

Grassroot Soccer:

Football for an HIV Free Generation

FINAL PERFORMANCE REPORT

December 1, 2008 – March 31, 2012



NPI Round 3

Cooperative Agreement No GHO-A-00-09-00002-00

December 1, 2008- March 31, 2012

Submitted: June 30, 2012



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I. Acronyms

ABMP	Africa Broadcast Media Partnership
ART	Antiretroviral Therapy
AED	Academy for Educational Development
CBO	Community Based Organization
CHW	Community Health Worker
CSV	Coach Support Visit
DOE	Department of Education
F4 SA	Football for an HIV Free Generation Initiative, South Africa
FBO	Faith Based Organization
FCW	Facilitation and Coaching Workshop
FFH	Football For Hope
FFHC	Football for Hope Centre
FIFA	International Federation of Football Association
FY09	Fiscal Year 2009
FY10	Fiscal Year 2010
FY11	Fiscal Year 2011
FY12	Fiscal Year 2012
HCT	HIV Counseling and Testing
GRS	Grassroot Soccer
GBV	Gender Based Violence
IEC	Information, Education, and Communication
IP	Implementing Partner
M&E	Monitoring and Evaluation
MC	Master Coach
NACCW	National Association of Child Care Workers
NGO	Non-Governmental Organization
NPI	New Partners Initiative
OCA	Organizational Capacity Assessment
OVC	Orphans and Vulnerable Children
PEPFAR	Presidents Emergency Plan For AIDS Relief
PLWHA	People Living with HIV and AIDS
RDQA	Routine Data Quality Assessment
SA	South Africa
SAFA	South African Football Association
SAFPU	South African Football Players Union
SAQA	South African Qualifications Authority
SC	Site Coordinator
SETA	Sector Education and Training Authority
SO	Strategic Objective
TOC	Training of Coaches
TOMC	Training of Master Coaches
TOSC	Training of Site Coordinators
USAID	US Agency for International Development
WHO	World Health Organization

II. Executive Summary/Overview

GRS is a non-profit organization that uses the power of soccer in the fight against HIV and AIDS by providing youth with the knowledge, skills, and support to live healthier lives. With the creation of the Football for an HIV Free Generation Initiative in South Africa (F4 SA), GRS' flagship site in South Africa became the foundation for the expansion and scale up of GRS' efforts throughout Sub-Saharan Africa. The overall goal of the New Partners Initiative (NPI) was to build on our successes, networks and partnerships, and in turn build our capacity to provide HIV prevention and life skills education for 80,000 youth aged 12-24 over a three-year period (2008-2011), using soccer as the universal language.

GRS set out to achieve this goal through three primary strategic objectives, namely to:

1. promote improved health-seeking behavior among youth aged 12-24;
2. build the capacity of CHWs to deliver, monitor, and sustain HIV/AIDS prevention programming;
3. increase demand for and uptake of HIV-related services (e.g. HCT and ART).

At the end of the three year period (FY11) Grassroot Soccer had reached 76,855 youth towards its initial target of 80,000. The grant was scheduled to end on the 30th of September 2011, but GRS was granted a costed extension from October 2011 until 31 March 2012. The extension included an additional 5,000 graduates towards objective 1, 80 newly trained CHWs towards objective 2 and 1,200 individuals referred to HCT services. **Upon completion of the NPI grant, GRS has graduated 87,618 at risk youth** from our HIV prevention programs, with 10,763 graduates reached in the period of the costed extension (5,198 from programs started during the FY11 reporting period and finished within the costed extension, and 5,565 new graduates).

The NPI has afforded GRS tremendous success in reaching a large amount of "at risk" youth over the life of the grant, while supporting the completed transition to a well established South African NGO. GRS has evolved through this process over the past 3.5 years and has found a successful way to deliver a combined package of prevention services for young people that will most effectively help protect them from HIV. This began with the delivery of our innovative Skillz curriculum and was further enhanced through delivery of various intervention types that accommodate different age groups, environments, and HIV risks, and through strong partnerships and referral networks with complementary organizations. Within this grant, GRS more than successfully achieved its output targets, but more importantly GRS programs have consistently shown positive increases in levels of HIV knowledge, positive attitudes and healthy self reported behaviors.

The following report summarizes GRS' growth from October 2008 - March 2012, addresses challenges confronted and lessons learned, and provides a vision for the future of GRS SA.

Activities, Targets and Achievements

With a total budget of \$4,589,586 over the grant period, GRS undertook the following activities:

- Implement the Skillz activities-based HIV prevention and life skills curriculum in and out of schools through various intervention types
- Develop and distribute IEC materials focused on health promotion, gender based violence, stigma, and access to HIV-related services
- Pilot peer-led community outreach activities to reach secondary beneficiaries

- Design and deliver training courses for teachers and community role models, facilitators, and project managers
- Enhance staff development to build strong local leadership internally and with partners
- Strengthen Gender Focus throughout all curriculum and programming
- Revise the Skillz HCT Tournament toolkit and implement Skillz Tournaments in various sites, providing access to, and incentive for uptake of HIV-related services
- Engage and mobilize private sector investment in F4SA and fighting HIV through sport
- Facilitate the sharing of information related to the use of sport for HIV/AIDS prevention across sport-for-development organizations in southern Africa
- Leverage soccer role models in above activities to promote and de-stigmatize HIV-related services; Capitalize on the opportunity of the 2010 World Cup and other large soccer events to strengthen the global response to fighting HIV and AIDS, particularly through sport

Geography

Between 2009 and 2010, GRS SA rapidly grew to delivery programs in a total of 17 sites, within 9 provinces. This enabled substantial coverage in priority areas but also posed numerous management and implementation quality challenges.

Rural communities were supported through funding and implementing partnerships. By the end of 2010, all rural communities were supported by GRS core sites and then phased out by 2011.

	2009	2010	2011	Sept. 2011 - May 31, 2012
Provinces	Eastern Cape Gauteng Northern Cape Western Cape Kwazulu-Natal Free State Limpopo	Eastern Cape Gauteng Northern Cape Western Cape Kwazulu-Natal Free State Limpopo Mpumalanga North West	Eastern Cape Gauteng Northern Cape Western Cape Kwazulu-Natal	Eastern Cape Gauteng Northern Cape Western Cape
	7	9	5	4
Core Sites	Cape Town Port Elizabeth Kimberley Bloemfontein	Cape Town Port Elizabeth Kimberley Bloemfontein Soweto	Cape Town Port Elizabeth Kimberley Bloemfontein Soweto Alexandra	Cape Town Port Elizabeth Kimberley Soweto Alexandra
	4	5	6	5
Rural Sites	Danielskuil Richmond Port Nolloth Somerset East Alice Nobody Cullinan Musina Lime Acres Draycott Dukuduku Moong	Danielskuil Richmond Port Nolloth Somerset East Alice Nobody Cullinan Musina Lime Acres Draycott Dukuduku Moong	Danielskuil Richmond Mtubatuba Gansbaai Lime Acres	
	12	12	5	0



Figure 1: Change in Geography, 2009-2012

In 2011 and 2012, GRS adopted a new strategy, focused on consolidating and deepening our efforts in 5 core sites. This allowed us to increase technical support, and thus quality of program delivery, for each of the core sites.

Figure 2: Consolidated Geographic Coverage by 2012

Activities & Program Delivery

Over the life of the grant, GRS has surpassed its proposed targets across all programs. GRS has designed **four (4) intervention types** (Skillz Core, Skillz Holiday, Skillz Street and Generation Skillz), tailored to provide specialized HIV prevention education for each audience. GRS reached **87,618 beneficiaries** of the 85,000 (80,000 plus 5,000 for the costed extension) targeted through individual and or small group, evidence-based prevention interventions. GRS implemented across **2,678 schools** in comparison to the 250 targeted at the start of the grant. GRS hosted **91 Skillz Holiday camps** with 47 of those taking place in 2010 as a result of the World Cup. GRS **mobilized 8,483** individuals to receive HIV Counseling and Testing services through large awareness soccer tournaments; surpassing our target of 5,500. Additionally, GRS has **trained 883 community educators** to serve as Skillz Coaches.

GRS developed **5 editions of Skillz Magazine** utilizing key HIV awareness messages from its curriculum and distributed approximately over **5.8 million copies** of the magazine to youth across South Africa. GRS engaged **19 public soccer figures as GRS Ambassadors**. GRS provided 5 local organizations with technical assistance and **sub-granted to an implementing partner**, Mpilonhle, in rural KwaZulu-Natal in order to further our reach and impact in South Africa. GRS opened a **brand new site, Soweto**, in partnership with Nike and Soweto SAFA while also **opening the Football for Hope Centre in Khayelitsha** as GRS' base in Cape Town through partnership with FIFA and Streetfootballworld. GRS has also become an **implementing partner for the Global Fund-financed Peer Education Project** in high schools with the Western Cape Departments of Education and Health.

The World Cup in 2010 provided GRS with tremendous amounts of media exposure, private sector interest, and goodwill. The exposure increased respect for and awareness of GRS within the SA NGO community and helped in solidifying further relationships with the Department of Education across SA. Secondly, GRS' commitment to program quality highlighted the need for greater **focus on gender issues** that fuel the HIV epidemic amongst youth 15-19. With a strong background in the literature combined with support of key research advisors, GRS expanded the Skillz Curriculum portfolio, diversifying our programs for a greater age range of youth.

Organizational Growth and Transition

GRS has evolved into a **recognized South African NGO** with a **South African led country director and board** and is 100% compliant with the Broad Based Black Economic Empowerment legislation. GRS is now registered with the Compensation for Occupation Injuries and Diseases commissioner and has applied to the Department of Social development for NPO status.

Over the life of the grant, as our main sites gained responsibility and autonomy, GRS recognized the importance of creating a stronger backbone and support system in Headquarters (HQ) and at the site level to ensure communication and shared challenges and successes. In addressing this need, **GRS hired over 32 new staff** across HQ and the sites to build management capacity. Ongoing knowledge transfer, which included a mix of site exchanges, quarterly planning meetings, individual site visits (i.e. Site Quality Assessments-SQAs), and support was introduced and carried out following the Organizational Capacity Assessment (OCA) held in August of 2009. GRS saw tremendous growth and success in building organizational capacity as was determined during the Close-Out Organization Capacity Assessment (CLOCA) in October 2011.

Youth Leadership and Coach Development

Throughout the life of the grant it became clear to GRS how important development of the coaches and trainers was in the quality of the programs delivered. In 2009 GRS launched the African Leadership Program (ALP), which

focused on providing formal leadership and skills development opportunities for both African staff and Coaches. ALP opportunities included local and international internships, mentorships, funding for conferences and workshops, and formal education. Along with ALP, GRS also realized that it needed a much stronger focus on the life cycle of the coach from recruitment until the end of the agreed upon 2 year period.

Financial Overview

Of a budgeted \$4,589,586 for the grant, we have spent a total of \$ 4,589,586.00 (representing 100% of the total budget), with a \$6,673,572.42 cost share. All sites were managed to capacity achieving within 10% of its targeted outputs. It is extremely important to note that between FY09 GRS achieved 5,407 graduates to that of 87,618 by March 2012, representing an eight fold increase in program capacity over the life of the grant. This increase in program capacity was matched with financial and operational management capacity as seen through the increase in OCA scores during the October 2011 CLOCA.

Challenges, Constraints and Lessons Learned

Over the three year period of the New Partners Initiative, GRS SA was able to take programs to scale, better integrate into national strategies and lay the foundation for a Randomized Controlled Trial of its interventions, the first of its kind in a behavioral intervention that uses sport. Many challenges were confronted and lessons were learned about program management, efficiency, financial best practice and effective behavioral HIV prevention interventions. These lessons are outlined in the close out capacity assessment and end of program assessments conducted on GRS in late 2011.

Some highlights of the lessons learned through the program implementation and technical assistance provided include:

- Developing the detailed policies and procedures required to maintain the high standards set by the USAID agreement
- The ability to implement rigorous internal data quality assessments across the organization
- Integrating gender focused technical approaches to curriculum design, program management and organizational culture
- Integrating communities, beneficiaries, staff and technical experts into program review, planning and implementation
- Managing complex partnerships with government, referral partners and sub-grantees

The NPI grant certainly achieved its goal of significantly increasing GRS' capacity and reach over a short period. Similarly, GRS' technical capacity also improved with rigorous program development matched closely to best practices in the HIV prevention field.

