



**Independent Assessment
of Common Purpose South Africa
Prepared by Angela Bull
for the Department of International Development
May 2005**

SECTION A

Basic Information

- Project name: **Development of Common Purpose**
- Agency name: **Common Purpose United Kingdom (UK)**
- CSCF number: **136**
- Country: **South Africa**
- Name of local partner(s): **Common Purpose South Africa (SA)**
- Name of person who compiled the evaluation report, including summary of role/contribution of others in the team: **Angela Bull**
- Period evaluation undertaken: **February 2005 – May 2005**

SECTION B

Executive Summary

Since 2001 Common Purpose South Africa has piloted and run three programmes in Johannesburg – Matrix, Navigator and Your Turn – with the aim of leadership, partnership and community development. It has realised this aim by exposing a highly diverse group of current leaders, emerging leaders and Grade nine learners to both challenging debate and hands-on experience of the issues with which their city currently grapples. I have evaluated the success of these programmes by a series of in-depth interviews with a variety of the project's stakeholders and the results are presented in this report.

Internationally, Common Purpose has become known for its rigorous and innovative model of engaging with city issues and it is clear that this model has been very successfully adapted to the South African context. The content of all three local programmes is evocative, well-researched and extremely relevant to the development needs of both the city of Johannesburg and of participants themselves. The manner of presenting material is original, experiential and effective in creating a safe and energetic environment in which participants can confront their own and each other's prejudice while taking a look at elements of their city that most of them know little or nothing about. As a result, graduates consistently remark on the intensity of experience as well as the breadth of exposure that they receive from the programmes. Most add that Common Purpose offers the only programmes in South Africa with this level of engagement, exposure and experiential learning.

The impact of these programmes can be seen in the raised levels of awareness, leadership development, higher levels of optimism, new projects, greater networks and partnership skill, increased appreciation of city officials and improved diversity tolerance reported by the overwhelming majority of graduates, most of whom are from previously excluded groups. The success of Common Purpose lies in its creation of a steadily growing and connected pool of city leaders with these attributes.

My evaluation of this project is notably positive in relation to its relevance, effectiveness, sustainability, replicability and contribution to the Civil Society Challenge Fund (CSCF) principles. While recruitment strategies have successfully targeted black and female participants I have suggested that greater effort be made to include the trade union sector as well as to make programmes more accessible for disabled people. Other recommendations that I have made focus principally on extending the impact of the programmes by making available more opportunities for participation and networking to the group of committed and aware community leaders that Common Purpose has created.

SECTION C

Full Evaluation of Project

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1. Introductory remarks

This Project Evaluation Report has been compiled by an independent evaluator, employed by Common Purpose South Africa for this purpose from February 1 to May 31 2005. I, the evaluator, have assessed Common Purpose South Africa (hereafter 'the project') in light of the criteria suggested by The Department for International Development (DFID) in its Annual Reporting Requirements as well as criteria of my own.

1.1 Scope of evaluation

This Project Evaluation Report covers the impact of the project from its inception in 2001 to the end of its fourth year in 2004. Programmes and strategic changes that may have taken place between January and April 2005 do not form part of this report.

1.2 Independence of evaluation

While I was employed by Common Purpose South Africa and my progress monitored by the Chief Executive Officer (CEO), Julia Thompson, my assessment was both directed and compiled independently of the organisation and its leaders, ensuring the necessary objectivity and perspective (please see section 2 Methodology).

1.3 DFID involvement

DFID funding was obtained to assist with the start-up of this project in Johannesburg, specifically to fund regular, face-to-face interaction and knowledge transfer between the CEO of Common Purpose SA and the leaders of the project in the United Kingdom. It follows that an evaluation of the success of the project to date is also an evaluation of the successful use of the funding.

1.4 Relation of the project to CSCF principles

While it is not possible to prove that this project directly eradicates poverty, it is certainly clear that the both the aim and results of the project work towards this end by empowering poor and previously excluded people to play a greater role in the decision-making of their communities. The fact that graduates, most of whom are from previously excluded groups, consistently report improvements in their confidence, partnership skills, awareness of local issues and exposure to influential networks shows that the programmes unequivocally build the capacity and influence of poor people.

2. Methodology

It was agreed by the CEO and me, in line with DFID reporting requirements, that an evaluation of this nature is best done through a qualitative research and assessment process. The results of leadership / development programmes are often complex and subtle, thus purely quantitative investigation would not yield an accurate, rich or useful sense of the impact of this particular project, nor what corrections it could make to reach its desired targets. What is more, a quantitative assessment system of evaluation is already undertaken by Common Purpose immediately after every programme day, so a great deal of more statistical research in this regard already exists.

As such, I employed a qualitative research methodology in the form of in-depth, one-on-one interviews with a selection of programme graduates, teachers of programme graduates, staff, facilitators, advisory group¹ and board members. This method allowed for more probing questioning, as well as more honest and complete responses than, for example, the use of a questionnaire or previous programme-day evaluations. The real impact of the project - as far as that is ever able to be fully assessed - was thoroughly questioned and interviewees were also successfully encouraged, through the personal and lengthy nature of the interviews, to truly consider their views on other questions such as the project's relevance and suggested improvements. In my opinion, the responses of programme graduates carry more weight than the opinion of a single evaluator therefore, where possible, direct quotations from interviewees have been used to respond to the questions that form the basis of this report. Where this was not appropriate, my assessment has been informed by interviews with staff, advisory group and board members as well as my study of the content of Common Purpose programmes.

The total number of interviews (36) included: twelve Matrix graduates, ten Navigator graduates, six educators of Your Turn graduates, two advisory group members, two board members, the Operations Director, the Programme Manager, the CEO of Common Purpose SA and the CEO of Common Purpose International. The graduate interviewees were selected to be representative in terms of race, age, gender and sector. Greater detail regarding the methodology of assessment is available on request.

¹ Each of the programmes has an advisory group comprised of community leaders who are given the task of advising on the development of that programme. The Advisory Group supports the Programme Director in delivering high-quality programmes of professional standing that are relevant to the programme area.

3. Evaluation Results

3.1 Relevance

The relevance of the Common Purpose project can be evaluated in two specific areas: relevance to the needs of the environment within which it operates (Johannesburg, South Africa) and relevance to the individual participant's needs.

- Relevance to the needs of Johannesburg

Common Purpose established itself in Johannesburg, South Africa, in 2001, seven years after the historic democratisation of the country. At that time, and still currently, South Africa was regarded as a developing nation - with arguably the strongest infrastructure and economy in Africa – that was confronted with dire issues of poverty, escalating HIV/AIDS infection rates, rapid urbanisation and a legacy of extreme segregation and systematic disempowerment of the majority of citizens. Added to this, the particular characteristics of Johannesburg as a city were its economic strength and opportunities, inequality of wealth, crime rate (at that time the highest in the country) and the beginnings of ambitious rejuvenation projects for the inner city and other neglected and unproductive areas of the city that had degenerated with the exodus of companies and capital to the northern areas. The objectives of the Common Purpose project - creating aware, skilled leaders who are able to form effective cross-sectoral partnerships - are clearly more abstract than project-driven and, in a developing country with desperate, survivalist needs, it is obvious that careful assessment is required of the effects of channeling much-needed development funding to a project such as this where the impact is neither especially tangible nor project-driven.

