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## **Swale Women Empowering Women (SWEW)**

### **Evaluation Report**

Marcela Tovar-Restrepo and Carlos J Moreno Leguizamon

London, September 30, 2015

Dear Director  
**Christine Locke**  
Diversity House  
Sittingbourne, Kent  
ME10 4BX

Please find attached the evaluation report of the SWEW project. We hope you will find the report useful for your future decisions. We also expect that the report will be of interest in relation to the strategy of Diversity House (DH).

It has been a very satisfying and interesting experience to perform this task and we are thankful for the opportunity.

Sincerely yours,

Marcela Tovar-Restrepo

Carlos J Moreno Leguizamon

## ACRONYMS

DH	Diversity House
SWEW	Swale Women Empowering Women
CVS	Swale Council for Voluntary Services
UK	United Kingdom

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## EXECUTIVE SUMMARY

Diversity House (DH) SWEW is a £221,677 Big Lottery three years funded project from 1st December 2012 to 1st December 2015. The project aimed to improve the life chances of women in this area by providing opportunities for enterprise, employment, new skills and community engagement. The SWEW project envisioned the achievement of four outcomes with corresponding outputs and indicators. The outcomes sought to demonstrate that disadvantaged women in Swale would i) have increased self-esteem and confidence; ii) have increased opportunities for community engagement; iii) have improved psychological and physical well-being to help decisions making to improve quality of life whilst impacting positively those around them; and iv) have increased demonstrable entrepreneurial and employability skills.

The project carried out around 92 activities in the first years of activities and benefitted around 6,506 people mainly women. DH together with the Canterbury Church University monitored and evaluated the project during its implementation producing seven different reports. The project's and DH's resources were efficiently utilized by the beneficiaries, including DH contacts and previous relations with key community partners. The relative value for money was deemed satisfactory. Quantitative goals were surpassed. Qualitative goals were achieved by a comprehensive approach to women's empowerment. SWEW addressed women's individual empowerment as an outcome and a process, taking into account its social and community dimensions. Literature research and consulting women's voice were central elements for the project. These illustrated the complexity of the empowerment process in terms of content, variables and timeframe. A main key finding among women from Swale, who were involved in the project, was to voice, define and target psychological and economic empowerment aspects to enhance their autonomy. The project did embrace this finding, implementing activities to respond to their needs, interests and expectations.

Furthermore, SWEW enabled DH to position itself as crucial stakeholder whose capacity building and network activities greatly contributed to women's and community's empowerment and prosperity. DH staff was also empowered by acquiring management skills and sharing experiences with other women. Lessons learnt and recommendations emerged from this project show clear ways forward for DH to improve its performance in the future, and continue its own institutional development by applying innovative conceptual and methodological frameworks such as Learning Alliance and intersectionality as DH has done in the past.

Some key recommendations are made to DH in terms of project formulation, implementing procedures and evaluation process. A SWEW second phase is highly desirable to reach its full impact and guarantee its long-term sustainability. It is necessary to consolidate initiated processes with women who for example started new business or were seeking to enter the labour market. It would also be apposite to incorporate girls and young women from diverse social groups in order to identify their own needs and interests. Furthermore, a continuing process can also support DH to grow and strengthen its institutional development by building on its previous



## **1. Antecedents - Project Background:**

Since 2008 DH has acted as a charity dedicated to identify the needs of the most vulnerable groups in the Swale area as recognized by the pre and post equality act of 2010. As a result between 2009 and 2011 DH implemented one of its first mid-size scale projects focused on assessing and improving the Black and Minority Ethnic groups (BME) community's health needs from the perspective of both service users and service providers. The project demonstrated that although DH have had a very effective impact among some BME communities, it lacked recognition of the particular needs of the women who participated in the project. Thus, in 2010 DH initiated a series of participatory activities particularly with women creating a first phase called "Swale Women Empowering Women for Leadership." The Kent County Council and Lloyds TSB Charity Foundation supported this first phase that lasted up to December of 2012 when the Big Lottery started to support the project to be assessed here. Under the Big Lottery Support the project adopted the name of Swale Women Empowering Women" (SWEW) and this continued from December 2012 to November 2015.

The initial needs identified by DH as the local context and rational for the SWEW project were focused on i) low income and unemployment opportunities affecting women; ii) lack of appropriate skills and education iii) peripheral location in relation to London; and finally, iv) household obligations such as caring roles for children and other members of the family, limited childcare facilities and lack of home or part time jobs. Thus it was an early assumption of the project that these identified needs were affecting women's wellbeing and empowerment.