Looking Ahead

Grassroot Soccer South Africa has successfully completed its first large USAID funded project. In the process it has developed the local infrastructure and expertise to continue to play an important role in the fight against HIV in South Africa. In the remainder of 2012 Grassroot Soccer will deliver a national HIV prevention program in a public private partnership with USAID, Nike, Comic Relief and the MAC AIDS Fund. This partnership, under the Global Development Alliance, will leverage the great success of the NPI grant through an integrated prevention program supported directly by the South African USAID Mission. Furthermore GRS has also entered into the second year of a large Global Fund Peer Education Project with the Department of Health in the Western Cape. The remainder of 2012 will see GRS operating at a similar scale as is currently held in Cape Town, Johannesburg, Port Elizabeth and Kimberley, as well as continuing to implement the rigorous Randomized Controlled Trial of

the Generation Skillz intervention. GRS will also open its second Football for Hope Centre in the community of Alexandra in Johannesburg and work to increase capacity at the site. At the same time, the South African government has renewed its commitment to the fight against HIV and AIDS and GRS has ambitious plans to form stronger partnerships with the South African government at the National, provincial and local level as we demonstrate the power and contribution of sport to health and development initiatives in South Africa and beyond. GRS continues to actively take part in the public discussions surrounding the South African five-year strategic plan on HIV and TB.

In early 2013 South Africa will be hosting the African Cup of Nations Football Tournament and GRS plans to work closely with UNAIDS and the South African Football Association to put the lessons learned during the NPI project to full use and capitalize on the game of soccer to influence various structural factors in a young person's life and to help guide young people through the maze of biomedical health services such as voluntary counseling and testing, male medical circumcision, and treatments that can save their lives.

III. Summary Table of PEPFAR Indicators

M&E Table of Total Indicators (both PEPFAR and non-PEPFAR)

Program area or Strategic Objective	NPI Final Report October 1, 2008 – March 31, 2012	Target for life of the program	Achieved during life of the program
Prevention: A/B	(PEPFAR 2.1) Number of individuals reached through community outreach that promotes HIV/AIDS prevention through abstinence and/or being faithful	85,000	87,618
	Female	42,500	43,863
	Male	42,500	43,138
	Unknown	N/A	617
	(PEPFAR 2.2) Number of individuals trained to promote HIV/AIDS prevention programs that promote abstinence and/or being faithful	886	883
VCT	(PEPFAR 9.4) Number of individuals who received counseling and testing for HIV and received their test results	5,500	8,483
	Female	2,750	3,979
	Male	2,750	4,500
	Unknown	N/A	4
Other	(PEPFAR 14.5) Number of individuals trained in stigma and discrimination reduction	709	883
Non-PEPFAR	(Non-PEPFAR) Number of Skillz magazines distributed	6,160,000	4,200,000 ¹
	(Non-PEPFAR) Number of schools where interventions are delivered	250	2,678
	(Non-PEPFAR) Average post score on knowledge, attitudes, and communication questionnaire	80%	72%

¹ At the end of FY2010 GRS stopped publishing and distributing Skillz magazines. GRS, instead, began creating and distributing program specific Skillz workbooks .

IV. Project Implementation Summary by Strategic Objective

The following broadly summarizes activities accomplished during FY09, FY10, FY11 and the costed extension through March 31, 2012 according to the strategic objectives and activities outlined in the F4 SA Annual Work Plans. Each section summarizes the successes, challenges and lessons learned over the NPI grant.

Strategic Objective 1 (SO1): To promote improved health-seeking behavior among youth aged 12-24

1.1 Implement activities-based HIV prevention and life skills curriculum in schools and out of schools

1.1a Curriculum Development

Skillz Core/1.1 [in schools]

In line with the evolving research, GRS set out to deliver a combined package of prevention services for young people that could most effectively help protect them from HIV. Through the Skillz initiative, GRS aimed to reduce the spread of HIV/AIDS by using role models as educators to teach youth about developing life skills and making healthy decisions.

In 2009, through F4 SA, GRS was able to develop and deliver a new and innovative Skillz Core curriculum². The Skillz Core curriculum was developed by GRS's Curriculum Development Team as well as outside leading consultants and seven previous years worth of training and design experience. Skillz Core was developed to achieve Department of Education Life Orientation objectives, through delivery in schools and through other community outreach models by trained, local community members. GRS pre-tested the first draft of the Skillz Core curriculum in November 2008 in Port Elizabeth with Master Coaches and with F4 partner LoveLife and its Groundbreakers and training staff. In February 2009 GRS piloted the program in Port Elizabeth. After many rounds of exhaustive feedback (across participants, coaches and partners) and revisions the final version of Skillz Core was ready for implementation June of 2009. Along with the Skillz Core curriculum GRS developed alongside it a Coach's Guide (given to Site Coordinators, Master Coaches and Skillz Coaches) as a teaching tool to aid the delivery of the Skillz interventions in school and communities.

In November 2009, GRS engaged Impact Consulting to complete an assessment of Skillz Core, which along with internal assessment and coach evaluation sessions at each site, led to the development of "Skillz 1.1;" an improved iteration of the original Skillz curriculum delivered in FY09. Skillz 1.1 changed the order of interventions based on feedback from coaches, learners and GRS training staff, and included several new activities addressing key drivers of the HIV epidemic. By April of 2010, all Training of Coaches (TOCs) utilized the updated curriculum and all previous Skillz Coaches received a 2-day refresher developmental course to build upon their capacity to deliver the enhanced intervention.

² Skillz Core is made up of eight, 45 minute practices designed to be delivered to youth ages 12-14 in-school during Department of Education Life Orientation classes by trained, local community volunteers called Skillz Coaches. Along with the curriculum a Coach's Guide was also developed for the Skillz Coaches to use as a tool to facilitate the practices. Topics of Skillz activities include: HIV basics, peer pressure, stigma and discrimination, risk awareness, partner reduction, Voluntary Counseling and Testing, peer socialization, healthy decision making, and positive living. Skillz further aims to encourage increased understanding of and open dialogue about HIV/AIDS, recognizing that silence and stigma are pervasive drivers of the spread of HIV. Skillz further challenges youth to "Make Your Move" and take action by educating people in their communities about HIV/AIDS.

In 2011 and through the March 31, 2012 costed extension, Skillz 1.1 was continued to be evaluated and assessed across South Africa sites based on quality of delivery and implementation feedback. Based on on-going feedback and desires to continually improve the impact of the curriculum GRS has committed to revise and enhance Skillz 1.1 into Skillz 1.2 for pre-testing in Alexandra and Kimberley by September/October 2012.

Generation Skillz [in schools]

In 2010, GRS recognized the opportunity within the Skillz curriculum delivery model to address the specific needs of its older, high school age participants. More specifically, GRS recognized that strong gender norms underlie sexual behavior and relationships and had to be addressed in order for HIV prevention efforts to have a longer lasting impact.

Accordingly, through a collaboration with Sonke Gender Justice, funded by the Ford Foundation, as well as support from the MAC AIDS Fund and Comic Relief, GRS created new activities and adapted existing material to focus on key gender issues driving the epidemic, including multiple partnerships, age-disparate sex and gender-based violence. GRS stratified the Skillz curriculum into two interventions with similar methodologies, core activities, and culture, but with different target audiences and content focus areas: Skillz Core, for youth aged 12-14, and a new curriculum called Generation Skillz³, for youth aged 15-19.

Near the end of 2010 Generation Skillz was piloted in Cape Town and Port Elizabeth. 2011 saw tremendous scale up success with trainings in three additional sites, Soweto, Kimberley, and Mtubatuba being completed by the end of February, and program delivery in schools following immediately thereafter. Additional expansion of the program to the township of Alexandra, where GRS operates a satellite site in Johannesburg, was completed by July 2011.

Through 2011 and the costed extension, GRS has continued to refine the messaging and activities that comprise Generation Skillz, through systematic and regular review of feedback from a range of stakeholders including youth beneficiaries, Coaches, Master Coaches and a host of international and local experts in HIV prevention, school-based interventions, and gender based violence. The program has been met with overwhelmingly positive feedback from a variety of stakeholders, including teachers, coaches, and students, and is being celebrated as one of few interventions that openly and genuinely address issues that South African youth face on a daily basis.

Skillz Holiday [out of schools]

School holidays are high-risk periods for youth, as they often have little supervision and few opportunities for structured activities. To meet this need, GRS piloted the implementation of our core curriculum in a week-long holiday format in early 2009, which formed the foundation of a new holiday-specific curriculum called "Skillz Holiday."

The first Skillz Holidays, utilizing Skillz 1.1 activities, were delivered during the April and July 2009 holiday periods in Cape Town and Port Elizabeth. The original model developed ran for four hours per day over

³ Generation Skillz is a 11 practice (45 minute sessions) intervention that uses soccer languages, metaphors and activities to address key behaviours that drive the spread of HIV in southern Africa including multiple sexual partners, older partners, and gender-based violence. While the core of the activities is similar to that of Skillz 1.1, Generation Skillz allows participants more time and opportunity to engage in discussions and places special focus on those issues related to gender norms.

five days, with two Skillz activities delivered each morning, a Skillz Street league in the afternoon, and a final soccer tournament on the final day.

In 2010 the model was overhauled, with the support of consultant Lou Bergholz, an expert in behaviour change and camp design, to maximize our opportunity for impact during the World Cup holiday period. The Skillz Holiday curriculum incorporates the current Skillz 1.1 practices, but also includes additional activities to be conducted over a five-day period. The Skillz holiday curriculum was designed to give coaches 35 hours of contact time with participants, significantly more than the average 8 hours during a 10-week in school intervention, which allows for more structured relationship building with coaches and opportunities for children to take personal action in the fight against HIV. As such, the schedule also includes Fair Play sessions, small group discussions (teams of ten participants with their coach) as well as large group (all participants) activities in the morning and prior to departure.

Along with the Skillz Holiday curriculum an intensive training program was developed and introduced with the coaches. Roles, responsibilities and tasks were assigned to members of the coaching team. These included Camp Directors, logistics persons, registrars, as well as other required functions. The World Cup laid the foundation for incorporation of Skillz Holiday into GRS' regular activities, and sites have continued to deliver the intervention during nearly every school holiday.

Skillz Street [out of schools]

In FY09, GRS developed a new out of school model for delivery of the Skillz curriculum, called Skillz Street.

Skillz Street is a girls-targeted intervention that was developed by GRS in response to overwhelming research that shows: participation in sport among adolescent females correlates to a range of health benefits, and HIV is disproportionately concentrated among women and girls. Skillz Street was designed for girls who have previously completed an activities-based HIV prevention and life skills curriculum. Skillz Street combines Fair Play soccer with HCT, assertiveness, efficacy, and interpersonal relationship-building activities including a peer-led community outreach day. Skillz Street was designed to be delivered as a structured soccer leagues with in an after-school setting as a 10-session, girls-specific supplement to the standard Skillz Core or Generation Skillz delivery models.

In FY10 GRS finalized the Skillz Street curriculum, incorporating structured fair play and life skills components, soccer "Skillz Builders," and improved HIV Counseling and Testing and Community Outreach sessions. Throughout FY10 and during the first 6 months of FY11 GRS followed a rigorous period of curriculum observation alongside the delivery of the first couple of Skillz Street leagues in Cape Town and Port Elizabeth in preparation for the scale up to Soweto, Kimberley and Bloemfontein in the second half of 2011.

In December 2011 GRS conducted a Curriculum Development workshop in Cape Town bringing together staff and coaches from across the country to meet with experts to review the program. Revised activities have been piloted during the reporting period and a full new curriculum has been rolled out following the Training of Master Coaches held in Cape Town in April 2012.

The new Skillz Street curriculum responds to the requests of our coaches and beneficiaries to expand the educational component to include sexual and reproductive health topics such as body image, menstruation, family planning, and sexual abuse.

1.1b Engagement of Department of Education/Schools

During FY09, GRS developed strong relationships with key DoE personnel at the district and provincial levels in many sites. In the Western, Eastern, and Northern Cape hard work was done to secure formal endorsement and positive support from the DoE at the provincial level. In FY09, GRS recruited schools for participation in F4 SA through existing partnerships throughout Port Elizabeth, Cape Town, and Kimberley and other sites. In FY09, GRS worked with a total of 43 schools throughout South Africa.

In FY10, with support from Avusa Education, GRS received national level buy-in and support from the DoE in order to facilitate the integration of the Skillz curriculum into Life Orientation classes at the scale required for the expansion of F4 SA. GRS trained twelve Life Orientation Advisers and teachers in the Western Cape in March 2010 to deliver Skillz in their classes. GRS worked with Avusa in FY10 to expand its reach to schools within its network and began to scale up the number of interventions run.

Over FY10 and FY11 GRS worked more closely with the Departments of Education in each province and was invited to present our curriculum to the HIV coordinators of the Gauteng Department of Education. GRS also participated in the National Department of Basic Education's 2012 – 2017 Integrated HIV Plan and met regularly with PEPFAR liaisons.

Furthermore, in FY11 (and again in FY12) the Western Cape GRS was appointed as an implementing partner for the Global Fund financed Peer Education Project with the Western Cape Departments of Education and Health. The experience and knowledge gained through F4 has directly impacted GRS' ability to deliver this supplemental program and add a further 8,000 children to GRS' FY11/12 activities. Please note that while the approximate 975 Peer Educators in the project do graduate through Generation Skillz, and contribute to the FY11 targets, the 8,888 learners reached through the Peer Education program were not counted towards NPI targets due to delivering a different curriculum.

