other sources of funding- she never contacted me. We did not interact much/ Honestly there was no interaction/ Nothing much we did not engage/ She moved and we lost touch/

What do you believe mentees gained from your mentorship: Yes, they did...The 2 I met with did gain from the business related advises shared with her and the other one I assisted her with career path selection. The 3rd one disappeared/ Passion for life and self-confidence/we still keep in touch and I get her information she needs/ She still gives me updates/ I pass on to her whatever information I think might be useful to her/ business advice/selection of a career path/ Writing her CV/ Importance of volunteering to gain experience / Know yourself ; we met twice every month

Nothing as we never engaged/ we had only 1 meeting

If this programme is to be rolled out on a bigger scale, how can it be made better from a mentoring perspective? Profiling and improved communication between the facilitator and mentors/mentees/ Do a SWOT of pilot understand its strength and weaknesses and improve/ paring definitely needs to be improved/ OoP needs a structure to manage this/ Include mentors in planning/ Project coordinators must support the mentors/ Do spade work/ involve more mentors/ get only committed mentees / Get mentees and mentors

What is the most valuable advice you have given your mentees? Taking charge of their destiny, write a CV/job searching, work hard, respect yourself,/know who you are/Know what you want and work hard to get it/ importance of keeping a good up to date CV

Did your relationship with your mentees work: YES.....7..... NO 5.. DID NOT START/ DO NOT KNOW

What do you think made your relationship with your mentees work well? Knowledge shared/ could reach each other, mentee was enthusiastic/ she understood what I could and could not do/ It was a parent-child relationship/

What do you think made the relationship with your mentor not work as well as it could?

Mismatch/ language barrier not sure/ did not click/ I did not have the time/ My mentees were focusing on their studies and did not attend the sessions/ They missed the session/ Were not interested in what I could offer/ There were no ground rules and I did not know what to expect/ or what to do

How many of your mentees dropped out and why? 3 (mismatch) 2 focusing on their studies 2 not sure I was never in contact with all 5 assigned to me I do not know if they dropped out

The 1st year student didn't see a need to meet with me as she is HR and am in ITThey got advice from their institution

What have you learned from participating in the YWDP as a mentor? That giving back is crucial/ Communicate/ keep communication going/use few mentees that have progressed/ select mentee that is motivated/ avoid mismatch/explain roles and responsibilities/ give meaningful contract/ Do basics right/Set up a committee/ involve mentors more/ induct mentees/ Give mentees more support and guidance/ select motivated mentees

List materials distributed to deliver YWDP and using the rating scale provided please rate them

5 Excellent 4 Good 3 Average 2 Below average 1 Poor

Material targeting Mentees	Rate adequacy thereof	Materials targeting Mentors	Rate adequacy thereof
Provide sector knowledge	Not aware of these	Booklet explaining everything that mentors should do	12 12 3 1 1111
Do not know about (11)mentee booklets		Align mentor/mentee profile	134 2 2 2 2 2
		Did not receive any (5)	
		Contract was very basic I just signed It did not cover the mentor	2 3 3 3 3 3 2 2

Role modelling

What is your opinion on the types of role models that the YWDP provided in group sessions? No comment/ have not seen any/ No comment (6) No comment telephonic (7) Should provide solutions to the issues faced by mentees/ not talk about themselves/ align with mentee needs and / Align with mentee profile/ choose role models that mentees can relate to / Those that made it in life despite great difficulties

Comment on the quality of engagement between role models and mentees in group session? No comment/ Was not focused on the needs of mentees/ Focus on the needs of mentees/ was all over/ *Was entertaining/*

Are there role models that you exposed your mentees to in your personal capacity? Yes yes because of my membership of Black Business Forum/ I have exposed my mentees to business people/ Could not because people I work with belong to a different field/ many because of our involvement with WITS/

What do you think were the benefits of these role models to your mentees in concrete terms? Information & vision sharing/

What type of role models would you like future mentees to be exposed to? Role models who will assist mentees to see things from different perspectives especially if the Mentee's & Mentor's profile are aligned/ Improve relations for us to better know each other

Dialogues

What do you think is the role of Dialogues in the YWDP?

Educate the mentees about the necessity of having a role model/mentor in their lives and to outline the expectation from the mentors as they were under the impression that we were going to support them financially as well.

Are there topics that you think should be covered in Dialogues?

Role of mentees (5 X) Role of mentors(5X) Topics should be suggested by mentees (repeated 4 times) / Sources of support to studying mentees (2X) Sharing of opportunities and provide support to studying mentees/ Whatever mentees want to talk about/ Come from the mentee profile. Come from the mentees/

Do you have any information regarding what mentees liked most about Dialogues? Nope/ No (8)

How do you think topics dealt with in Dialogues should be selected? The should be relevant to current needs X 6

Rate the various components of the YWDP on effectiveness?