When this question was put directly to participants (*'Is the Common Purpose project worth its international funding, which is specifically for development purposes?'*), 100% of participants replied in the affirmative. Mostly, the reasoning behind this response was that greater awareness of the issues facing the city, which it was felt the project provided unequivocally, led inevitably to increased as well as improved participation in its development. Some participants remarked that strong leadership of a city directly influences its ability to develop effectively and equitably, and that the Common Purpose programmes contributed to creating and expanding this kind of leadership. Others suggested that it was only when the historical segregation of sectors was overcome that the city could truly flourish and that one of the project's most well-known characteristics was that it enabled this kind of cross-sectoral exposure and networking.

Of interest to me were the responses of two particular interviewees to the above question: one who works as a project assistant for the Johannesburg Development Agency (JDA) and another

who is the Project Manager of the City of Johannesburg. As both these individuals work directly with the development needs of the city, they are well positioned to comment on the usefulness of development funds being directed to a project such as Common Purpose.

The former remarked that the personal growth of individuals cannot be ignored as it necessarily affects the general development of any environment. She considered that the programme had '*opened her up*', helped her to network with different people, enabled her to now '*see where [she] could make the greatest difference*' and that this self discovery directly impacted on her job with the JDA. She considered that after participating in the Common Purpose programme she was far more effective as a result of being able to apply more than one perspective to her development work, as well as being able to ask for help when she needed it.

The second interviewee, who holds a senior position working directly with the development and management of Johannesburg, admitted that the programme exposed him to issues about the city of which he was unaware. He considered that investing funds in the project was worthwhile as it was '*absolutely relevant*' and valuable to the needs of the city as he saw them. This is because it is one of the few forums that '*encourages and enables intellectual debate*' as well as stimulates the development of potential and practicing leaders of the city.

Interestingly, the large majority of interviewees - completely unprompted - added to their response to this question that the project was relevant far beyond just Johannesburg. They felt it impacted on the country at large and that this should be taken into account in the evaluation of the project. The reason for the larger impact is probably due to the fact that Johannesburg houses many of the leaders of South Africa, particularly in the commercial arena, and so any impact on these leaders impacts the entire country.

- Relevance to the needs of individual participants

Two interviewees indicated that they felt that their particular programme had not been relevant to their needs. Both of these individuals felt that too few of the participants in their programme were from the private sector, and that their specific networking needs were not met. Both felt that the topics covered were appropriate and challenging, but they did not feel that the approach of their groups was balanced or intellectual enough for the discussion to be meaningful. One of these interviewees felt that debate was undermined because the discussions drifted into '*populist politics*', while the other felt that she was more aware of the issues under discussion than the other participants were. Both of these experiences resulted in some boredom, frustration and unmet needs.

For the remaining roughly 90% of participants, the programme on which they participated was undoubtedly relevant to their needs, to the extent that for some it highlighted needs / areas of development of which they had previously been unaware. Therefore, judging from the responses of interviewees, the project is overwhelmingly strong in its relevance to participants' needs, the needs of the city of Johannesburg and, for many, the greater needs of the country as well.

I support this view to a large extent. In developing countries there is often a tendency to overlook the more subtle, though equally necessary, areas of need such as leadership, awareness and education in favour of seemingly more urgent or practical concerns. Yet it is often these neglected areas that have massive potential impact on development.

The Common Purpose project forces participants to directly encounter their environment and its needs by the way it selects participants, speakers, topics and sites to visit. Choices in all four of those areas are made with care and insight and I have found them to be very pertinent to the issues of the day. This has a direct effect on the ability of participants to take into account other perspectives, ways of living and methods of solving problems. As most, if not all, of these participants are current or upcoming leaders in their respective areas, it's easy to see how a variety of organisations in different sectors benefits from the expanded vision and skills of Common Purpose graduates.

- Comments from interviewees relating to 'Relevance':

'The Common Purpose programme would be relevant to anyone who takes themselves seriously as a Johannesburg and South African citizen.'

Matrix graduate and Partner, PriceWaterhouseCoopers

'Even if not immediately, increased perspective will always be relevant to the development of a city, and Common Purpose certainly provides that.'

Navigator graduate and Project Manager, Department of Arts and Culture

'Common Purpose is relevant to both the city and the country. There is a dearth of principled leadership in South Africa and Common Purpose has the ability to provide a pool of potential leaders without tunnel vision.'

Matrix graduate and previous CEO, Truth and Reconciliation Commission

'The creation of networks, which Common Purpose enables, is extremely relevant to the needs of any developing country.'

Navigator graduate and Manager in New Business and Strategy, De Beers

'The programme was not especially relevant because the private sector was under-represented and I thought it sometimes encouraged the view that it is okay to be incompetent if you're black, which is not good for nation-building.'

Matrix graduate and Head of Operations and IT (Africa and the Middle East) Barclays Bank

'Matrix is very relevant to the needs of Johannesburg because it allows rigorous engagement with the issues of the city. It contributes a huge amount to the building of South Africa.'

Matrix graduate and HR Coordinator, CARE

'Common Purpose delivers on many relevant levels, especially development.'

Navigator graduate, Entrepreneur and previous Common Purpose staff member

'Common Purpose is as relevant to the needs of the country at large as it is to the city specifically. Interaction with different levels of society is very relevant to success in the South African context and Common Purpose provided me with a big leap forward in this area.'

Navigator graduate and Entrepreneur in the technology industry

'The city is a replica of the country so Common Purpose is relevant to far more than just Jo'burg. Upskilling leaders to become more responsible social citizens is pure development.'

Matrix graduate, Deputy Managing Director BBDO Network and Common Purpose Board member

'The combination of site visits and expert speakers allowed for in-depth exploration of the city's current issues and this is considerably relevant to its growth.'

Matrix graduate and Public Sector Banking officer, First National Bank

'The programme provides both awareness and understanding of current issues as well as at least one contact in that area – that makes it relevant.'

Matrix graduate and Head of Academic Planning Office, University of the Witwatersrand

'If you give young people a chance to experience things from a different perspective this has a huge and relevant impact on the society in which they live.'

Matrix graduate, Head of the Budget Office in National Treasury and Common Purpose Board member

'Common Purpose is absolutely relevant and any sponsor would be mad to pull out of it! It creates new ways of understanding our world and that develops good citizens.'

Matrix graduate and CEO BASA (Business and Arts South Africa)

'Common Purpose is relevant because it exposes us to different sectors, brings the bigger picture to our awareness and takes away stereotypes.'

Navigator graduate and Centre Manager, LifeLine

'The programme was life-changing and an eye-opener. I am now far more loyal to the city, how could that not be relevant!'

Matrix graduate and Deputy Registrar (Academics and Research), University of the Witwatersrand

'After the programme I was far more informed and appreciative about the challenges of running the city and this is very relevant to its development because I no longer see it as 'us' and 'them'. Good leadership is essential for the development of any system, especially a city so, yes, Common Purpose programmes are very relevant.'

Navigator graduate and Executive Director, Greenhouse Project

'Common Purpose promotes the integration of sectors and individuals and this is crucial if we are to develop as a city. The site visits were especially relevant.'

Matrix graduate and previous Director of POWA (People Opposing Women Abuse)

3.2 Equity

- Participation in programmes

Of the total number of graduates (275), 76% are black² and 52% are female. The majority of participants have also come from either the public or NGO sectors which, in the South African environment, are historically those sectors where employees have had fewer educational opportunities and have earned considerably less money. These figures show that previously excluded groups and sectors are the greatest beneficiaries of the Common Purpose project. The project's policy not to exclude potential participants if they are unable to afford the programme fees, as well as the careful, consultative recruitment procedure has also ensured that socio-economic factors have not excluded potential participation. To date the project has had a small

² In South Africa this term is currently used to denote people who are Coloured, Indian or African

number of disabled participants³ but has not employed specific recruitment strategies to include disabled people

A couple of interviewees remarked on the '*under-representation of the private sector*'. For some this was disappointing from a networking perspective and, for others, it was disappointing because they felt that the size and influence of the private sector was not adequately reflected by the participants of their group. It also seems to me that a clear gap exists in the representation of the labour / trade union sector. As this is historically a very powerful and active sector, with a lot of influence and large membership, I would suggest that its participation on the programmes would add considerable value and a necessary perspective.