Overall GRS has made much progress in solidifying the relationship with the Department of Education and Department of Health at the National, Provincial and local levels and will continue to seek their input and support for sustainability of the organization going forward.

1.1c Implementation

2009: Skillz Core + Skillz 1.1

In 2009, GRS implemented Skillz Core and then Skillz 1.1 across four main sites (Port Elizabeth, Cape Town, Kimberley and Bloemfontein) and a number of rural communities in Gauteng and Limpopo through existing partnerships with De Beers. Additionally GRS implemented Skillz Core through a newly launched DeBeers program in Port Nolloth in Northern Cape, three partnerships with Peace Corps partner organizations in Limpopo and Kwazulu-Natal, and two programs in Somerset East and Alice in the Eastern Cape, with implementing partners Umzi Wethu and the National Association of Child Care Workers (NACCW). Across all 17 sites in seven of the nine South African provinces GRS targeted a total of 4,000 youth graduates, while successfully reaching a total of 5,407 youth graduates. Port Elizabeth, as noted below, drove the majority of the graduates in 2009 with Cape Town (newly started in 2009) following close behind.

Province	Graduates
Eastern Cape	2360
Western Cape	1164
Free State	869
Northern Cape	551
Limpopo	361
Gauteng	102
Total	5407

In FY09 GRS also piloted a “street soccer” model, the early phases of what would become Skillz Street, in Port Elizabeth and Cape Town. In Port Elizabeth, 160 youth completed the pilot through two leagues, one of which was co-ed and the other girls-only. The Cape Town pilot launched in mid-September 2009, with 200 participants aged 12-15 in conjunction with a Local Football Association in Makhaya, Khayelitsha.

2010: Skillz 1.1 + Skillz Holiday + Skillz Street + Pilot of Generation Skillz

In 2010, GRS set its overall targets at 26,000, to better match its growing capacity, challenging the organization to meet a five-fold programmatic expansion in one year. In FY10 GRS delivered interventions in school and out of school across all nine South African provinces in 5 main sites (Port Elizabeth, Cape Town, Soweto, Kimberley, and Bloemfontein) and 12 rural communities. GRS was able to reach a total of 27,129 graduates across Skillz 1.1 and Skillz Holidays—indeed, exceeding the ambitious target set for 2010. GRS was able to implement these 2 interventions across 17 sites through internal capacity build up, the opening of the Soweto site through Nike and SAFA Soweto, through partnership with USAID partner Mpilonhle to deliver Skillz graduates/beneficiaries in rural KwaZulu-Natal, and through leverage of community-based and private sector partnerships afforded by the 2010 World Cup in hosting over 47 holiday camps in 2010. Of the 27,129 graduates achieved in 2010, 3,440 of them were achieved through Skillz Holidays (January 2010, April 2010 and June/July 2010 World Cup school holiday periods).

A year of innovation and growth, GRS also officially launched Skillz Street in 2 sites and piloted Generation Skillz in 2010. In January 2010, after successful pre-testing in FY09, GRS launched a full Skillz Street league at the Football for Hope Center (FFHC) in Khayelitsha with 10 teams made up of all female Grade 7 learners in the Skillz core intervention from 5 nearby schools. Every Wednesday, for 5 weeks, Skillz Coaches met the girls at the end of the school day and walked the teams to the FFHC for Skillz Street. In 2010 Skillz Street was also launched in Port Elizabeth. Near the end of 2010 Generation Skillz was piloted in Cape Town and Port Elizabeth.

2011: Skillz 1.1 + Skillz Holiday + Scale up of Skillz Street and Generation Skillz

In 2011, GRS close to doubled its annual target to 50,000 graduates in response to its growing capacity and efficiency in program delivery. GRS focused its implementation efforts on the five main sites, in Cape Town, Port Elizabeth, Soweto, Bloemfontein, and Kimberley. In addition, GRS also formalized its implementing partner relationship with Mpilonhle in Mtubatuba, Kwazulu-Natal through a sub-agreement as well as began program delivery in the Alexandra township of Johannesburg. All other rural communities were phased out based on learnings from 2009 and 2010⁴. In 2011 GRS also worked more closely with the provincial Department of Education across the sites in order to reach more youth during the Life orientation class periods. Through this focused energy and strategy a total of 44, 319 children graduated from GRS prevention programs in schools and out of schools around South Africa, with further graduates enrolled in programming that finished during the costed extension in 2012.

⁴ While GRS maintained strong program delivery structures in our main sites, communication, infrastructure, and supervision proved challenging in certain rural sites. Due to these challenges, and a reduction in location-specific funding, these rural sites were phased out by the end of 2010. As a result, GRS learned that its intervention was more cost-effective and of higher quality if delivered through the core, main sites.

In 2011 a total of 48 Skillz Holiday programs were initially planned. However, post World Cup interest in the intervention was less than anticipated. Skillz Holiday targets were accordingly revised in 2011 from 3,200 to 1,600 graduates with the remaining targets absorbed through in-school interventions. 3 holiday programs were delivered in Cape Town and Port Elizabeth in December 2010, 16 in June and July 2011, and 10 in September, across the 5 main GRS sites. GRS was able to continue funding these Skillz Holidays based on partnerships developed during the World Cup with private sector members (i.e., Castrol, Rio Tinto, Pioneer Foods) that provided GRS further opportunities to meet its cost share obligations.

In 2011 there was significant scale up of Generation Skillz as three additional sites, Soweto, Kimberley, and Mtubatuba, were trained in the curriculum by the end of February. By July 2011 the program was further expanded to Alexandra.

Near the last half of 2011 GRS also begun preparations for a groundbreaking Randomized Controlled Trial (RCT), which seeks to prove the effectiveness of the Generation Skillz intervention. Working in partnership with the London School of Hygiene and Tropical Medicine and the University of the Witwatersrand' Rer, the study will determine if and to what extent the intervention reduces HIV and HSV-2 incidence over three years among young adults in South Africa. The study will also assess the intervention's behavioral effect on age-disparate sex, multiple partnerships, and gender-based violence. By comparing both self-reported behaviors and HIV prevalence amongst youth who receive the intervention with a control group, and following up one and three years following the intervention, GRS hopes to provide evidence of the long-term impact of the program.

In the first six months of FY11, GRS focused on refining the Skillz Street program in Cape Town and Port Elizabeth, in preparation for scale up in the second half of the year to Soweto, Kimberley, and Bloemfontein. Please note that GRS did not count Skillz Street graduate targets until 2011 when it set a high goal of 2,400. In the first half of 2011 GRS reached 1,054 Skillz Street graduates across Cape Town and Port Elizabeth. Following on-going curriculum development and revisions, as well as on-site TOCs GRS was able to expand implementation of Skillz Street in Soweto, Kimberley, and Bloemfontein in order to successfully meet the target of 2,400 Skillz Street graduates.

Costed Extension (October 2011-March 2012): Skillz 1.1 + Skillz Holiday + Skillz Street and Generation Skillz

Overall GRS reached another 5,565 children during this period with a further 5,198 being reported to USAID as graduates of programming begun under the FY11 reporting period, but who completed programming in FY12. In total, the costed extension granted by USAID enabled a total of 10,763 more graduates to be impacted through GRS Skillz interventions across five main sites, Port Elizabeth, Cape Town, Soweto, Kimberley and Alexandra, while regrettably having to close Bloemfontein due to changing geography focus and funding implications.

GRS' subagreement with implementing partner Mpilonhle concluded in September 2011, per the original grant. GRS completed an official close out process with Mpilonhle to ensure a sustainable transition of the program.

During this period GRS was able to reach another 1,110 Skillz Street participants and run 8 Skillz Holiday camps during December 2011 and March 2012 school holiday periods. Over the reporting period GRS was able increase the percentage of interventions that delivered the Generation Skillz Curriculum, graduate approximately an additional 2,460 youth, and in doing so reach at risk youth right at the time

that they are most vulnerable to HIV infection. GRS has continued to refine the messaging and activities that comprise Generation Skillz, through systematic and regular review of feedback from a range of stakeholders including youth beneficiaries, Coaches, Master Coaches and a host of international and local experts in HIV prevention, school-based interventions, and gender based violence. The program has been met with overwhelmingly positive feedback from a variety of stakeholders, including teachers, coaches, and students, and is being celebrated as one of few interventions that openly and genuinely address issues that South African youth face on a daily basis. The first quarter of 2012 also saw increased preparation regarding delivery of the Generation Skillz curriculum in light of the approaching RCT which was started April 2012.

1.2 Media Communication and IEC Material

1.2a Skillz Magazine

Design and Development

In 2009 GRS set out to design, develop and distribute a health communication magazine called Skillz Magazine in accordance to F4 SA's commitment to support schools and community-based interventions with age-appropriate broadcast and print media in order to reach millions of South Africans.

Over the three-year life of the grant GRS planned to produce 12 Skillz Magazine editions. The development of each edition embodied GRS' collaborative approach, engaging researchers, partners and designers to create a magazine that was accurate, relevant, and interesting for the target audience. Avusa and Nike provided the magazine with direction through design and production support, while collaboration with partners such as Johns Hopkins Health Education in South Africa's PEPFAR funded 'Scrutinize' campaign, Sonke Gender Justice and Project Concern International provided GRS with additional magazine content around the issues of multiple concurrent partners and challenging gender norms. GRS also worked with additional leading organizations to research the most relevant topics for each edition and transfer the language and themes into a football magazine under the 3 Skillz to Win theme⁵.

Skillz magazine became an 8-page quarterly health communication magazine that used youth-friendly language from the game of soccer and international soccer stars to link messages from soccer to HIV prevention and life skills education to young South Africans. Skillz Magazine was designed so that each edition produced would focus on a particular HIV and AIDS and life skills related theme, such as gender-based violence, voluntary counseling and testing, intergenerational sex, abstinence, challenging gender norms, etc.

In 2009 GRS developed the following three Skillz Magazine editions:

- Edition 1: 'Join the Team & 3 Skillz to Win' focused on reinforcing the curriculum's 3 Skillz to Win and basic HIV facts and myths.

⁵ The 3 Skillz to Win are (1) *Know The Game*: Focused on increasing knowledge and identifying risks, (2) *Build Your Team*: Focused on identifying and building support networks, (3) *Make Your Move*: Focused on inspiring young people to take action in their communities

- Edition 2: 'Play It Safe' focused on the key risk drivers of the HIV epidemic in southern Africa and highlighted the FIFA 2009 Confederations Cup
- Edition 3: 'Play Like a Girl' focused on challenging the gender norms underlying the HIV epidemic. GRS also published an article in the Fall 2009 volume of the Gender, Media, and Diversity journal highlighting this edition and the potential role for sport and media in challenging gender norms and violence.

In 2010 GRS developed 2 more editions:

- Edition 4: 'Know your Status' was distributed for World AIDS Day and focused on the importance of knowing one's status and on stigma and discrimination. The edition included discussion from well-known football players on the importance of being tested for HIV.
- Edition 5: 'World Cup Educational Supplement- Red Card Edition', was developed in collaboration with the Scrutinize campaign and AVUSA Education. All partners combined to produce the Red Card campaign that integrated physical Red Cards along with this Skillz Magazine as tools to discourage high-risk behaviors within the community.

In 2011, with approval, GRS decided to move away from developing further editions of the Skillz Magazine and instead focused on producing a 24-page interactive workbook, called the Skillz Workbook, designed to reinforce key HIV prevention messages in the Skillz curricula that could be given to all intervention youth. GRS developed content for the Skillz Workbook that focused on a variety of HIV and AIDS and life skills themes, such as HIV basics, risk awareness, multiple partners, intergenerational sex, HCT, challenging gender norms, and gender-based violence. However, programmatic refocus and limited donor funding curtailed the workbook project, but the content generated for the Skillz Workbook is still referred to and used in curriculum development.

Skillz Magazine Distribution

In 2009 the 3 editions of the Skillz Magazine were distributed each quarter (560,000 copies) in the *Sunday Times* and the *Sowetan*, as well as to more than 3,000 schools for a collective readership of over 4 million. The first edition of Skillz Magazine was distributed on February 1, 2009 in the *Sunday Times* and March 3, 2009 in the *Sowetan*. Edition 2 was distributed in June 2009, and Edition 3 in August 2009, in conjunction with Women's Day. Edition 4 was distributed in December 2009, in conjunction with World Aids Day. Along with the above channels GRS also distributed Edition 1 and 2 to SA program sites for aid in Skillz program delivery.

In 2010, following initial research about the readership and brand recognition of Skillz Magazine, GRS concluded that this distribution method was not ideal and efficient for reaching its target audience. Accordingly, the distribution model was revised and the World Cup Red Card edition was distributed only to schools within the Avusa Education network and to schools where GRS had ongoing interventions. This 5th edition formed part of an educational supplement provided to schools by Avusa and the Department of Education for the World Cup. GRS distributed 78 copies directly to each of the 2,500 schools. An additional 5,000 copies were also distributed to the participants in the Skillz Holiday camps, totaling 200,000 copies that were distributed directly to GRS' target audience.