Briefly comparing those local needs with the South East and Great Britain according to Nomis (2015) (official labour market statistics) between April 2014 and March 2015 the unemployment percentage of Swale was 5.9% for all those economically active in comparison with the 4.6% from the South East and 6% from Great Britain. Furthermore disaggregating those percentages in unemployment for males and females the statistics show an unknown percentage for Swale in comparison with the 4% for males and 5.2% for females in the South East and 6.1% for males and 5.8% for females in Great Britain. Nevertheless given the southeast percentages for women it is highly likely that Swale has a high percentage of women without work. This gives credence to the work of the SWEW project.

Similarly regarding education according to the National Office for Statistics in its latest update (2013) out of all 108,539 (100%) Swale local residents, 82,764 (76.2%) are below level 4 that is the point of a minimum degree (BA, BSc), Professional Qualification (Teaching, Nursing, Accountancy), Higher Degree (MA, PhD, PGCE), NVQ Level 4-5, HNC, HND, RSA Higher Diploma or BTEC Higher level. Hence comparing the percentage of Swale with that of the South East (64.8%) or England (66.8%), the Swale one is still higher (76.2%). In the same way when comparing the local context concerning people who at the time of the 2011 Census provided unpaid care for 1 to 50 hours a week, Swale (10.5%) is slightly higher than

the South East (9.8%) and England (10.2%). Again the SWEW project appear to have targeted significant needs here, although unfortunately the national census does not compare educational or unpaid care differences by gender.

Besides the local needs identified, the SWEW project aimed to address isolation and improve the life chances of women in this area by providing opportunities for enterprise, employment, new skills and community engagement. In order to meet the general aim, the SWEW project envisioned the achievement of four outcomes with the corresponding outputs and indicators. The outcomes sought to demonstrate that by the end of the project disadvantaged women in Swale will: i) have increased self-esteem and confidence; ii) have increased opportunities for community engagement; iii) have improved psychological and physical well-being to make decisions to improve quality of life impacting positively those around them; and iv) have increased demonstrable entrepreneurial and employability skills.

The remaining part of this evaluation report discusses the standard criteria proposed internationally for social evaluations of projects of this kind: relevance, efficiency, effectiveness, and impact and sustainability. Assessment details concerning these criteria are now provided in order to provide a comprehensive picture of the current and long term achievements of the SWEW project.



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## 2. Evaluation Purpose:

Clearly, the main results in terms of outcomes and potential impacts of the project need to be evaluated exhaustively vis-à-vis project aims. The funders in particular are interested in knowing how DH could continue and expand the current work done under SWEW for such deprived area as some areas of Swale. Thus the purpose of this evaluation was to identify the actual and potential changes the project has created in the lives of the main beneficiaries of the project: women. Thus, as per the Terms of Reference (ToR) (annex 1) this evaluation will address the gender components of the project at the individual, community, and national level from the angles of participation and empowerment and from the perspectives of the women who participated in the project, DH the implementer and other stakeholders.

Issues to be covered by the evaluation

What are the main results (outcomes and impacts) in the overall situation of the project?

Is the project likely to lead to longer term sustainable funding?

Is the Learning Alliance approach used by the project adequate?

Has the project been implemented efficiently and effectively adding value for money?

Has the potential impact led to any community benefit?



### 3. Evaluation Methodology:

This evaluation is based on the following set of methodological tasks:

- Formulation and agreement of ToR
- Participation of the Annual Meeting of DH
- Review and analysis of the SWEW project document (logical frame, aim, outcomes and activities)
- Review and analysis of the five monitoring reports conducted by the Sociology Programme, Canterbury Christ Church University
- Review and analysis of annual reports (2012-2013), (2013-2014) and (till September 2015).
- Discussions with DH implementing team
- Two field visits to DH and 3 interviews with beneficiaries
- Survey with 10 key external stakeholders
- Analysis and transcript of parts of the SWEW project video