I would also suggest that more effort be made to make the programmes accessible to disabled people, particularly now that the project has been consolidated and programmes are being consistently and successfully run.

As regards the issue of diversity, however, overall the project has succeeded remarkably well considering the particular environment and history within which it operates. The South African civil society, like the political one, has been characterised by segregation and an imbalance of opportunity, so it is a particularly worthy achievement for a project of this nature to have succeeded in creating such a diversity of participants. It's clear to me that the staff and advisory groups devote considerable attention and energy to this purpose and can show outstanding results for their efforts.

What's more, the diversity of participants was consistently remarked upon by interviewees as one of the parts of the programme they most appreciated (please see section 3.5 Greater Appreciation and Tolerance of Diversity). Once again, this is evidence of the rarity and value – particularly within the South African context – of the equity or exposure to diverse groups of people that the project offers.

- Impact of programmes

As discussed in Section 2 above, the impact of this project was assessed by means of personal and in-depth interviews with a selection of programme graduates. Of the total number of graduate interviewees (twenty two), two found that the programmes did not have a considerable and positive impact on them. Although one of these is female, both have come from otherwise particularly advantaged backgrounds in terms of socio-economic class and education

³ The exact number is unknown as there are participants who do not declare a disability on their registration documents

opportunities. The rest of the interviewees considered the programme extremely advantageous. It seems, therefore, that the project has had greater impact on people from previously disadvantaged groups and, as mentioned above, one of the particularly strong and positive impacts of the project in general is, in fact, the diversity of participants that all the programmes offer. For more detailed discussion of the impact of the programmes, please see section 3.5 below.

- Comments from interviewees relating to 'Equity':

'The diversity of young leaders in one space was very powerful.'

Navigator graduate and Executive Director, Greenhouse Project

'I encountered people I never would have otherwise come into contact with.'

Navigator graduate and Supervisor of Recruitment, Johannesburg Child Welfare

'Common Purpose should market itself as an important contributor to diversity.'

Matrix graduate and Deputy Managing Director, BBDO Network

'Our group was diverse and racially mixed, yet functioned with common purpose.'

Matrix graduate and Project Manager, City of Johannesburg

'The diversity of sectors, people, age and race really stood out for me.'

Matrix graduate and Head of Academic Planning Office, University of the Witwatersrand

'The diversity of participants is excellent and crucial for Common Purpose to maintain.'

Matrix graduate and previous Director, POWA

3.3 Efficiency

- Administration

This is an area that was not addressed by a direct question to those interviewed. Nevertheless, a number of interviewees, remarked unprompted on the efficiency of the administration of the programmes. In particular, they were impressed by the programme staff's dedication and time management. Many commented that their facilitation skills were excellent.

- Selection procedures

One interviewee's perception of the selection procedure was that the age of participants was a decisive factor in determining whether they were more suited to take part on the Matrix programme or on the Navigator programme. She suggested that age was sometimes an irrelevant factor in determining suitability for a programme. She felt that her young age had not adequately conveyed her exposure and experience, and had led to her being placed on an inappropriate programme. She suggested that, where unclear, one-on-one interviews with potential participants could be conducted to determine where they would best fit.

This suggestion of a selection interview was also made by another interviewee who felt that more should be known of a participant in order to avoid having *'loudmouths, people who wanted to indoctrinate the group and those who don't contribute at all'* on the programme. His experience of the programme was undermined by sharing it with that type of participant.

As mentioned in section 3.2 (Equity) a gap in the selection procedure, which impacts on the effectiveness of the programmes, is its inability so far to secure decent participation from the labour / trade union sector of society. Some interviewees also remarked on what they felt was the under-representation of the private sector. They felt that this sector's influence and size was not adequately taken into account when selecting participants.

By far the large majority of interviewees, however, were extremely impressed with the diversity of their group – both participants and speakers – and many highlighted this above any other feature of the programme. This is attributed to a devoted staff and advisory group who recruit representative groups very effectively.

- Staff

Both the Operations Director and Programme Manager mentioned that the lack of a permanent, long-serving administrator had added extra work and some frustration to their jobs. Staff shortages were also a factor in them feeling they did not have enough time to do all they wished to do, but they did not feel that this had seriously impacted the delivery of the programmes in any way. Neither of them felt that they lacked any resources to present excellent quality programmes and it is certainly clear from the high degree of impact experienced by participants that this is the case. Indeed one of the things that stands out to me as an evaluator is how devoted and energetic all staff members have been to be able to present such effective programmes with relatively few resources (in particular staff and office space) in relation to other organisations. The devotion of staff members was also mentioned by at least five interviewees.

One interviewee remarked on the workload of Common Purpose staff, not as it affected the programmes but as he presumed it affected their own ability to grow from their jobs: *'The staff seems to be too stretched to allow for their personal development and they need to be supported in this.'*

- Funding

As mentioned, much of the success of this project has been due to its high degree of representivity of participants in terms of race, gender and sector. As the vast majority of these participants have come from previously disadvantaged groups, there is still a heavy financial demand on Common Purpose to waiver or subsidise their programme fees. The CEO of Common Purpose International mentions this as a particular South African challenge. In other countries, most participants can afford to pay full programme fees.

Yet, to date, this has not had any substantial effect on the quality or regularity of programmes presented. The proportion of fees collected as a percentage of running costs is also steadily increasing (currently almost 50%, as opposed to 25% at inception) as a result of increased commitment and participation by certain private sector organizations. Therefore, while funding is still a considerable challenge to the project, I do not see that it poses any significant threat to its continuation and success.

- Comments from interviewees relating to 'Efficiency' (including comments on staff, facilitation and structuring of the programmes):

'Above anything else, I was impressed by the course structure – the efficiency of the time-keeping and organisation. It has shown me just how much can be done in a day when there is commitment.'

Navigator graduate and Centre Manager, LifeLine

'The programme is superbly co-ordinated, especially regarding the speakers, who were well briefed to keep to their time. The selection procedure of Common Purpose is a key factor in its success – Julia always manages to get participants and speakers who are interesting and engaging.'

Navigator graduate and Director, Prefix Technologies

'The leadership of Common Purpose is excellent and key to its sustainability. Kim [staff member] is amazing in the way she keeps up contact and remembers graduates.'

Matrix graduate and Deputy Registrar (Academics and Research), University of the Witwatersrand

'The high quality of staff at Common Purpose stands out for me. They believe in the programmes themselves and this must continue.'

Matrix graduate and Public Sector Banking officer, First National Bank

'The programme is well planned and executed.'

Navigator graduate and Project Manager, Department of Arts and Culture

'The programme is certainly well run.'

Navigator graduate and Manager in New Business and Strategy, De Beers

'The staff from Common Purpose does an exceptionally great job.'

Navigator graduate and employee, People's Bank

'Kim is fantastic with the participants.'

Educator, Redhill High

'The individual staff members are dedicated and make a huge impact.'

Matrix graduate, Common Purpose Board Member and Head of Budget Office, National Treasury

3.4 Effectiveness

The following are outputs and objectives of Common Purpose SA, as laid out in the original logical framework submitted to DFID. The effectiveness of the programmes in achieving these is discussed under individual headings below.