As a result of the shift away from the Skillz Magazine in 2011, GRS organized with Avusa Education that the remainder of all Skillz Magazines editions 1-5 would be distributed to GRS SA sites for use in ongoing Skillz Holidays.

Strategic Objective 2 (SO2): To build the capacity of local implementing partners and community health workers (CHWs) to deliver, monitor, and sustain HIV/AIDS prevention programming

2.1 Training of Coaches

In March of 2009 the GRS Curriculum and Training team, building on past experience, developed the Training Curriculum, which Master Coaches and site-specific staff use to facilitate Training of Coaches (ToCs), Development Courses, and Coach Support Visits. The curriculum focuses on six key content areas – activity delivery, creating personal connections with participants, facilitating vital conversations, delivering praise, maintaining a safe space for discussion, and understanding the key drivers of the HIV epidemic in Southern Africa. Over the course of FY09, GRS conducted 10 ToCs, training 211 Coaches.

In 2010, GRS conducted 15 ToCs, training 286 coaches in facilitation and how to be a caring coach. GRS partnered with the Northern Cape Department of Education, the Dramaid Footballers for Life, and Mpilonhle in KZN in conducting the ToCs. Upon completion of the 5-day training and successful facilitation of the sessions for a group of participants, evaluated by a Master Coach, the participants were registered as ‘certified coaches.’

In 2011, GRS conducted 13 ToC Workshops for Community Health Workers (CHWs) training 298 coaches – seven ToCs were conducted for Skillz 1.1 Coaches (138 coaches), five for Generation Skillz Coaches (140 coaches), and one for Skillz Street (20 coaches).

In the costed extension, GRS worked with the Sports Science Institute of South Africa to incorporate accreditation training into GRS programming. During the extension 4 ToCs for CHWs were conducted, training 88 Coaches, and from April 2012 on all GRS coaches will have the opportunity to become certified as NQF Level 5 Facilitators.

2.2 Training of Master Coaches

Grassroot Soccer launched the Skillz Curriculum under F4 SA bringing together 30 GRS and partner organization staff members from across GRS projects throughout South Africa for a Skillz Training of Master Coaches (ToMC). The ToMC successfully acquainted Master Coaches with the new F4 SA program, and trained Master Coaches to internalize the importance of praise, safe spaces, vital conversations, coach-participant personal relationships, and the latest research on the key drivers of the HIV epidemic.

In FY10, the GRS Training and Curriculum team built on the success of the ToMC workshop and developed the Facilitation and Coaching Workshop (FCW). Four FCWs were held in FY10, which focused on providing coaches with practical, useable, behavior-based feedback. Coach Support Visits (CSV) were also introduced, setting a precedent for coaches to be assessed on their practice delivery.

In 2011, no additional Master Coaches were employed, and no specific Master Coach training took place, Master Coach development was merged with the overall development training of site staff.

The ToMC that was scheduled for March 2012 was moved to April 2012, , falling outside of the NPI report period. The training engaged 20 of Grassroot Soccer’s most effective trainers and facilitators and served as the pilot training integration with the Sports Science Institute.

2.3 Training of Site Coordinators

The inaugural Training of Site Coordinators (ToSC) was conducted in May 2009 for 26 participants. The training sought to prepare Site Coordinators to effectively manage program delivery at their sites through intensive training program management and strategic planning, leadership, monitoring and evaluation, financial management and administration, policies and procedures, and human resources.

In FY10 the GRS Director of Capacity Development and Finance visited the main sites to conduct site-level capacity assessments and develop improvement plans. Additionally, all Site Coordinators (SCs) attended a one-day meeting on developing a SC support plan for the year and a AED Financial Compliance training in Johannesburg.

The majority of site staff training in 2011 occurred through visits from the Regional Program Manager, who was responsible for daily operations on the site level. On March 8-11 all of the GRS Site Coordinators gathered in Cape Town to partake in a Lekgotla (‘meeting place’), bringing the SCs together to bond and to bridge the communication gap between sites and headquarters. The meeting resulted in a 99-item “To Do” list, split between the sites and Headquarters.

2.4 Provide Ongoing Support and Technical Assistance

GRS headquarters and staff are continually working to support sites and implementing partners through a Supplemental Training DVD, Development Courses (DCs), formalized Site and Coach Support Visits (CSVs), and Coach Certification.

2.4a Supplemental Training DVD

Between March and September 2009, GRS worked with Cape Town-based Substance Films to develop a high quality training DVD to accompany the Coach’s Guide and help train Coaches to implement the program effectively. The film features the delivery of Skillz activities, highlights examples of ideal program delivery, and showcases strong facilitation models, which Coaches can use as a guide for their own lessons. The DVD has been distributed during ToCs and development courses and has been both integrated into trainings and sent home with Coaches to serve as a supplementary development tool.

2.4b Development Courses

In addition to the increased standards attached to the ToCs, coaches receive further ongoing support and training in Development Courses (DCs) on topics that are either decided upon centrally, or are of particular interest to the site. Coaches at the main sites met weekly for Development Courses to practice facilitation, provide one another feedback, learn about changes in the curriculum, and develop new skills and knowledge.

Development Courses designed and presented by Master Coaches and Site Staff, ranging in scope from teach-backs on Skillz practices to sessions on Child Abuse Disclosure, continue to provide coaches with post-

training development opportunities, as well as a way to keep them motivated and challenged. The topics for the national DCs are decided on jointly, while specific sites decide on which topics are of particular interest to their coaches. DCs serve to enhance coach motivation and capacity, providing them with life skills for use within and beyond their roles as Skillz Coaches.

2.4c Coach Support Visits

In August and September of 2009 Master Coaches visited the sites to conduct on-site monitoring of Coaches in the field. By FY11 every coach received a support visit at least once every quarter. Coach Support Visits (CSVs) are conducted while the coach is presenting a session to a group of learners. Coaches are informed of the intended visit in advance and the visit serves as an evaluation session as well as a support session for the coach. Coaches are informed of what the assessment criteria are, and are engaged in a developmental discussion after the session. During this discussion they are informed of the areas in which they performed well and the areas in which improvement should be made to increase the effectiveness of the interventions.

2.4d Coach Certification

Grassroot Soccer Coaches have always been expected to comply with minimum standards of performance. After every training coaches perform 'teach-back' sessions that are observed and evaluated. Upon successful completion, they conduct actual sessions with real participants in the presence of an observer. These sessions are evaluated against specific criteria, and only when they perform to expected levels, will certificates of competence be issued to them.

In FY12 GRS began working with the Sports Science Institute of South Africa to incorporate accreditation training into GRS programming. From April 2012 all GRS Coaches will have the opportunity to be certified as NQF Level 5 Facilitators. Other NQF Unit Standards, such as HIV Practice knowledge, will soon be added with more unit standards to follow. Looking forward into 2012 GRS is working towards developing a structured, accredited 2 year development life cycle plan for every GRS coach.

2.5 Build local leadership capacity via the African Leadership Program

Over the period of the NPI, GRS has hosted the African Leadership Program (ALP), a small funding program for staff and volunteer development. The program was conceptualized in 2009 and some additional funding by the Laureus Sport for Good Foundation was provided in 2010 for scaling up the deliverables of ALP. In 2010, ALP provided numerous opportunities for leadership and skill development amongst GRS' African staff and volunteers. Furthermore, in January of 2010, GRS introduced the Educational Support program, through which GRS staff were encouraged to apply for continuing education assistance. Over 25 GRS SA staff members and coaches received further education as a result of this program.

Over the course of the extension, FY12, GRS began the project 'Coach Development,' which maintains that coaches are beneficiaries of the program and require a more deliberate approach of tracking and supporting their development. ALP Coach Development has three pillars:

1. SAQA Accredited Training with the existing GRS training curriculum
2. A Coaches Curriculum delivered during the course of a two year period with accredited training in generic personal skills such as financial literacy, team work, and professionalism
3. Personal Development opportunities in the form of mentorship and apprenticeship within the structures of GRS

2.6 Mobilize Private Sector Investments in F4 SA and HIV Prevention

Grassroot Soccer has continued to build momentum and support among the private sector surrounding HIV prevention. In January 2009, GRS organized a team-building event for 125 international members of Castrol's management team, where they learned about GRS' work and participated in a number of GRS activities. This exposure to GRS facilitated a deeper partnership between Castrol and GRS. In 2009, Castrol contracted GRS to develop a Corporate Social Responsibility Toolkit, which guided their continued investment in sport for development, and funded 8 Holiday Camps over the course of FY09. In May 2009, GRS met with the Japanese Chamber of Commerce and Industry (CCIJ) in South Africa to present F4 SA and educate the corporate sector about ways to get involved in HIV prevention efforts in South Africa. Then in July, GRS presented at a USAID sponsored meeting focused on UN efforts in HIV prevention around the 2010 World Cup.

Grassroot Soccer capitalized on the energy and exposure surrounding the 2010 World Cup to raise awareness about GRS' mission of utilizing the power of soccer to prevent the spread of HIV. The launch of the first Football for Hope Center, in Khayelitsha, was at the center of GRS' World Cup efforts. At the launch of the center, GRS demonstrated and explained GRS' work in detail in front of more than 200 VIPs, including FIFA President Sepp Blatter, Western Cape Premier Helen Zille, and the South African Minister of Housing, Tokyo Sexwale. Additionally, GRS further engaged numerous private sector entities over the course of FY10 in HIV prevention efforts, including Castrol and BP South Africa, Sony South Africa, Pioneer Foods, the (RED) Campaign, Levi's, Richard's Bay Minerals, Rio Tinto, and ABSA.

Strategic Objective 3 (SO3): To increase demand for and uptake of HIV-related services (e.g. HCT and ART)

3.1 Implement HCT soccer tournaments, providing access to and incentive for HIV-related services

Grassroot Soccer, over the past three years, has continued to develop and refine the HCT soccer tournament model (originally developed in Lesotho through GRS' partnership model with Kick4Life), increasing awareness around HIV testing and treatment services and empowering youth to know their status through positive peer pressure. Teams are assigned a Skillz Coach who guides and supports them through the tournament, pre-counseling, and testing.

In 2009, utilizing knowledge from past successes, GRS created an Implementation Strategy for Skillz Tournaments and adapted the existing toolkit to F4 SA. In June 2009, GRS, in collaboration with Tufts University School of Public Health, conducted a comprehensive evaluation of HCT Tournaments in Port Elizabeth and Cape Town. The study concluded that "the combination of soccer, education, and testing is an effective method of increasing access to and uptake of VCT and HIV related services for youth." Over the course of FY09 a total of 1,269 individuals were tested at five tournaments, with 80 individuals testing HIV positive.

Capitalizing on the energy surrounding the 2010 World Cup, Grassroot Soccer hosted 18 HCT tournaments testing 3,571 youth and community members during FY10, at the following sites: Kimberley, Cape Town, Bloemfontein, Port Elizabeth, Soweto, and Richmond.

In 2011, GRS held 15 HCT tournaments, in Cape Town, Bloemfontein, Port Elizabeth, and Soweto, testing 3,000 individuals. Additionally, in FY11 GRS Global partnered with the International Project (RED) to further HCT

efforts. Inspi(RED) Soccer, a fundraising effort organized by college and high school volunteers, soccer players, and campus organizations, supported Grassroot Soccer's Inspi(RED) Soccer events in Africa. For every \$2,500 raised through student-driven Inspi(RED) Soccer events, 100 youth participated in life-changing Inspi(RED) Soccer events in Africa.

Through the costed extension GRS hosted 11 HCT tournaments, testing 1,772 individuals in Bloemfontein, Cape Town, Kimberley, Port Elizabeth, and Soweto. In addition, GRS developed a detailed HCT Tournament Manual, which contains tools, tips, and guidelines to conduct successful half and full day testing tournaments.

3.2 Testing through Skillz Street

Through the support of the Elton John AIDS Foundation (EJAF), Grassroot Soccer incorporated HCT services into the growing Skillz Street program in 2011. Utilizing the power of an extended interaction between participants and strong community role models, Skillz Street provided the safe space needed for youth to learn their status. GRS worked closely with HCT partners to design protocols for confidential, referrals-based testing.

In 2011, 1,599 girls graduated from Skillz Street interventions, with 970 (60.7%) undergoing HCT. Fifteen girls (1.55%) tested positive and were referred to treatment partners. HCT uptake ranged across sites from 0% to 90%, depending largely on testing partners' varying age-related testing restrictions. GRS has worked hard to find partners who have a willingness to and understanding of how to test youth.