List information that you have exposed your mentees to in your capacity as a mentor in the YWD

(Marketing strategies/ Patents/ Copyright/venture capital/ marketing / HEI study opportunities/ working from home/ dealing with family challenges/ personal development/ educational opportunities/ importance of finishing matric/ having a clear vision how the chosen career path will make one employable or run a successful from the qualification obtained/Being your own boss/ (d)

Partnering with my contact re: community projects/Referred another to the HR specialist to provide support and guidance/Umsobomvu /LED/ Business Services/Life skills Training/ Referred through Tshwane Sustainable Livelihoods/ R HR specialist/ Sa Trade & Industry/ Community Projects HEI study opportunities

List services that you have referred your mentees to during the course of their participation in the YWDP**Please rate the quality of the Mentor Orientation Booklet? Forgot the content of booklet**

INDUCTION RELATED ACTIVITY	RATING	WHY
The topics covered	4	Too general/ No depth/ covered issues partly// Too general/ No depth/ covered issues partly/
Depth of information given	4/10	
Relevance of information contained	4/10	
User friendliness	7/10	
Accuracy	3/10	
Completeness	3/10	
Other (specify)Did not give information about what mentor should do	4/10	

What difference has your participation in the YWDP made in the lives of your mentees?

Personal problems(9) career development (8) matric rewrite (6) Giving motivation and sense of direction (9)	
Career development/ Having a clear vision how the chosen career path will make one employable or run a successful from the qualification obtained; career development (8) matric rewrite (6) Giving motivation and sense of direction (9)/ Marketing the business and be willing to take risks	
Participation in community/political/ civil society?	
Attaining a state of independence by being self – supporting through:	
Being gainfully employed?	Numbers
	2
How many pursued further studies	5
How many started own small businesses?	2

Efficiency: Given the resources used to deliver YWDP comment on:

Budget for the pilot and whether it was this adequate?
Provide a structure to manage YWDP/ Put in place systems for ongoing communication/
Programme reach during the pilot:
The number of group sessions enough
Benefits of the group sessions in relation to costs
Could more have been done with the same resources
Ways to improve programme efficiency Screen mentors/ match them properly with mentees/ monthly meetings/ mentors should make inputs into group content/ increase mentors/ screen their ability/ provide mentors with information support/ Increase mentors and screen them/ It was too big for one night/ Started too late and people waited

Replicability

Have sufficient systems been put in place to know what works and why: No (7) Do not Know (5) (5)

If the OoP was to find a new home for the YWDP would other role players be in a position to implement the YWDP in a similar way? Not as it is (7) I do not think so, I did not understand it fully, the mentor part was not clear/ mentors were not that involved/ I dropped out so I do not know/ need more information on employment opportunities/ purpose needs to be stated/

Is the monitoring system that is in place sufficient to give other role players who were not part of the design of YWDP sufficient guidance? No (7) No comment (11) Yes (2)

Impacts of the YWDP

Impact of YWDP	How it is measured	Soft skills that YWDP have acquired

Sustainability

Can the YWDP be scaled up in its current form?

Yes (4)

No it needs improvement (6X) needs more warm bodies to coordinate it;

Is the YWDP sustainable in its current form

Mentee and mentor numbers were too big/ Not focused/ Not without dedicated coordination/ better planning in advance/ engage mentors in planning/ committed mentees/ committed mentors

Are there threats to sustainability that you have identified? No responses

How can the sustainability of the YWDP be enhanced : Create structures within communities/Link up with other organisations / bring on board more mentors that are screened/ select mentees carefully, explain roles and responsibilities/ track progress/

Broadening of reach of YWDP

How can the YWDP be broadened to reach more young women? Newsletter/ Do not know (6) Mentees should be provided with skills to help them find employment (6) Mentees should be given pointers to the right direction (2) / Sell it to other colleagues to get them involved/ Newsletter/ Recruit more officials / By word of mouth/ spread to municipalities/ create a bigger pool of mentees and mentors profile success/ Professional advice should be sought on how to structure the programme better

If so how would do you see this working? There must be a steering committee

In your opinion, what aspect of the YWDP worked best and why?

Venue, Refreshments, food, networking/ young women interacting with politicians/ presence of high profile people / learn to relate to other people / networking/ interacting with young women who have overcome challenges/ Coordination/ mobilisation of young women across the province/ conceptualisation of the programme/ mobilising financial resources to carry it out/ political support/ spiritual leadership/ make up artist/ motivational speeches

Would you be willing to coach novice mentors on how to pass on the knowledge they have gained to other young women?

YES (4) *I need coaching* (5) *Not yet* 4

If so how would you like to be involved?

Through the current initiative/ get training.

More support/ ongoing involvement/ select right mentees/ select the right mentors/ match properly

What lessons have you learned from participating in the YWDP as a mentor?

Mentorship and coaching are a serious business and a big responsibility; require commitment to changing lives; Collective participation in addressing the needs of young women; I can adopt my neighbor's child and mentor her/ teach young women that perseverance and hard work pay; Commitment to changing lives We can take the concept further by adopting a child in need and make it our business to empower young people

Any other comment?

Viva Gauteng for empowering young women The concept is good and we can take it further