'Outputs

- *Programme model for Matrix programme (aimed at age group – 30 to 45) piloted and adapted for replication around the country*
- *Programme model for Navigator programme (aimed at age group 23 to 30) piloted and adapted to be run at a national and/or regional level*
- *Your Turn programme (aimed at age group 13 to 15) piloted and role in the curriculum defined to enable replication around the country*
- *Support network for community leaders participating in programmes created*
- *Mentoring programme created to provide support, links and feedback between the participants on the Matrix, Navigator and Your Turn programmes*

Objectives

The main objectives of the project are to:

- *Pilot the three Common Purpose educational programme models – Matrix, Navigator, and Your Turn in Gauteng and to adapt them to the South African context*
- *To ensure the effective transfer of know-how from the UK organisation to the Common Purpose South Africa staff team so that they can take the programmes forward'*

- Programmes piloted

Since inception, Common Purpose has presented four Matrix programmes, five Navigator programmes and three Your Turn programmes. All of the programmes are presently run only in Johannesburg, although work is already being done towards replicating the programme model in Cape Town. Durban and Gaborone, Botswana, are being considered as possible future venues.

- Networks created

The nature of the Common Purpose programmes – their content, recruitment strategies and manner of facilitation – exposes participants to an influential and valuable support network of fellow graduates that they may draw on after completing the programme. Many interviewees commented on this aspect of the programme as being of the utmost value to them (please see 3.5 Impact) and it is clear from their comments that community leaders across sectors have benefited from the increased circle of contacts gained on the programmes.

- Mentorship programme created

Many graduates also remarked on the fact that they would appreciate Common Purpose facilitating further contact between themselves and other graduates, including the institution of a mentorship system, which has not yet been done. As mentioned below (please see 3.9 Recommendations), the extension of the Common Purpose influence could be greatly achieved through this and other post-programme interventions.

- Transfer of know-how from Common Purpose UK

All three programmes – Matrix, Navigator and Your Turn – have been piloted and have received high acclaim from graduates and speakers alike. This is evident from the assessment system used by Common Purpose for programme evaluation, as well as from the interviews conducted by this evaluator, excerpts of which are contained in this report. It's clear that the project model has been very effectively imported from Common Purpose UK to Common Purpose South Africa and that the frequent visits and communication between countries have successfully transferred the knowledge and learnings necessary for this success.

3.5 Impact

The impact of leadership projects such as Common Purpose is usually indirect, subtle and manifests over time. As such it is difficult to measure or quantify. Yet, there are unambiguous and consistent remarks from interviewees that lend themselves to some ideas about the broader consequences of this project. In my opinion, these are: increased awareness of issues facing the city, personal change and leadership development, increased optimism and commitment to the future of the city, new projects and collaborations, new networks and partnership skills, appreciation for the systems and officials of the city, improved relationship and network building and greater tolerance and appreciation of diversity. The relation between these and the CSCF principles is mentioned in Section 1 Introductory Remarks.

- Increased awareness of the issues facing the city

This was, by far, the impact most often mentioned by interviewees. Most remarked that their general knowledge about the city as well as their in-depth understanding of topical issues and their ability to debate them intelligently were greatly expanded by their involvement with the project. This increased awareness laid the foundation for some to become more involved in city projects, while others engaged with the media more effectively, enabling them to improve the profile of their organisations. Still others felt prompted to make career changes.

Greater awareness is always the first step towards the creation of responsible and contributing citizens and therefore it is highly relevant to the development of any community: *'Only when you are aware of yourself and the environment in which you live can you begin to fill the gaps'*, Matrix graduate and previous CEO, Truth and Reconciliation Commission. It is very clear from 100% of responses that the Common Purpose project is extremely successful in achieving this. This is all the more valuable in the South African context where, firstly, previous governments were known for their manipulation of information and, secondly, societies were constructed to minimise interaction, both of which have led to high levels of ignorance amongst certain sections of the population.

For many interviewees this expanded awareness was experienced intensely enough for them to experience it as *'coming out of their comfort zone'* or *'taking the blinkers off'*.

Comments from interviewees relating to 'Increased awareness of the issues facing the city':

'You can't get this kind of exposure from daily life. Even as a city official, I was exposed to issues I didn't know about.'

Matrix graduate and Project Manager, City of Johannesburg

'I was a know-it-all and totally entrenched in my own field until Common Purpose got me to grips with reality. I was touched in so many ways.'

Matrix graduate and Deputy Managing Director, BBDO Network

'It's easy to give people information but far more difficult to develop their political acumen and social conscience. I see Common Purpose doing this more effectively than any other leadership programme to which I've been exposed, even as an MBA graduate.'

Founding Board member and General Manager, De Beers

'I am far more competent in engaging with city issues.'

Matrix graduate and Head of Academic Planning Office, University of the Witwatersrand

'The programme develops a new local and national discourse.'

Navigator graduate and Director, Prefix Technologies

'[The programme] highlighted issues that I prefer to ignore, such as the crime rate and the disintegration of families.'

Navigator graduate and Administration officer, Support Services, Legal Aid

'Seeing a squatter camp so well run really shattered my stereotypes.'

Matrix graduate and Deputy Registrar (Academic and Research), University of the Witwatersrand

'We sit behind our desks and think we know it all – until we get exposed like this.'

Matrix graduate and Partner, PriceWaterHouseCoopers

'I am much more conscious of where there is need in the city.'

Navigator graduate and Employee, People's Bank

'I was exposed to parts of the city I never would have otherwise – Navigator gives participants a well-rounded understanding of city issues.'

Navigator graduate and Project Manager, Department of Arts and Culture

'I loved the way Matrix gave people from the northern suburbs exposure to the city.'

Matrix graduate and previous Director, People Opposing Women Abuse (POWA)

'Your Turn is a great thing and we highly appreciate it. Our learners get the chance to see things they would never see in their lives.'

Educator, Matla Combined School

'For me, [Navigator] was an eye-opener and a catalyst for major transformation.'

Navigator graduate, Entrepreneur and previous Common Purpose staff member

'Matrix takes off the blinds.'

Matrix graduate and Partner, PriceWaterHouseCoopers

'Navigator is high impact and a reality shock.'

Navigator graduate and Marketing Co-ordinator, Johannesburg Development Agency

'I saw things I didn't know about even though I've lived in Jo'burg all my life.'

Matrix Graduate, Common Purpose Board Member and Head of the Budget Office, National Treasury

- Personal Change and Leadership Development

The Common Purpose programme is centred on the development of city leaders, both in the way in which it selects participants, as well as the way in which it structures its specific programmes. As such, when programme participants - who have been selected as current or potential leaders – improve their leadership skills on a personal level, it impacts on the greater leadership of the city and the country. In the words of four interviewees:

'Common Purpose strengthens the leadership of many institutions in the city by the impact it has on individuals from those institutions. This is sustainable development, and contributes a huge amount to the building of South Africa.'

Matrix graduate and HR Coordinator, CARE SA

'There is a dearth of principled leadership in South Africa and Common Purpose has the ability to provide a pool of potential leaders without tunnel vision.'

Matrix graduate and previous CEO, Truth and Reconciliation Commission

'Your Turn builds leadership amongst our youth – this is pure black empowerment.'

Educator, Matla Combined School

'Considering the rapid urbanisation happening in SA, we need city leaders with new approaches and new solutions. Common Purpose is developing such leaders.'

Member, Navigator Advisory Group

Although the concept of 'leadership ability' is a nebulous one, the following aspects of personal change were experienced by interviewees and regarded by them as having contributed to their leadership skills: new perspectives of self; inter-personal and soft-skill development; and broader perspectives and integration of issues. Improved partnership skills are certainly also an aspect of leadership development and these were also reported by interviewees. Partnership skills are discussed separately under 3.5.5.