3.3 Leverage Soccer Role Models (GRS Ambassadors) in activities to promote and de-stigmatize HIV-related services

In 2009, GRS engaged 19 GRS SA Ambassadors to serve as role models for youth and advocates for GRS through interviews, public appearances, public testing, etc. Then in 2010 GRS further strengthened its relationships with the South African Football Players Union (SAFPU), Nike, and local soccer structures, providing GRS with greater access to a number of soccer role models. In FY11, GRS SA Ambassadors became GRS SA CHAMPIONS, serving as role models for the youth.

3.3a Public Appearances and IEC Material

Grassroot Soccer welcomed a number of South African Nike athletes who participated in the Sports Heroes Against AIDS Walk, at the World AIDS Day 2008 VCT Tournament in Kimberley. In June 2009, GRS with the support of several Cape Town Ajax players overcame the stigma that surrounded HIV testing at a Skillz tournament. Then in 2011, GRS SA CHAMPIONS, such as Matthew Booth, led voluntary testing at HCT tournaments.

Although not heavily used GRS engaged these SA Champions in the Skillz Magazine editions. For example in Skillz Magazine Edition 1, which came out in 2009, it featured Samuel Eto'o of FC Barcelona, Desiree Ellis the captain of the South African Women's National Team, Teko Modise from the Orlando Pirates, and Xabi Manto, a Skillz Coach and a member of the Port Elizabeth City Lads.

The inclusion of these popular soccer role models was fundamental in driving appeal and popularity of the Skillz Magazine. Soccer role models not only draw youth to the material but also inspire youth through providing personal stories of resilience and of the impact that HIV has had on their lives.

Beyond 2010 there was not a dedicated effort to utilize and promote the GRS SA Champions concept.

V. Monitoring and Evaluation (M&E)

Overview

This section outlines the M&E system development, processes, data dissemination, challenges, and achievements during the course of the NPI project.

M&E Tools and System

In FY09, GRS SA, with the support of the Salesforce Foundation, made great progress in advancing its monitoring and evaluation capacity. GRS developed an online M&E database, which is used to track attendance, coach information, coach support visits, referrals, and Pre/Post quiz results at all sites. A user-friendly application, the 'Skillz Scoreboard' has replaced the complex Excel-based M&E system GRS previously used, saving staff hours of data entry and analysis.

Between 2010 and 2011, several data collection tools were created to aid in the monitoring and evaluation of Skillz interventions. These include:

1. **Skillz Intervention Attendance Form** to track attendance and details of in-school and out-of-school Skillz interventions. This form tracks name, age, sex, and attendance for every Skillz participant.
2. **17 item Pre/Post questionnaire** administered by Assistant Site Coordinators with a random sample of Skillz interventions. This questionnaire measures knowledge, attitudes, and communication related to HIV.
3. **Scorecard**, which is used by the M&E coordinators, who are responsible for data entry at site level, and then reviewed by the Site Coordinators before submission.
4. **Data Uploading**, which is carried out by the M&E intern.
5. **Skillz Scoreboard**, the online M&E database that stores all data submitted by the specific sites.
6. **Coach Support Visit Form** to be completed by Master Coaches or Assistant Site Coordinators during a site visit. This form assesses the quality of coaches' facilitation and identifies areas of possible improvement.
7. **Annual Coach Questionnaire** to measure the outcomes of participating as a Skillz Coach on HIV-related attitudes and behaviors.
8. **Child Abuse Referral Form**, administered by the coach and then submitted to the site coordinator within 24 hours. Site coordinators subsequently refer the case to the relevant youth service providers based on the guidelines and procedures provided.

M&E Capacity Building

FY09 was a building year for the GRS M&E team, working in collaboration with the Salesforce Foundation to create a groundbreaking online M&E database. In FY10, the GRS M&E team attended two workshops, strengthening the capacity of the M&E team and systems. The first workshop was a Routine Data Quality Assessment (RDQA) training held in February 2010 in Johannesburg, hosted by Khulisa, which assisted PEPFAR partners in the implementation of RDQA. The M&E team also attended an M&E workshop in Pretoria, hosted by Academy of Education and Development (AED). Following the training, GRS revised its M&E plan and circulated the new plan amongst programs staff nation-wide.

The image displays two forms used for monitoring and evaluation. The top form is the 'Skillz Intervention Attendance Form', which includes a header with the 'skillz' logo and a table for recording attendance. The bottom form is the 'Pre/Post Questionnaire', titled 'Skillz Challenge' and 'PLAYER REGISTRATION'. It contains a registration section with fields for Name, Age, Sex, and Address, followed by a 'STATEMENTS' section with 17 numbered items for assessment. Each item has three response options: 'Agree', 'Disagree', and 'Not Sure'.

In FY11, two GRS representatives attended a three-day workshop related to programming and M&E, and the issue of violence against women and HIV/AIDS. The workshop, hosted by the UN Trust Fund, MAC AIDS Fund, and Johnson & Johnson, was held in New York City from September 7-9, 2011. The workshop enabled GRS to obtain a deeper understanding of the UN Trust Fund programs and how the evidence-based approaches could strengthen the GRS program design, work plan, log frame, and monitoring and evaluation framework.

In FY12, the M&E team hosted a capacity building workshop, March 26-30th, for the City of Johannesburg Metropolitan area sites. Four community project coordinators and twelve coaches attended. The primary objective of the M&E workshop was to improve understanding of GRS' monitoring and evaluation processes, specifically, to enhance data management skills, general M&E skills, and increase proficiency in use of M&E tools.

In addition to internal trainings, GRS staff was afforded the opportunity to participate in external trainings. In February 2012, the lead researcher from the London School of Hygiene and Tropical Medicine hosted a Randomized Control Study training, where the M&E Coordinator was certified in the dry blood spot process. Additionally, the M&E Coordinator and Western Cape Project Manager attended a Football for Hope M&E training, hosted by a FFH Consultant, Orla Cronin. The training focused on the development of a theory of change and the process for evaluating and determining related indicators for community-based projects.

Data Quality

Routine Data Quality Assessments

In FY10, GRS took part in the USAID and Khulisa Routine Data Quality Assessment (RDQA) training. The methodology of Routine Data Quality Assessments (RDQA) was adopted by GRS and has proven an invaluable tool in prescribing standards and assessing the quality of program data.

In FY11, GRS conducted Routine Data Quality Assessments at all GRS sites, namely Soweto, Bloemfontein and Mtubatuba (implementing partner Mpilohle), Port Elizabeth, Cape Town and Kimberley.

SUMMARY TABLE	I	II	III	IV	V	Average (per site)	Color Code	Key
Assessment of Data Management and Reporting Systems	M&E Structure, Functions and Capabilities	Indicator Definitions and Reporting Guidelines	Data-collection and Reporting Forms / Tools	Data Management Processes	Links with National Reporting System		green	2.5 - 3.0
M&E Unit							yellow	1.5 - 2.5
							red	< 1.5
1 Alexandra Site Q2	2.33	2.75	2.80	2.40	3.00	2.66		
2 Soweto Site Q1	3.00	3.00	2.80	2.67	3.00	2.89		
Average (per functional area)	2.67	2.88	2.80	2.54	3.00	2.78		

Development of M&E Standard Operating Procedures (SOPs)

The RDQA culminated in the development of the M&E Standard Operating Procedure Manual, in 2010, to standardize the way in which sites collect, input, submit, and backup data. The development process was informed by best practices across the sites and the manual serves as a reference for sites and helps GRS hold sites accountable for reporting timelines and M&E procedures. In the case of employee turnover, this document has helped to ensure that the quality and timeliness of data being collected and sent to HQ has been maintained.

Evaluations

Sampling for Pre and Post Questionnaire

Between 2009 and 2012, GRS successfully applied the Lot Quality Assurance Sampling approach; utilizing only 10% of sampled outcome data from graduate population, rather than having every participant complete a Pre and Post questionnaire.

FY09 Skillz Core Pre & Post Results

In FY09, GRS graduated 5,407 youth from the Skillz curriculum in 11 sites across South Africa. Among the 989 Skillz graduates (mean age = 14.3 years) completing Pre and Post questionnaires, significant improvement from Pre to Post was observed on 11 of the 15 indicators assessing knowledge, attitudes, and communication related to HIV.

The percentage of youth that reported to have spoken about HIV in the past two months with a parent/guardian or friend increased from 37 to 51 percent and from 43 to 61 percent, respectively. The percentage of participants, which rejected the myth that HIV can be spread by sharing food, increased from 69 to 84 percent. The percentage of Skillz participants who knew that having sex with a much older partner increases HIV risk increased from 52 to 70 percent. While the percentage of participants that said they would be willing to support a family member with AIDS increased from 76 to 84 percent.

FY10 Skillz Core Evaluation Results

Indicator	Pre	Post	Change
1. I feel I have many opportunities in my life.	83.3%	88.4%	5.1%
2. I do NOT feel comfortable talking with others about HIV.	55.8%	58.3%	2.5%
3. I have talked about HIV with a parent or relative in the last 2 months.	33.2%	45.2%	12.0%
4. I have talked about HIV with a friend in the last 2 months (outside of Skillz).	42.1%	53.5%	11.4%
5. I feel that I can protect myself from getting HIV.	83.9%	86.8%	2.9%
6. Someone can get HIV by sharing food with someone who is infected.	71.0%	77.0%	6.0%
7. Using condoms when you have sex can protect you from HIV.	80.3%	80.8%	0.5%
8. Having sex with a much older partner increases your risk of getting HIV.	55.3%	68.6%	13.3%
9. I would be willing to care for a family member with AIDS.	77.4%	80.1%	2.7%
10. Taking a shower after sex protects you from HIV.	59.3%	64.3%	5.0%
11. A healthy-looking person can have HIV.	60.2%	68.0%	7.8%
12. Sticking to only one uninfected partner can protect you from HIV.	61.3%	61.6%	0.3%
13. I would be willing to take an HIV test.	79.4%	81.7%	2.3%
14. I can say "no" to sex if I don't want it.	80.6%	83.4%	2.8%
15. I believe we can defeat HIV/AIDS in South Africa.	56.1%	59.4%	3.3%
Overall Total	65.2%	70.4%	5.1%

Table 1: Skillz Core FY10 Pre/Post Results by Questions (N=2223)

In FY10, 2,523 Skillz Core graduates completed Pre and Post questionnaires. Positive changes were observed on 14 of the 15 indicators assessing knowledge, attitudes, and communication related to HIV. Most significantly, the percentage of youth reporting having talked about HIV in the past two months with a parent/relative or with friend increased from 33 to 45 percent and from 42 to 53 percent respectively.

The percentage of participants who knew that having sex with a much older partner increased HIV risk increased from 55 to 68 percent. There was only a 0.5 % change in knowledge that condoms can protect against HIV during sex. However, it is important to note that this is not a main focus of the GRS curriculum. Also, the knowledge baseline was already extremely high, with 80% of the youth understanding that using condoms

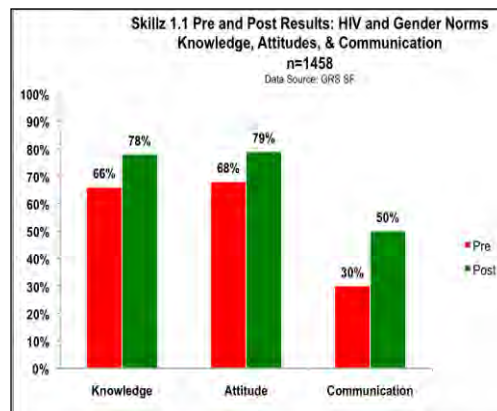
during sex can protect from HIV. Overall, participants' scores increased from 65.2 percent to 70.4 percent from Pre- to Post-intervention.

FY11 Evaluation Results by Intervention Types

1. Skillz 1.1: Pre and Post Results:

Pre/Post improvement varied greatly by themes, participants demonstrated extensive gains (20 percent) in reported communication about HIV with parents and friends. Notable differences were observed in knowledge about the relative risk of older partners, knowledge about faithfulness as a prevention method, self-efficacy to resist peer pressure, positive attitude around HIV testing, and positive attitude around supporting classmates living with HIV.