Comments from interviewees relating to 'New perspectives of self':

'The programme made me see what I need to do in my own development in order to make a huge impact.'

Navigator graduate and Administration officer, Support Services, Legal Aid

'I now see myself as a leader.'

Navigator graduate and Project Manager, Department of Arts and Culture

'I see that I am an important thread in a bigger fabric.'

Matrix graduate and CEO, Business and Arts South Africa (BUSA)

'The learners come back inspired to do something big with their lives. One of our girls now wants to work in the legislature.'

Educator, Matla Combined School

'When they do Your Turn, our learners see that crime doesn't pay. They come back wanting to be successful.'

Educator, Ivory Park Secondary School

'Navigator made me think about how I can add value to my environment.'

Navigator graduate and Executive Director, Greenhouse Project

'Our learners become more focused after doing Your Turn. They see that they can do something for themselves.'

Educator, Naledi High School

'I understand better the value of my own skills in relation to others.'

Matrix graduate and Head of Academic Planning Office, University of the Witwatersrand

'I developed confidence in being a leader and participating in a group.'

Matrix graduate and previous Director, People Opposing Women Abuse (POWA)

'I opened up to who I really am. I can now see where I fit in and can make a difference. This impacts on the city because I'm a more well-rounded contributor.'

Navigator graduate and Marketing Co-ordinator, Johannesburg Development Agency

Comments from interviewees relating to 'Inter-personal and soft-skill development':

'I improved my ability to listen to different voices.'

Matrix graduate and previous Director, People Opposing Women Abuse (POWA)

'I saw the learners develop compassion as a result of having their eyes opened within a secure environment. They are also more outspoken after doing the programme and have a broader base of knowledge from which to work.'

Educator, The Hill

'My coping mechanisms were developed by the emotional exposure on the programme.'

Navigator graduate, Entrepreneur and previous Common Purpose staff member

'After Matrix, I am wiser, more consultative and more astute as a business person. I also take my responsibilities more seriously and I'm not so hard-headed!'

Matrix graduate, Deputy Managing Director, BBDO Network and Common Purpose Board Member

'I learnt to ask good questions and that has really helped me.'

Matrix graduate and Head of Academic Planning Office, University of the Witwatersrand'

'I was an introvert but after Navigator I can approach people. Being put in the deep end [doing presentations] has helped my confidence and also my ability to negotiate with people.'

Navigator graduate and Centre Manager, LifeLine

'Navigator taught me to plan and to manage my time well. I also developed initiative.'

Navigator graduate and Centre Manager, LifeLine

'My attitude changed on Navigator. I learnt to take initiative and not to take a back seat.'

Navigator graduate and manager, People's Bank

'My communication skills improved.'

Matrix graduate and Project Manager, City of Johannesburg

Comments from interviewees relating to 'Broader perspectives and integration of issues':

'Matrix helped me to understand the greater impact of what we're doing and to move beyond my own narrow perspective.'

Matrix graduate and Partner, PriceWaterHouseCoopers

'After Matrix I no longer think just like an educationalist!'

Matrix graduate and Head of Academic Planning Office, University of the Witwatersrand'

'Broader perspectives are the greatest contribution of the Matrix programme. If you give enough people the chance to experience things from a broader perspective, you create a huge impact on their lives and the society in which they live.'

Matrix Graduate, Common Purpose Board Member and Head of the Budget Office, National Treasury

'Our learners would never receive this kind of perspective just from school.'

Educator, Redhill High

'It was the integration of political, economic and social issues that stood out for me.'

Navigator graduate and Marketing Co-ordinator, Johannesburg Development Agency

'The opportunity to reflect and make connections between issues was a great contribution of Matrix.'

Matrix Graduate and Public Sector Banking Officer, First National Bank

'The integration [of sectors and people] is crucial if we are to develop as a city. Matrix teaches this.'

Matrix graduate and previous Director, People Opposing Women Abuse (POWA)

'The different perspectives we got from Navigator will undoubtedly contribute to developing the city.'

Navigator graduate and Project Manager, Department of Arts and Culture

'Navigator brings the bigger picture together.'

Navigator graduate and Centre Manager, LifeLine

- Increased optimism and commitment to the future of the city

Pessimism and apathy have plagued South African communities in many moments of the country's history and these attitudes can seriously undermine development efforts. Most Common Purpose graduates experience renewed enthusiasm and energy for the development of their environment after completing a programme.

Comments from interviewees relating to 'Increased optimism and commitment to the future of the city':

'I saw how much can be done with very little, as long as there is commitment. That was inspiring.'

Navigator graduate and Administration officer, Support Services, Legal Aid

'The greatest contribution of Matrix is that it makes people excited about living in Jo'burg at this time. The spirit and optimism of Common Purpose follows graduates into their lives.'

Matrix graduate and previous Director, People Opposing Women Abuse (POWA)

'Our learners were gripped and challenged. Even though they come from poor families, Your Turn taught them appreciation. They now see that there is much to live for.'

Educator, United Church School

'Your Turn counters some of the negativity about South Africa that our learners are exposed to by their parents.'

Educator, Redhill High

'Navigator creates an environment that is very conducive to positive thinking.'

Navigator graduate and Director, Prefix Technologies

'I feel empowered and motivated to know that change is happening and that I can contribute [to it].'

Navigator graduate and Recruitment Supervisor, Child Welfare

'It was wonderful to see that people haven't given up.'

Matrix graduate and Partner, PriceWaterHouseCoopers

'I am more socially active and more responsible as a citizen of Jo'burg.'

Matrix graduate and Deputy Managing Director, BBDO Network

'I've been inspired by other leaders of my own age, and I draw strength from them.'

Navigator graduate and Executive Director, Greenhouse Project

'There's no doubt that Matrix develops good citizens.'

Matrix Graduate and CEO, Business and Arts South Africa (BUSA)

- New projects and collaborations

The practical influence of Common Purpose programmes can be seen by the comments below, which reflect only a handful of new projects and collaborations that were initiated as a result of participating on one of the programmes. That said, there is still a discrepancy between the extent of enthusiasm experienced by graduates and the number of actual projects that are established and consolidated as a result of participation on a programme. In section 3.9 I have made some suggestions to channel the enthusiasm of graduates into tangible projects.

Comments from interviewees relating to 'New projects and collaborations':

'I started to assist a destitute girl-child from our church by paying for her schooling and clothes etc. I also organized a rally for the youth in Thembisa with motivational speakers.'

Navigator graduate and Administration officer, Support Services, Legal Aid

'I was so inspired I went to work for Common Purpose!'

Navigator graduate, Entrepreneur and previous Common Purpose staff member

'I volunteered to work with POWA (People Opposing Women Abuse).'

Navigator graduate and manager, People's Bank

'I brought back issues to the city council to take practical action on.'

Matrix graduate and Project Manager, City of Johannesburg

'I have been back to present on other Common Purpose programmes and will continue to do so. I decided to take a Zulu course after doing the programme.'

Navigator graduate and Director, Prefix Technologies

'My company used one of the powerful women on our Matrix programme in our Brand SA campaign.'

Matrix graduate and Deputy Managing Director, BBDO Network

'I became a board member of an NGO for which a fellow Navigator participant worked.'

Navigator graduate, Entrepreneur and previous Common Purpose staff member

'I began to mentor a Navigator graduate, advised a multinational company on a partnership with the Limpopo government, organised a fifty thousand rand sponsorship for a project and ended up on an international peace mission to Sri Lanka, all as a result of Common Purpose.'

Matrix graduate and previous CEO, Truth and Reconciliation Commission

'I am now sitting on my first NGO board as well as being a board member of Common Purpose and a regular contributor to their other programmes. Beyond this, I have brought back issues to the Budget Office that I only became aware of on Matrix.'

Matrix Graduate, Common Purpose Board Member and Head of the Budget Office, National Treasury

'Matrix stimulated so much interest in the city that I am now doing a Masters in Public Sector Management and shifting my career in that direction.'

Matrix graduate and HR Co-ordinator, CARE SA

'The learners are more involved in school life after completing Your Turn.'

Educator, Matla Combined School

'Matrix stimulated a new interest in economics for me. I also set up a volunteer group after doing the programme.'

Matrix graduate and Deputy Registrar (Academic and Research), University of the Witwatersrand

'I instituted a sustainability group that meets at the Greenhouse.'

Navigator graduate and Executive Director, Greenhouse Project

'I have become involved with a shelter for homeless people, which I now support.'

Navigator graduate and Recruitment Supervisor, Child Welfare

'I became part of the advisory board of a fellow participant's NGO.'

Matrix graduate and HR Coordinator, CARE SA

- New networks and partnership skills

Beyond doubt, establishing partnerships is one of the most crucial factors in building up successful and sustainable communities. In South Africa, where past policies have systematically segregated communities and sectors, this is even more pertinent. One of the broader aims of Common Purpose is to create effective networks and cross-sectoral partnerships and both the content and facilitation methods of the programmes reinforce this. Once again, a number of actual partnerships were established as a result of the parties participating on a Common Purpose programme, though, to me, this number could be substantially increased by some form post-programme intervention by Common Purpose (please see 3.9 Recommendations).

Comments from interviewees relating to 'New networks and partnership skills':

'I have a much better understanding of partnerships.'

Navigator graduate and Executive Director, Greenhouse Project

'The most important contribution that Navigator makes is how it enables the connecting of people. The personal friendships I made are invaluable. I also hooked up a fellow participant with a friend of mine and she started her producing career as a result.'

Navigator graduate, Entrepreneur and previous Common Purpose staff member

'On Matrix I developed a partnership philosophy as well as a relationship network that I never would have otherwise been able to.'

Matrix graduate, Deputy Managing Director, BBDO Network and Common Purpose Board Member

'My company is having conversations with the project of another participant. The alumni network is so strong that I would vouch that seven out of ten people would assist any fellow Common Purpose graduate if asked to.'

Navigator graduate and Director, Prefix Technologies

'After Matrix, I thought about my organisation differently, and I learnt to partner and fundraise more effectively as a result.'

Matrix graduate and previous Director, People Opposing Women Abuse (POWA)

'Navigator taught me to meet people and that it's ok to ask for help. I now know how to do this and I also have a network of people to approach.'

Navigator graduate and Marketing Coordinator, Johannesburg Development Agency

'I never would've been able to set up this kind of network on my own.'

Matrix graduate and Deputy Registrar (Academic and Research), University of the Witwatersrand

- Appreciation for the systems and officials of the city

One of the key factors in the success of Common Purpose programmes is the experiential nature of its programmes. The fact that knowledge is not only presented in the abstract but also experienced by means of a number of innovative games and exercises, allows participants to truly step into another's shoes. This has a number of results, including a new or renewed appreciation for city systems and officials.

Comments from interviewees relating to 'Appreciation for the systems and officials of the city':

'Matrix allowed me to see the other side of the justice system, for which I now have empathy and appreciation. My attitude to the police has changed.'

Matrix graduate and Partner, PriceWaterHouseCoopers

'I have far more appreciation for the issues and challenges of public servants.'

Matrix Graduate, Common Purpose Board Member and Head of the Budget Office, National Treasury

'I have a much better understanding of the challenges of the city managers and judiciary. I don't take them for granted anymore.'

Navigator graduate and Executive Director, Greenhouse Project

- Greater tolerance and appreciation of diversity

As mentioned in section 3.2 (Equity), South African society has a powerful legacy of segregation to overcome if it is to build sustainable, peaceful communities. There are currently many organisations and institutions in the country offering what is known as diversity training, which is designed to develop an attitude of tolerance towards and, ultimately, an appreciation of difference. A very large percentage of interviewees mentioned that an appreciation of diversity

was something they developed on a Common Purpose programme and many added that it had been more effective than any other workshop or course they had been exposed to.

Comments from interviews relating to 'Greater tolerance and appreciation of diversity':

'We could all see that, even though the group was racially mixed, we functioned with common purpose.'

Matrix graduate and Project Manager, City of Johannesburg

'The greatest contribution of Matrix is that it breaks down prejudice.'

Matrix graduate and Deputy Registrar (Academic and Research), University of the Witwatersrand

'My consciousness of diversity was greatly developed.'

Navigator graduate, Entrepreneur and previous Common Purpose staff member

'The programme showed me that difference is safe and can be worked with effectively.'

Matrix graduate and previous Director, People Opposing Women Abuse (POWA)

'The integration of different cultures on Your Turn means that the learners see all the colours of the rainbow working together. This is even more effective because, not only do they learn together, they socialise together as well.'

Educator, Naledi High

'Success in SA depends on interaction with various levels of society – I took a big leap in developing this skill on the programme.'

Navigator graduate and Director, Prefix Technologies

'I see now how we can go further by helping each other.'

Navigator graduate and Administration officer, Support Services, Legal Aid

'Putting such diverse individuals and sectors into one room is very powerful. Navigator gave a human face to other sectors and, once we share perspectives like that, it is easier to develop the city.'

Navigator graduate and Executive Director, Greenhouse Project

'Common Purpose is an intellectual contributor to diversity tolerance in South Africa.'

Matrix graduate, Common Purpose Board Member and Deputy Managing Director, BBDO Network

'Exchanging ideas with such different people is one of the most important contributions of Navigator.'

Navigator graduate and Project Manager, Department of Arts and Culture

3.6 Sustainability

- Funding

According to the CEO of Common Purpose SA, the project managed to cover about 25% of running costs from programme fees in its first year, 2001. Currently this has risen to almost 50% and seems likely to rise even further as the programmes receive more recognition and local support. This is an impressive fee-cost proportion for an NGO by South African standards and bodes well for the sustainability of the project. I would suggest there are also available means for Common Purpose to raise its profile and generate more income (please see 3.9 Recommendations), both of which further increase its sustainability.

The purpose of the DFID funding was to allow regular and face-to-face interaction between Common Purpose UK and Common Purpose SA and this has had enormous benefits. According to both the CEO of Common Purpose SA as well as the CEO of Common Purpose International, the success of the South African branch hinged upon this interaction as it eliminated many potential teething problems likely to plague a start-up NGO. Four years after inception, the funding has been put to good use although, as this interaction is no longer necessary, its withdrawal will not be to the detriment of the delivery and quality of the programmes.

However, with the extension of Common Purpose into the cities of Cape Town, Durban and possibly Gaborone, the need exists for leaders of Common Purpose in Johannesburg to play the same mentorship role to the staff in those cities as they themselves received from Common Purpose UK. DFID South Africa may be well placed to fund that mentorship in the interests of the success and sustainability of the project as it expands into these cities.

- Other factors

A number of interviewees mentioned that the success of the programmes they had attended was based upon the quality of speakers and participants that Common Purpose had managed to secure. Reviewing this list, it is a remarkably impressive collection of senior and influential decision makers and community leaders that Common Purpose has put together. The CEO of

Common Purpose International adds that this has been a particular achievement of the Johannesburg branch. She suggests that there are many factors accounting for this, including the substantial groundwork laid before launching the project, as well as the way in which speakers were approached to participate and the commitment to development displayed by the South African society at large.