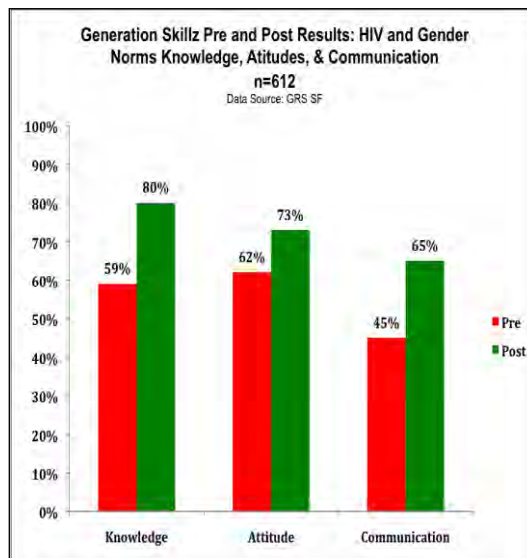
Figure 5: Skillz 1.1 Pre and Post Results



2. Generation Skillz: Pre and Post results.

Generation Skillz Pre and Post data, similarly to Skillz 1.1, shows an increase in HIV Knowledge, Attitudes, and Communication (see Figure 5). Amongst 612 Generation Skillz graduates who completed the Pre and Post questionnaires, improvement from Pre to Post was observed on 14 of the 17 indicators. The percentage that agreed with the statement “having sex with a much older partner increases HIV risk” increased from 44 to 90 percent. The percentage that agreed that drinking alcohol and using drugs could increase one’s risk of getting HIV, increased from 46 to 81 percent. There was a slight increase on Positive Attitudes Around Gender Stereotypes, HIV Testing, and Violence Against Women, from 62 to 73 percent. The percentage of youth reporting having communicated about HIV in the past two months with a parent, guardian, or a friend increased from 45 to 65 percent.

Figure 5: Generation Skillz Pre and Post Results

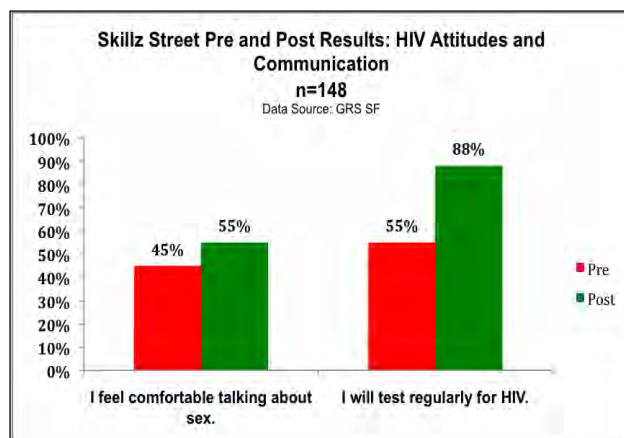


3. Skillz Street: Pre and Post Results.

Pre and Post surveys collected from this all-girls supplementary program showed a significant increase in self-efficacy, perception of safety in the community, communication about HIV, sex, and future orientation of its participants.

There was a significant increase within participant’s agreeing with the statements, “I feel comfortable talking about sex,” from 10 to 55 percent, and “I will test regularly for HIV,” from 33 to 88 percent.

Figure 6: Skillz Street Pre and Post Results



Additionally, our Pre and Post surveys challenged participants to identify whom they felt comfortable talking about HIV with and who in their life they saw as role models. Our data indicated an overall increase in the participant’s level of comfort communicating with others about HIV and recognition of role models. After the GRS intervention, 11 percent more participants stated that they felt comfortable speaking with their boyfriend about HIV/AIDS.

Finally, our data showed an increase in the girls’ indication of male family members as role models. After the GRS intervention, 11 percent of girls agreed that they viewed their father as a role model, and 10 percent of girls indicated that they viewed their brother as a role model. Nearly 20 percent more identified their Skillz Coach as a role model.

FY12 Results

The participants for the Pre and Post were randomly selected, a representative sample of 308 graduates who completed the 17-item Pre and Post survey. Overall, participants’ scores increased from 57 percent to 77 percent (20 percentage increase) from Pre- to Post-intervention (see Figure 7), with similar levels of improvement for boys and girls (see Figure 8).

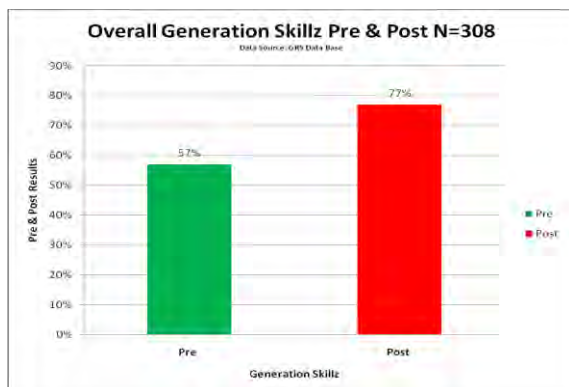


Figure 7: Overall Generation Skillz Pre and Post Results.

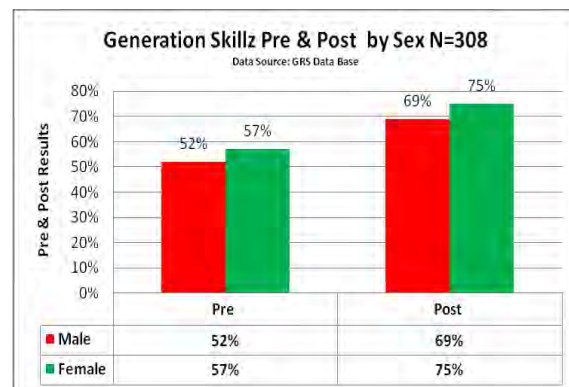


Figure 8: Pre and Post Results by Sex

Challenges and Lessons Learned

We have faced several challenges in monitoring and evaluation over the course of the NPI Project.

1. Data Review

Data accuracy and timeliness in the submission of data from the sites to the headquarters office was poor. Therefore, GRS developed a review process to be carried out at the site level by senior staff.

2. Pre and Post Survey Planning and Administration

GRS has worked with sites to ensure that Pre and Post surveys are planned and executed with a pre-determined 10% sample size. The M&E team is proud to have found improvement in site-level planning for the implementation of the Pre and Post survey. All site level M&E staff has been trained on how to implement the Pre and Post during the M&E training, so this should continue to improve. One challenge that the M&E team continues to address is ensuring that sites collect both Pre and Post data, not just one or the other.

3. Data Duplication

Another challenge GRS faced was data quality in regards to duplicate records. GRS discovered several records, which were duplicated in our data management system. The two main reasons for this issue were data that was uploaded twice due to data capturing errors at the site level and graduates who were in the system more than once because of repeated participation in Skillz programs during the same implementation period. This first issue was overcome by further M&E training, which took place in the first quarter of FY11. The second issue was more difficult to address and had various causes, including Skillz Holiday Camps repeated use of similar locations and the incompatibility of partner program's systems with GRS' M&E system. Steps, such as implementing Skillz Holiday Camps in new communities, have been taken to address this issue.

4. Participant's understanding of the Pre and Post questions.

Recognizing that a primary reason sites do not carry out Pre and Post surveys is because their participants do not understand the questions, the M&E team is considering translating the surveys into vernacular languages. Additionally, the M&E team is currently in the process of reviewing its M&E tools, including the Pre and Post survey, to determine ways to improve the reported data.

In October 2011 the M&E team hosted Dr. Cynthia Gomez, contracted by GRS' Global office, to review GRS South Africa's M&E systems and processes. In January 2012, GRS piloted the new Pre and Post questionnaire with adjusted questions, a visual scale, and a new implementing process that will continue to be streamlined as the first and last activity of the Skillz curriculum. The GRS M&E team believes that this updated process will improve the quantity and quality of evaluation data reported by the sites.

Dissemination of Results

1. GRS presented the Generation Skillz Poster at the Basic Education Conference hosted in Durban, April 2010.
2. The Skillz Street Poster will be presented at the AIDS International Conference, hosted in Washington, DC in July 2012.
3. The Generation Skillz Poster will be presented at the AIDS International Conference, hosted in Washington, DC in July 2012.

VI. Budget and Finance and Grants Management

Overview

Grassroot Soccer's budget for the three year span from December 2008 to March 2012 was \$4,589,586.00. GRS utilized a total of \$4,589,586.00 representing 100% of the total budget. The Cooperative Agreement ended March 2012. This translates into an average monthly burn rate of \$114,739.65.

Total Cost Share achieved by GRS is for the total grant period is \$6,673,572.42 and more than the contractually agreed budget of \$6,284,891.

Finance and Grants Management

Support visits were made to GRS field offices on three different occasions to deliver training and capacity building to field office staff throughout the three year grant period.

Grassroot Soccer recruited a sub grantee (Mpilonhle) in 2010 an NGO based in Kwazulu Natal for an award for the year to 30th September 2011. In November 2011 we finalized the process by conducting an audit as well as close out process, all documentation have been submitted

FY 2011 audit is still in progress pending on quality review and final decision from the auditors. All significant findings identified in the FY 2010 previous audit have been closed.

As evidenced by the score from the OCA and TOCA, significant progress was made over the three-year span. The organization proved to be fully functioning with a high capacity to develop and apply financial policies and procedures. Likewise, quality financial systems are in place, all of which are known and understood by staff.

Accomplishments and Challenges

The NPI Grant enabled Grassroot Soccer to make the following substantial improvements:

- Grassroot Soccer managed to hire additional professional staff to help and support the program's financial planning, reporting and also enhancing the capacity of existing staff to ensure improved compliance of the organization and its partners are met.
- The robust accounting system that continues to track costs and manage awards more efficiently, to improve the timing and delivery of financial information for program management decision making.

VII. Other Issues

Sustainability and Organizational Transition

The NPI grant and extension period funded and directed a large organizational transformation within Grassroot Soccer and Grassroot Soccer South Africa.

At the heart of that transition was the evolution of Grassroot Soccer South Africa from the operations of an international NGO registered in South Africa into an independent affiliate with a South African Board and strong South African leadership. At the same time the on-the-ground capacity of each GRS SA site was strengthened immensely as local staff and volunteers delivered, evaluated and improved up the delivery of the Skillz Curriculum within the Football for an HIV Free Generation Framework.

At the board level GRS SA has deeply engaged the support of the GRS Global board while developing a strong and diverse local board to ensure further growth at similar scale. Grassroot Soccer is confident that it will be able to sustain the growth rate that the NPI grant fuelled by being an attractive partner to the USG and others going forward.

Management and Staffing

Over the period of the grant Grassroot Soccer worked closely with the USAID activity manager to ensure that the required staffing was constantly available. The technical assistance of the TA provider guided a process of transformation that began in 2009, transforming a largely expatriate senior staff compliment into one that is 90% South African. Site level staff has been developed to take on larger portions of responsibility and head senior staff structures have evolved to support the capacity developed to deliver at the scale GRS currently operates at. At the completion of the grant GRS is poised to continue improving and evolving its staff structure without having to lay off any staff.

Capacity Building

As is outlined in the M & E section GRS programming grew from 5000 graduates a year at the outset of the NPI in FY 09 to over 40 000 graduates a year by FY 12. The organizational capacity support from AED/FHI 360 over

this period saw thorough structural development in the head quarters and sites to ensure unqualified audits and professionally run administration; the technical capacity support ensured a stronger gender focus and the M & E assistance resulted in GRS' routine data quality assessments underpinning the careful data collection and analysis GRS does through Salesforce.

Coordination with In/out-country Team and Host government, Local partners

F4 was designed from the outset to leverage the unique opportunity of NPI funding and technical support with the national focus on the 2010 FIFA World Cup. In this respect the partnership was hugely successful allowing GRS to build strong multi-stakeholder relationships in each of the local municipalities in which it operates.

At the national level GRS has been active in the Sport and Entertainment Sector of SANAC as well as with Sport and Recreation South Africa and the Departments of Basic Education and Health. A stronger relationship with the Department of Social Development is underway going forward and GRS has developed a good reputation for youth focused work that engages with youth as partners as well as beneficiaries. Lessons learned through the NPI partnership have led to adopted recommendations in both the South African National HIV, TB & STI plan and the South African Sports Plan.

An integral part of GRS' growth over the grant is the development of referral networks and systems that have relied on multiple partnerships across our sites. These have included both local government and NGOs. To this end the PEPFAR liaisons in the provincial South African Department of Health offices have been invaluable.