As much as this history of high profile participants is a feather in the cap of both Common Purpose International as well as the Johannesburg team, it is also a critical element in sustaining the project. Common Purpose SA will have to ensure that its networks remain strong and that this need is factored into the employing of its staff, as well as the recruiting of advisory group and board members.

3.7 Replicability

One of the particular strengths of the Common Purpose model is its replicability. The model has already been imported to six countries and has thrived in diverse societies, including in the developing world. This success is due in part to its adaptability and the tremendous investment in research that is made before instigating Common Purpose programmes in any city. The programmes work with only local content and issues and the model allows also for the presentation of these to be wholly appropriate to the audience concerned. Even so, the directors of the programmes have noticed that many of the issues that affect medium to large cities across the world are similar on some level, which further improves the model's replicability.

Of course, the Southern African cities to which Common Purpose may expand face different challenges from those of Johannesburg. Common Purpose has a sufficiently strong history of successfully replicating its model for me to be confident that the programmes would be successfully imported to these cities.

3.8 Lessons Learned

The following are key lessons learned from this project, gleaned from my exposure to the project as well as from interviews with the CEO of Common Purpose SA and the CEO of Common Purpose International:

- Substantial research into the particular issues, leaders, communities, divisions and history of a society is crucial to the success of any leadership development programme launched in that society. The Common Purpose experience suggests taking time to thoroughly

investigate these, not only in theory but also on ground level, before considering, drafting or implementing a programme that involves the development of people. This is especially relevant if the model has been imported from another country.

- It is important to be aware that it is not only the content of a programme that should be adapted to local conditions and history, but also the method of presenting it and its fundraising structures. For example, segregated communities is a particular challenge to the Johannesburg community so Common Purpose SA has developed original methods of facilitation (e.g. games and exercises) designed to break down barriers and allow real connection across differences. This has allowed the diversity within groups to be beneficial rather than detrimental to the success of its programmes. Fundraising has proved to be more necessary for Common Purpose SA than for other branches as fewer fees are able to be collected from the public sector. This aspect is vital to take into account when implementing a project model from a developed to a developing country.
- That said, one of the lessons learned by Common Purpose, both in South Africa and internationally, has been that, contrary to popular belief, city leaders are willing to devote both time and money to development programmes run by an NGO if the quality thereof is excellent.
- Allowing sufficient time for a model to unequivocally demonstrate its robustness before extending it to a new community is something that Common Purpose UK was committed to and strongly suggests.
- Establishing an advisory board of local community leaders and / or thinkers who participate in the programmes' design, strategic development and recruitment can greatly contribute to a project's success.
- The manner of presenting the project to potential speakers has a substantial impact on their willingness to participate. Common Purpose SA has presented the opportunity to speak on a programme as an opportunity for a senior decision maker to engage directly and influentially with emerging or established city leaders, creating a clear incentive for participation and, ultimately, a group of prominent, committed speakers upon which to draw.
- If local government is involved in a project in any way, a considerable amount of time must be put aside for getting to know the right people there and for working within its slow bureaucratic structures. As a sector, it necessitated far more energy and time from Common Purpose than either the private or NGO sectors.
- If a project model is imported from one place to another, the value of spending real time with the established project and its leaders cannot be underestimated. As mentioned above, part of the success of Common Purpose SA can be attributed to its CEO spending

valuable time on the UK programmes and with the UK staff. This allowed her to implement the programme's 'feel' and vision and not simply a theoretical model.

- Involving programme graduates on subsequent programmes as speakers or facilitators extends the usefulness of awareness and knowledge gained by one individual on one programme and allows for a strong, well-connected leadership community with the opportunity to 'give back' what it has gained.
- Inviting programme graduates onto an advisory board or the governing board has the same advantages listed in point 9 above and also improves the quality and relevance of counsel given by that board.

3.9 Recommendations

Interviewees were all questioned directly about changes they would suggest to improve the quality and impact of the programmes. The following eight recommendations are a combination of feedback from that question as well as my own deductions. None of these recommendations have to do with the content or presentation of the programmes as they are currently being run. Interviewees were overwhelmingly content with those aspects. Two pertain to recruitment and the remainder deals with how to make the already-positive impact of the programmes even bigger. Where suggestions were made regarding smaller, more trivial details of the programmes, these were collected and submitted separately to Common Purpose. They are available to DFID on request.

- Offer post-programme interventions

The suggestion that Common Purpose organise some form of post-programme opportunity for graduates was made by close to 100% of interviewees. Most felt that the impact of the programmes would be substantially and exponentially increased if graduates could every so often have a 'top-up' of both exposure to current city debate as well as to the network that Common Purpose had created. It was felt that Common Purpose was better positioned to organise, and possibly also facilitate, this type of event than graduate groups themselves.

Practical suggestions included: a monthly Common Purpose event (e.g. a breakfast) for all alumni, centred on a new topic and with a high profile speaker, purely social events at a new and topical city venue each time or invitations to alumni to attend (as observers) certain sessions on subsequent Common Purpose programmes. Many interviewees mentioned that an electronic newsletter, containing updates of alumni as well as discussion on new city issues, would be something they would value greatly and make use of.

Naturally Common purpose would have to weigh up this proposal against their original objectives for themselves as an organisation and determine if the two are compatible. Graduate events, newsletters and databases could consume a considerable amount of attention and time of any staff member and, if resources are stretched, this could arguably detract from the main focus of providing high quality programmes. Yet, the benefit of keeping graduates updated with each other and with current debate is great and, in my opinion, worth serious consideration. In this way, Common Purpose creates an ever-increasing pool of connected and well-informed city leaders that may be drawn upon in any number of ways and this would be a major contribution to any community. The effort and investment made in individual programmes would be greatly multiplied if the graduates were repeatedly given the opportunity to re-connect and to refresh their knowledge and, in this way, the impact of Common Purpose would extend remarkably.

- Extend the number of programmes offered

The second most common response from interviewees about recommendations, is to extend what is already offered by Common Purpose so that more people may have the benefit thereof. In particular, the educators who were interviewed strongly suggested that the Your Turn programme be made available to more learners. One educator remarked that this was the best way she could conceive of to instill awareness and leadership in South African youth and that Common Purpose therefore had a responsibility to involve more learners than it currently did. Another educator suggested that designing and implementing a programme for educators would allow them to pass on knowledge and awareness to all their learners and, in this way, the Common Purpose teachings would reach more young people.

- Package and market a 'Common Purpose model'

It's clear from this report that the methodology or model that Common Purpose has created is extremely successful in attaining its objectives of city engagement, cross-sectoral exposure and leadership development. It may be worth making this model available to schools, businesses and other institutions to use as it would suit them and not only in the format of the three programmes already on offer. A 'Common Purpose day' or session, including facilitation by Common Purpose staff, could be offered for inclusion in current business or school leadership courses where a focused issue could be encountered in the same way in which it is done on Matrix, Navigator or Your Turn programmes. The influence of Common Purpose would be broadened in this way and it could also generate a substantial income for the organisation. Once again, this suggestion needs to be weighed against upholding the (international) reputation, quality and original objectives of Common Purpose though, in the opinion of this evaluator, those may all be

enhanced by making the model more widely available in more flexible ways once the programmes have been thoroughly consolidated.

- Provide an opportunity for graduates to put their enthusiasm and exposure to use

While a great many interviewees reported feeling optimistic and committed to the future of the city after completing a Common Purpose programme, fewer could show practical, real-life projects that had been successfully created as a result. In fact, one or two interviewees reported feeling frustrated at not having any help or guidance in turning their newly-acquired optimism into something tangible and lasting. The following are two suggestions of ways in which Common Purpose could provide an opportunity for graduates to put their enthusiasm and exposure to use:

(1) It would add a valuable and new dimension to the programmes to oblige participants to have developed *concrete plans for a new project or partnership in the interests of city development by the end of their programme* and to specify time and help within the programme to do this. This would allow graduates to leave the programme with at least a commitment to a particular project and an opportunity to channel their new-found enthusiasm and awareness into something practical and fruitful.

(2) Creating a pool of Common Purpose volunteers that could be approached by fellow graduates running development projects could also be a useful mechanism to get graduates practically involved in their city. This could easily be achieved with an improved and interactive website.

- Encourage media exposure of programmes

While one of the strengths of Common Purpose has been its commitment to delivery rather than to selling or glamourising itself, it may serve the project at this point to allow and encourage a certain amount and a certain type of media coverage of its programmes. There are undoubtedly newsworthy elements of the programmes and post-programme results, without exploiting its high-profile participants, and if these were intelligently and sensitively covered the profile of Common Purpose could be substantially raised. Benefits of a raised profile include improving the chances of attracting and retaining senior decision-makers (as both participants and speakers) as well as of fundraising. As Common Purpose already has a history of senior media representation amongst its participants and speakers, it is well positioned to begin to market itself in this way.

- Endorse or accredit Common Purpose programmes through SETA⁴s or academic institutions

⁴ Sector Education and Training Authority

The credibility, attractiveness and effect of Common Purpose programmes would be increased if the programmes were recognised by respectable academic or skills-development institutions and it may also be possible to obtain funding for needy participants through this kind of endorsement. I understand that Common Purpose has already taken steps to accomplish this.

- Create an improved and interactive local website

Its increasing pool of loyal and committed graduates is something that Common Purpose could make more use of. Creating a high quality, up-to-date and interactive website would be one way of doing so. If the website became a networking and information tool for graduates, it is likely to be visited often and could become a site for evocative, ongoing debate as well as the advertisement of volunteering opportunities.

- Improve trade union representation on programmes

The trade union sector in South Africa is historically and currently a large and powerful one, with substantial political, economic and social influence. There seems to be a dearth of trade union representation on programmes that does not accord with the policies of Common Purpose to create representative groups for the purposes of rich debate and broad networks.

- Improve the representation of disabled peoples on programmes

With its overwhelming focus on race and, to a lesser extent, gender, as categories of previous exclusion, South African society has been known to overlook disabled people in its efforts to redress past prejudice. While Common Purpose SA has achieved remarkable representation in terms of age, sector, race and gender, including disabled persons on its programmes would add another, valuable dimension to its work. I understand from the CEO that this is already being considered and researched.

TERMS OF REFERENCE EXTERNAL EVALUATOR

1. Background and Justification

Common Purpose is a visionary organisation that operates in the dynamic South Africa context where it connects, integrates and coordinates the energies, ideas and commitment of leaders from business, the public sector, and from civil society.

Common Purpose runs three programmes, Matrix, Navigator and Your Turn. Matrix's core focus is on exposing emerging leaders to common interests, collective purposes and new opportunities. Navigator works with younger leaders and hones in on strategic city-scale issues, taking participants outside their typical four walls and growing their potential as leaders. Challenging teenagers to think in new ways about their city and world is the objective of Your Turn. We have a graduate community of 90 Your Turners, and approximately 210 adult graduates.

The aim of the programmes is to engage the rising generations of leaders in shaping the future of their city or area and to give them an insight and understanding of how to work effectively with people from different backgrounds, cultures and interests. The long term ambitions are: better decision-making in all sectors, more effective solutions to common problems, more engaged and active citizens and, ultimately, stronger communities...

People exposed to Common Purpose programmes **are** changing things in their work and in the city. We have a strong, quiet reputation, and very strong loyalty amongst the 'Common Purpose community'.

The UK Department for International Development (Dfid) has been a funder for the organisation since its inception in South Africa. The funding contract is coming to a close and they require an independent evaluation to be conducted.

Based on our success in Gauteng, Common Purpose South Africa is about to begin development work in Cape Town and Durban.

2. Purpose and Scope of the Consultancy

The purpose of the consultancy is to design, implement and document an evaluation of CP which engages with CP staff, Matrix, Navigator and Your Turn graduate, organisational partners and advisory structures to evaluate CP's programmatic performance and impact.

3. Specific tasks

Under the overall guidance and supervision of the CEO and in collaboration with the relevant CP staff the consultant is expected to carry out the following tasks:

3.1 Planning and design of the evaluation

- Revision of the Terms of Reference.
- Familiarize her/himself with CP's organisational profile, history and operations
- Source all relevant documentation and reports relating to Common Purpose Articles of Association, Charter, Conventions and programmatic activities.

3.2 Assessment of CP programme impact and performance

- Source and familiarize her/himself with the content of the CP programme report (for funders and board), participant evaluation spreadsheets and text.
- Review progress and impact against the objectives and the indicators of existing Programme descriptions.
- Assess activities undertaken and utility of programmatic approach.

- Provide texture and stories on the impact of the programmes
- Comment on success/appropriateness of programme performance.

4. Main Outputs

The main output from this consultancy are an evaluation report that comprises:

- 4.1 A programme impact report with key data confirmed and stories provided.
- 4.2 List of people and organisations consulted with contact details

5. Timing of consultancy

It is envisaged that the consultancy will be started on the 1st of February 2005 and will be completed on 31 May 2005.

6. Duration of consultancy

The consultancy contract will be defined with the consultant. The contract will be between a freelance consultant of South African nationality.

7. Qualifications of Consultant

The Consultant is expected to have a proven track record in monitoring and evaluation of development projects. S/he should be familiar with Johannesburg and Gauteng role-players and stakeholders and the policies and institutions in this landscape. Experience working with the private, public and civil society sectors and the donor community is essential. The consultant will be have a strong consultative approach and should be comfortable working with youth and senior leadership alike. Strong inter-personal, analytical and writing skills are essential.

8. Reporting

The consultant will liaise closely with the CEO. A draft evaluation report will be submitted on the 21st March 2005. The final report will be submitted on 31 May 2005.

The final report should be submitted in Microsoft Word and Excel. An electronic copy on CD and two hard copies shall be submitted.

9. Expression of interest

The Consultant should prepare a brief proposal including, but not limited to, the guidelines set out below:

1. INTRODUCTION

2. PROJECT APPRECIATION

2.1 Understanding and Appreciation of the project

2.2 Proposed supplementary activities

3. APPROACH AND METHODOLOGY

3.1 Consultant's Approach

3.2 Methodology and Implementation

4. BUDGET

Annex A: Cameos of similar work

Proposals should be e-mailed to Julia Thompson at julia.thompson@commonpurpose.org.za by 25th January 2005.

Materials can be supplied on request:

(from CPUK) Common Purpose: The Impact Programme Briefing Packs
Participant Lists
Programmes (Matrix, Navigator, Your Turn)

Profile of Angela Bull

ANGELA BULL has two *cum laude* humanities degrees from the University of Stellenbosch, where she also achieved highly in both national and international debate. She has worked in an academic research institute, at South Africa's first virtually free university for previously disadvantaged students and, most recently, as a private sector advisor on transformation and black economic empowerment. She couples this unusual work experience in all three the public, NGO and private sectors with considerable experience as a freelance writer and editor.