Partner	Type	SA Province	Contribution to Skillz/Programme
African Broadcast Media Partnership	Private	Country-wide	Strategic partner. Media campaign.
Avusa Education	Private	Country-wide	Strategic partner. Materials development and distribution
Castrol	Private	Country-wide	Cost-share (funding)
City Lads	Private	Eastern Cape	Implementing Partner (Professional Women's team trained as Skillz Coaches)
De Beers	Private	Northern Cape, Limpopo	Cost-share (funding)
Departments of Education and Health	Govt	Western Cape	Delivery of Peer Education programme in 16 Schools, in the Eastern District, Western Cape.
		Country-wide	Strategic partners in gaining access to schools, linking with health services and organisations, and in ensuring long-term sustainability

Football For Hope (FIFA and streetfootballworld)	Private	Western Cape Eastern Cape	Cost share (funding, exposure, incentives, and infrastructure)
Football Foundation	NGO	Western Cape	Implementing partner
Ford Foundation	NGO	Country-wide	Cost share (funding)
Hope in Richmond	FBO	Northern Cape	Implementing partner
Laureus Sport for Good Foundation	NGO	Country-wide	Cost-share (funding)
loveLife	NGO	Country-wide	Strategic partner and IEC materials content support
Nike	Private	Country-wide	Cost-share (commodities, funding, and incentives)
Mpilonhle	NGO	Kwazulu-Natal	Implementing partner
National Association of Child Care Workers	NGO	Eastern Cape	Implementing partner
Peace Corps South Africa	Govt	Country-wide	Implementing Partner
Pediatric AIDS Treatment Africa and One to One Children's Fund	Private	Eastern Cape	Cost Share (funding for testing events). Executing partners for HCT and ART services.
Rio Tinto	Private	Country-wide	Cost-share (funding)
Salesforce.com Foundation	Private	Country-wide	Cost-share (online M&E database)
Society for Family Health	NGO	Country-wide	Executing partner for Skillz Tournaments through HCT and referral services.
Sonke Gender Justice	NGO	Country-wide	Implementing partner and material development
Sony	Private	Country-wide	Cost-share (testing tournaments and incentives)
The South African Football Players Union	Private	Country-wide	Strategic partner. Access and involvement with professional players.
Ubuntu Education Fund	NGO	Eastern Cape	Executing partner for HCT and ART referral services and OVC support.
Umzi Wethu	NGO	Eastern Cape	Implementing partner
UNAIDS	Multilateral	Country-wide	Strategic partner. Cost Share (funding and curriculum development).
World Health Organisation	Multilateral	Country-wide	Cost Share (funding and curriculum development)
Youth AIDS	NGO	Western Cape	Implementing partner

VIII. Success Stories

The following stories represent a compilation of individuals whose lives were impacted through NPI.

Progress towards a Teaching Degree

A follow-up on GRS Coach Bonisiwe Luthuli
Soweto

Coach Bonisiwe continues to shine in her second year with Grassroot Soccer. She is currently delivering all three GRS curricula—Skillz 1.1, Generation Skillz, and Skillz Street—while making significant progress towards her teaching degree from UNISA. She is a model GRS coach.

Bonisiwe loves implementing the three GRS programs simultaneously because she enjoys seeing the ways in which the sessions interlink. She benefits personally from the programs and continues to practice the healthy behavior GRS espouses. She explains, “GRS trains us for our own lives. What we preach we actually live.” She works hard every day to be the best coach possible, for Bonisiwe believes, “Everything around can be a challenge, but if you have that positive mindset of tackling things, you’re going to have a way out...so that you reach where you want to reach. You’ve got to be determined.”



Coach Bonisiwe’s determination to build on her GRS experience by becoming a certified teacher remains strong. She is currently finishing her first year at UNISA, studying early childhood learning, teaching methods, and classroom management. Between GRS sessions, Bonisiwe sneaks off to the library to study for several hours. She takes a taxi into Johannesburg most afternoons (up to two hours round trip) to attend her classes, often staying well into the night in order to study or meet with her classmates.

Bonisiwe still needs to complete three more years of schooling. Once certified, she hopes to work in a disadvantaged primary school where she can make a significant impact: “Eventually, I will be employed as a teacher somewhere. I would love to be based...where I can really make a difference—not where everything is there, organized. I want to go to a school where there still needs to be much development—where I can really...implement the things I have learned. I would love a challenge like that.”

Bonisiwe is using the stipend she receives as a GRS coach to support her studies. She reflects on her time with GRS: “Our presence...is really helpful and is meeting our society’s needs. It is helping the parents at home, families, teachers at school. I feel very proud to be part of the program. We do so much...I know that I am very important to someone’s life... At the end of the day, we are really ‘MAD’—making a difference.”

Serving the Community Beyond GRS

A follow-up story on Takalani Mudau
Soweto

Takalani Mudau was recruited among the first Grassroot Soccer Soweto coaches, serving from November 2009 through April 2011. She loved her time as a coach and feels she gained greatly from the experience. Her favorite part was acting as a leader and positive role model for children that looked up to her. TK explains, “I really enjoyed my time with GRS because I had experienced a lot of things related to HIV. My mom had died of HIV. I was very impressed with myself—that I was able to facilitate life skills classes and make a difference. We really made a difference.”

In April 2011, TK felt she needed to move on from GRS Soweto to gain full employment: “I didn’t leave GRS because I wanted to, but as you know we were getting a stipend [working as a volunteer]. I had to leave because I had responsibilities.” She became an administrative assistant at the Joburg Market, the fourth largest market in the world. The Joburg FoodBank, a non-profit organization established by the market, aims to provide for the basic needs of those affected by or infected with HIV/AIDS. TK feels proud that she continues to devote herself to helping her community: “[At Joburg Market] we make a difference also, delivering made food to orphanages, daycares, and centers...It’s similar to GRS that way.”

In the future, TK dreams of opening an orphanage to care for children in her community: “There are most of children living in streets, who are orphans. I’m willing to open homes to help them.” Grassroot Soccer is proud to see Takalani continuing her efforts to serve her community for positive change, in true GRS fashion.

Constantly Moving Forward with Grassroot Soccer

A follow-up story on Andile Rafeni

Cape Town

Andile initially joined Grassroot Soccer because his friend was murdered for being HIV positive. He became determined to educate the community on HIV/AIDS and destigmatize the disease. Not only has Andile single-handedly reached thousands of participants, he has become infamous among the Grassroot Soccer family as being one of the most energetic and entertaining coaches we’ve ever had.

Throughout his years with GRS, Andile has received a great deal in return as well. “Once I joined Grassroot Soccer I felt much happier. I felt supported. I didn’t feel alone anymore...And I did become resilient.” With this support, his passion for Grassroot Soccer has only continued to grow. “I feel like I can do much more than I am doing now. There are still some people in deep trouble...We still have to walk a long way.” Andile continues to plan for the future of Grassroot Soccer. He has come to see his talent for performing and presenting flourish, and hopes to use it to engage the media with Grassroot Soccer. He even hopes to reach one of his major goals to create and host a Grassroot Soccer television show.

In his personal life, he has seen a change in the way his friends treat him and act with each other. “The friends I have now, they respect me because of Grassroot Soccer...They’re not even scared now to talk about drugs, sex, and HIV...they trust me.” Andile has become a Grassroot Soccer coach in all aspects of his life, and he will never stop working to reach more people. “I still wish to go a lot of miles.”

Learning Empathy

A follow-up story on Nelisa Zokaza

Cape Town

Nelisa Zokaza started with Grassroot Soccer in early 2009, as one of our first and youngest coaches in Cape Town. While she was only with us for a year, she feels as though the life skills and lessons she learned from Grassroot Soccer continued to stay very close to her. “Wherever I go to, whatever that I do, any job that I get, I engage the skills I learned here.” Now, as a 20 year-old wife and mother, she recalls her first few months with Grassroot Soccer fondly, and continues her story.

After Grassroot Soccer, Nelisa landed a job at a call centre where she advised clients on how to get out of debt. Nelisa felt that she used her facilitation skills and lessons from the GRS curricula every day in her new position. “People are more comfortable sitting with me, simply because I have that thing that I had with GRS, and it won’t go away.” She would also pass on the GRS messages to her clients to ‘Be Resilient’ and to use the ‘Three Skillz to Win’ (Know the game, build your team, make your move!) to help manage their lives.



The lessons she learned from Grassroot Soccer also positively impacted her personal life, and greatly changed the relationship she had with her family. Before Nelisa joined GRS, her family did not handle disagreements well, and would fight often without resolving their problems. “We used to look at each other, and say ‘you did this’ and ‘you did that’, but now, there’s no one saying that...I was the one who brought that environment.” Now, Nelisa’s family gets along with one another, and her parents and siblings recognize that Nelisa was the one to bring this change to their family. “My mother could say today, ‘Nelisa, when you were at GRS, there was something that was changing’...” Nelisa’s younger brother and sister look up to her and even continue to call her ‘Coach’. “My brother said to me, ‘I need to be a Skillz Coach also’.” Nelisa is very proud to raise her four year-old daughter, Mbali, in this environment.

Reflecting on her work at GRS, Nelisa feels that she learned an infinite amount of life skills from her time as a coach. She learned the importance of communication, teamwork, and resilience. But, above all, she thinks the most valuable thing she learned from GRS was empathy. Nelisa said she used to hear many impactful and moving stories from her participants at school. “Every time I used to go to a school, there was something changing in my life.”

Many of Nelisa’s participants grew up in a different environment than she did. Through her time at the schools, she heard about her participants’ hardships, and learned how to support them. “When I used to teach kids and they would tell me their stories, it felt like I was there with them at home in that moment, feeling that vibe with them, going through everything with them.” Through these touching experiences, Nelisa feels that her time with GRS helped her shape the type of person she strives to be and what she wants to do in the future. “GRS was the first place I worked, to engage with people...I still get that feeling that GRS is living with me, and it will never end.” Nelisa is determined to be a counselor and continue to support those in need.

Nomandi's Emotional Abuse

A Story by Grassroot Soccer Coach Tshepang Mokoena

Soweto

Tshepang had only been a Grassroot Soccer coach for 2 months when he met Nomandi*, a grade 7 student at Rutegang Primary. Nomandi was quiet in class. She first came to Tshepang's attention during Practice 6, "Our Stories." The practice gives participants a chance to share personal stories about how HIV has affected their lives. It builds on Practice 2, during which coaches share their "Coach's Story" about their own experiences with HIV.

The stories are always emotional and often difficult to share, Tshepang explains. After several students had taken their turns, Nomandi went to the front of the class. As soon as she began to speak, she burst into tears. Tshepang brought Nomandi outside to comfort her and, after she settled down, she told him the full story.

Nomandi had been living with her parents, grandparents, and cousins in White City, a community in Soweto. Her parents had a fight and both left the home. When her mother returned months later, she was 8 months pregnant. They settled back in together, but Nomandi still felt distanced from her mother. She often saw her mother visiting the clinic and returning with medicine, but her mother never opened up about the struggles she was going through.

One night, after the baby's birth, Nomandi was asleep in bed with her mother and the infant. In the middle of the night, Nomandi awoke to the bed shaking and her mother foaming at the mouth. Nomandi ran to get her grandparents and cousins but, by the time they arrived, the mother and baby had died.

After some time, Nomandi's grandmother sat with Nomandi and explained what had happened. Her mother lived a risky life, courting multiple sexual partners, and had contracted HIV. Nomandi later heard the same story from her father, who told her that her mother's infidelity was the reason he had separated from her. Her father, however, returned only for a brief period and Nomandi soon went back to living with her grandparents and cousins—which grew into a very unhappy situation for Nomandi.

Nomandi revealed to Tshepang that her extended family emotionally abuses her daily. They tell her repeatedly that she will meet the same fate as her mother—HIV positive and a prostitute. Nomandi is afraid of making mistakes for fear of how her extended family will criticize her. And yet, the family provides Nomandi with food and school fees. She feels unable to escape but is prepared to endure.

The story hit Tshepang hard. He recalled, "When she was telling me those things, I felt that my heart was broken. I didn't know what I could do." Tshepang and his coaching partners (Cleo and Lebo) began arriving earlier than usual for every intervention in order to have more time to spend with Nomandi and the other students. Tshepang would call on Nomandi during practices to involve her more in discussions. He also checked in with Nomandi after classes to see how she was doing. During one check-in, he suggested getting professional help. She agreed, as long as her family would not find out. Tshepang explained, "I feel like something more could be done."

Tshepang is currently working with Master Coach Tumi to connect Nomandi to services where she can get assistance. They are first pursuing the Thuthuzela Center, a Grassroot Soccer partner in Soweto. The center can provide Nomandi with counseling to address the emotional abuse she is facing and potentially follow up with the family. Tshepang and Tumi are also looking into the Foster Care program offered by the SA Department of

Social Services in the hopes of finding an entry point into Nomandi’s home life. They are working hard to ensure that she finds safety.

Tshepang feels he has been greatly affected by Nomandi’s story. “I was so emotional,” he said. “I was touched. It was the first time for me to hear a young girl tell me something like that. It is traumatizing for her and for me as well.” He realized that the situation was beyond his control—that he needed to seek out additional help. As a result, Tshepang now wishes to become more familiar with the social services available in Soweto. The encounter with Nomandi has also helped Tshepang think back on the struggles he has gone through in his past. He has begun to recognize the importance of facing these issues and is considering the of services he could access to help in this endeavor.

Tshepang is determined to help Nomandi address the emotional abuse she is experiencing. He hopes to remain in touch with her even after she finds the environment she deserves.

*Pseudonym used to maintain confidentiality

A Skillz Street Role Model

*A story about Grassroot Soccer Coach Duduzile “Brown” Ndlovu
Soweto*

Coach Brown could tell that Zikhona did not look happy at Thaba-Jabula Secondary School in Soweto on the first day of Skillz Street—a Grassroot Soccer program specifically designed for girls. When Brown approached Zikhona to lift her spirits, she found out that Zikhona was concerned about getting in trouble with her older sister for arriving home late. School representatives had told all eighth grade girls to attend the program, but Zikhona did not have money for transport and needed to travel a great distance to reach home. As Brown reassured Zikhona that everything would work out, Coach Annie divided the girls into teams and placed Zikhona on Brown’s team. According to Brown, the fortune of randomly being given Zikhona as a team participant was “one of those moments...one of those connections.”

From the start, Zikhona was very reserved. At the end of the first day, Coach Brown offered transport money from her own pocket to get home and encouraged Zikhona to consult with her sister about staying in the program, explaining that she valued Zikhona as a team member.

The following practice, Brown found Zikhona smiling, the first participant to arrive.

Since Coach Brown also lived far from the program, the two began to travel home together regularly. Although Zikhona said little during the initial practices, the travel times gave Coach Brown a chance to get to know Zikhona better. Zikhona opened up to Coach Brown about her home life, explaining that both of her parents had passed away. She lived with her older sister who needed to care for her own children and was dependent on government funding. Coach Brown reassured Zikhona that she was there for support whenever needed.



As the practices went along, Zikhona became more and more comfortable involving herself in discussions and activities. Coach Brown recalls: “The first time she started talking, I actually gave her a praise: ‘Wow, you have brilliant answers! You should start talking out more. I love what you are saying. You’re a great team player. Even though sometimes you do not talk, I think your answers are valuable to the team and they make the team stand out.’ After that, she became an outspoken person in the team, always giving suggestions and being part of the discussions.”

During the “Player Profile” activity of the fifth practice, participants had an opportunity to reflect on themselves as individuals, identifying their strengths and interests. Coach Brown found this activity to have played a central role in Zikhona’s development throughout the program, helping Zikhona become more in touch with herself. “That’s when her self-efficacy was built up,” says Brown.

Zikhona’s confidence also grew during the program’s Fair Play soccer matches. She told Brown that she enjoyed the Fair Play rules, which allowed participants to make their own rules and resolve their own conflicts. Brown was excited to see Zikhona volunteer to be team captain during one of the final practices, which Brown felt to be a reflection of Zikhona’s growing pride in participation.

Coach Brown clearly remembers a comment Zikhona made towards the end of the program: “She told me something that really touched me. She said that whenever she comes to Skillz Street she feels so happy to see me because she sees me as a sister figure. I’m so loving, so caring. She doesn’t normally get a person that hugs her, a person that tells her she loves her, a person that teases her—just that small attention she needs. After she told me that, I realized that...I also saw her as a little sister because she looked up to me with everything she did.”

With her growing awareness of her position as a role model for Zikhona and her other participants, Coach Brown became more conscious of her own habits. She says, “There was a point whereby after she said she saw me as a sister figure, I decided I needed to implement certain changes in my life. If a person sees you as a mirror reflection, you shouldn’t let that person down.”

On Graduation Day, Zikhona gave Coach Brown a letter she had written. In the letter, Zikhona expressed her appreciation for Brown and promised that she would never forget the friendship they had built. They took pictures and Brown gave Zikhona her phone number, which Zikhona has used to call Brown even after the official end to the program.

Reflecting on Zikhona’s participation in Skillz Street, Coach Brown states, “I feel that I impacted her a lot because Skillz Street is all about self-efficacy building. As she was a shy person, she developed her ability to be confident and talk out loud....From the beginning, she wasn’t keen on joining the program...but she stayed from the first day through the last day. She was never absent. I think Grassroot Soccer played a major role in her life.”

Brown too will never forget Zikhona: “The connection with both my [Skillz Street] teams was a phenomenal experience...but Zikhona stood out the most...I actually felt as though even though I can’t make everyone happy and touch everyone’s lives, there is someone out there that is going to appreciate the work that I do and see me as a role model figure...Whenever I think about Skillz Street, remembering her innocent smile and laughter just lightens up my life.”

How has GRS changed me personally?

A Story by Grassroot Soccer Coach Lunathi

Port Elizabeth

One of the girls from our Skillz Program, Lunathi, came to me and she said that she wanted to tell me something that she hadn't told anyone before. When she spoke to me she was crying. She said her mother and sister didn't know what she was about to tell me, but she felt close to me and she was willing to tell me her story. She told me that she had been sexually abused by her uncle. She said that it had been happening since she was 8 years old. She is now 12. Her uncle has been telling her not to tell anyone because something bad could happen to her family if she did. Her uncle is a policeman and has a gun. When he is raping her he takes her out of her bedroom to the kitchen or bedroom and when she cries he tells her she must be quiet so she doesn't wake anyone.

Last year he stopped raping her, but this year she saw him raping her sister who is 14. He would call her sister outside of her room and rape her in the kitchen. His wife, the girls' aunt, didn't see anything. The uncle would just say that he had asked the sister to go get something. Luthani didn't ask for help or anything at first, but the teacher at school noticed something was going on. She noticed that Luthani had blisters around her mouth and that she came to school a little out of it. At first her sister denied that her uncle had been raping her, but when Luthani told her that she had seen it and that it had happened to her, her sister also told the teacher and me. He rapes them during the school holidays. The mother would send the two girls to stay with him because she didn't know what was going on. Their uncle never used a condom. They asked me to do something about it because they were afraid for their younger sister who is 8 years old.

Their biggest fear was telling their mom because she didn't know. We told Nowie and Titie and went to Pumeza to try and get help for these girls. We agreed to follow through because these awful events have the potential to affect these girls for the rest of their lives. We went to Ubuntu to try and get help. In particular, we wanted to get help with facing the mother because we didn't know how she would react. We went to Enkuselweni center and spoke with Carol who had student counselors but she couldn't refer them because they were students. She gave us advice for how to help the sisters confront their mother. We picked up the girls from school and brought them home. The girls explained to their mother everything that their uncle had done. Surprisingly she didn't react the way we thought she would. She was very supportive and she said that she loved them and believed them. She wanted us to act immediately and wanted all of us to open a case.

The kids were transferred to Uitenhage Help Center where they received counseling. They stayed there for about a month and received clinical assessment. After that they came back and a case was opened with private investigators. The case is still under investigation. The kids have been tested and the results came back positive that they had been raped. Their HIV test results have not come back yet, but we are concerned, especially because Lunathi has blisters and has been raped repeatedly over the last 4 years. I am afraid for my life because I have never met the uncle before and he is a cop. But I have to go through with this because this is these girls' lives at stake.

I never thought that I would be willing to help a person in a case like this. But this showed me that I am not the only one who has problems. Kids who are so much younger than me have problems that are even greater and it showed me that I should open my heart to these kids to help them even if it may put my life at risk. By joining GRS I've learned that there are problems out there that are much greater than my own and I've always seen these things happening on TV but I never thought I would be part of it as well. I know now that any challenge that comes my way, I can be a part of and face it head on to help find a solution.

Inspired by Grassroot Soccer

A story from Kimberley's program intern-Trevor Prophet

Kimberly

At GRS, coaches enjoy being a Skillz Coach because for them, as a Skillz Coach, they see themselves as role models in the community and they enjoy that they have the ability to change or to make a difference in someone's life. Like most coaches, Trevor Prophet sees himself as one of these leaders, "I'm something like a role model for the kids I think. Because when I talk, all the time, they listen to me, because I protect them by educating them, so it's like they look up to me."

Throughout the past six months coaches have had powerful conversations with participants. Some of the most powerful have dealt with the way in which HIV is spread, a participant revealing her status to her coach and realizing that Skillz – what GRS is teaching – matters.

"It's all about making a change and a difference in people's life, and accepting that they have different flaws, but not to change them, but to acknowledge and also accept them for who they are," Trevor says.

Trevor has also noticed changes in their participants over the past six months. Some of the coaches, like Trevor, had participants for Skillz 1.1 last year and they are seeing them again this year in Generation Skillz. "When you're with them for Skillz 1.1 and then again in Generation Skillz, you can see them remembering and growing from years before. They bring old information that they did in 1.1 but also they bring new information containing HIV." Trevor and his fellow coaches have also seen that participants still know that abstinence is the best and most effective way to prevent HIV, participants remember what they learned in 1.1 and participants ask new questions that force the coach to go to research and find the answer. "Sometimes they ask questions that challenge you as a coach to make proper research as to things that you've never heard about HIV and AIDS, so I'm always learning too."

Coaches have seen change in Kimberley too. The biggest change they notice is that people in the community know and recognize the t-shirt – they know that the yellow t-shirt is for GRS and that the people who wear the yellow t-shirt are positive role models. "I don't just wear the t-shirt because it's just a t-shirt. It carries a message that Grassroot Soccer matters to the community a lot. I've always been a motivational speaker, to towards youth. But with the Skillz help, I know how to start a conversation, I know when to back off, I know when to trust and how handle myself and it has lead me to become a role model for the kids in this community. I do have also my private life besides Grassroots but I know when it's time for me to work and to, to wear that t-shirt. I wear it proudly to say that I'm going to make a difference in the community."

Not only does Trevor strongly believe in the power of GRS for the children within its programs, but he is excited and proud to be a part of the GRS family. "It has changed my life completely to the way I live because I've got a solid schedule. I know that Monday morning I have somewhere important to be. I know that my presentation is going to be very meaningful. I might be able to save one child's, one student's life. At the time you never know. Being there for them means a lot to me. And it's a privilege for me to be able to say that I've found a family within GRS. It's so emotional. It means so much to me because it's so different. From the management down to all the coaches, it is evident that people of GRS put their lives, their problems aside to make this organization possible. We lift it up, we fight, we struggle, we do a lot of things, we sometimes clash, but we always come back, and when we come back, we come back strongly."

APPENDIX A PEPFAR Indicators by Year (Targets vs. Actual)
M&E Table of PEPFAR Indicators

PEPFAR Essential/ Reported Indicators	NPI Final Report October 1, 2008 – March 31, 2012	FY2009 Target	Achieved during FY2009	FY2010 Target	Achieved during FY2010	FY2011 Target	Achieved during FY2011	FY2012 Target	Achieved during FY2012	Target for life of the Program	Achieved during life of the program
PREVENTION Sub Area 8: Sexual and Other Risk Prevention	P8.1.D Number of the targeted population reached with individual and/or small group level prevention interventions that are based on evidence and/or meet minimum standards requirements.	4,000	5,407	26,000	27,129	50,000	44,319	5,000	10,763 ⁶	85,000 ⁷	87,618
	P8.2.D Number of the targeted population reached with small group level prevention interventions that are primarily focused on abstinence and/or being faithful, and are based on evidence and/or meet minimum standards requirements.	4,000	5,407	26,000	27,129	50,000	44,319	5,000	10,763	85,000	87,618
	Female	2,000	2,453	13,000	12,998	25,000	22,406	2,500	6,006	42,500	43,863
	Male	2,000	2,345	13,000	14,123	25,000	21,913	2,500	4,757	42,500	43,138
	Unknown	N/A	609	N/A	8	N/A	0	N/A	0	N/A	617
HEALTH SYSTEMS STRENGTHENING Sub Area 2: Human Resources for Health	H2.2.D Number of community health and para-social workers who successfully completed a pre-service training program	150	211	180	286	180	298	80	88	886 ⁸	883
	Female	75	98	80	132	80	145	40	46	443	421
	Male	75	113	100	154	100	153	40	42	443	462

⁶ A total of 5,565 children graduated from GRS prevention programs in schools around South Africa during the period. A further 5,198 were reported to the USAIDS PIMS system as graduates of programming begun under the previous reporting period but who completed programs in FY 12.

⁷ The initial target of the NPI grant was 80,000. The extension, granted through the 31st of March 2012, included an addition of a primary target of 5,000.

⁸ The initial target includes the training of teachers, which GRS stopped doing.

M&E Table of Total Indicators (both PEPFAR and non-PEPFAR)

Program area (e.g. OVC etc.) or Strategic Objective (SO)	NPI Final Report October 1, 2008 – March 31, 2012	Target for life of the program	Achieved during life of the program
Prevention: A/B	(PEPFAR 2.1) Number of individuals reached through community outreach that promotes HIV/AIDS prevention through abstinence and/or being faithful	85,000	87,618
	Female	42,500	43,863
	Male	42,500	43,138
	Unknown	N/A	617
	(PEPFAR 2.2) Number of individuals trained to promote HIV/AIDS prevention programs that promote abstinence and/or being faithful	886	883
VCT	(PEPFAR 9.4) Number of individuals who received counseling and testing for HIV and received their test results	5,500	8,483
	Female	2,750	3,979
	Male	2,750	4,500
	Unknown	N/A	4
Other	(PEPFAR 14.5) Number of individuals trained in stigma and discrimination reduction	709	883
Non-PEPFAR	(Non-PEPFAR) Number of Skillz magazines distributed	6,160,000	4,200,000 ⁹
	(Non-PEPFAR) Number of schools where interventions are delivered	250	2,678
	(Non-PEPFAR) Average post score on knowledge, attitudes, and communication questionnaire	80%	72%

⁹ At the end of FY2010 GRS stopped publishing and distributing Skillz magazines. GRS, instead, began creating and distributing programme specific Skillz workbooks .