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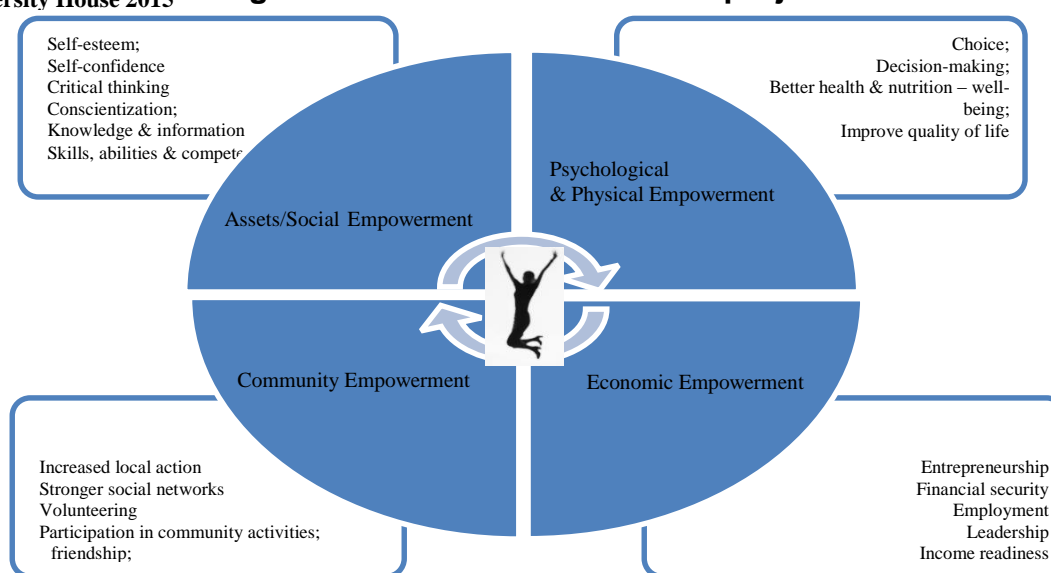
## 4. Project Relevance

Understanding that the relevance of a project relates primarily to its design and concerns the extent to which its stated objectives correctly address the identified problems and needs of the women beneficiaries and other stakeholders. It is clear that the project was designed taking into account women's voiced needs. Its aims, outputs and outcomes as presented in the logical model reflect women's concerns. DH (2012:4-5) reports conducting several participatory consultations with women (as individuals and in groups) and representatives from several faith communities and organisations, where women expressed their needs in relation to: i) employability and leadership skills; ii) health and well-being; and iii) community engagement and participation. This can be summarized in a telling sentence as presented in one of the reports "the need to have a safe haven where women can meet and support one another in addressing their concerns and achieving their life goals".

From the evaluation perspective, it is clear that the project correctly addressed practical gender needs and strategic gender interests<sup>1</sup> by responding to women's perceived needs; while challenging women's traditional roles and improving their condition and access to control resources and empower them economically and in decision-making attitudes. Two graphics display by DH in its offices show the most hypothetical approach the project took on one hand, and on the other, the most practical.

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**Fig 1: The Vision for the SWEW project**



<sup>1</sup> As defined by Moser, C. (1993:230) *Practical gender needs* are the needs of women or men that relate to responsibilities and tasks associated with their traditional gender roles or to immediate perceived necessity. Responding to practical needs can improve quality of life but does not challenge gender divisions or men's and women's position in society. Practical needs generally involve issues of condition or access. *Strategic gender interests* concern the position of women and men in relation to each other in a given society. Strategic interests may involve decision-making power or control over resources. Addressing strategic gender interests assists women and men to achieve greater equality and to change existing gender roles and stereotypes. Gender interests generally involve issues of position, control, and power.

**Fig 2: The Logical Model**

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A second component significant to assess the relevance of a project relates to its methodology. . Figure 2 demonstrates an attempt to develop a logical model for the project. In this context, the planning and design of the SWEW project appears relevant particularly about vulnerable women in a deprive area of Swale. As the Council itself in one of its report states “Swale is positioned within the most deprived 35% of local authorities nationally” (2008). However at the level of some monitoring tools used there are some observations:

- Although the SWEW project has made a serious efforts to document and evaluate most of the activities completed (outputs) as demonstrated by the five reports of Canterbury Christ Church University some lack a proper differentiation between before and after in order to capture the changes perceived in general by the women participants. Out of 25 methodological tools that were developed by the project only 7 focused on the before and after but in relation to specific events and in not in overall participation in the project. So it was the elaboration of a project baseline to observe the level from which the project was starting. Most of the evaluations were done post factum, which is good, but lack at strong contrast with the baseline. The last test point is significant at the moment of identifying impact(s). Having said this Annex 2 has a collection of notes and letters written by various women acknowledging, in a very anecdotal way, changes experienced in their lives in the short life of the project at various levels from being able to speak in public to gaining employment with Unicef.

- The logical model used by the project (figure 2) is clear and simple and no doubt helped DH to keep focused on the delivery of the four outcomes. However, the various documents reporting data on completion of activities (outputs) lack clarity in terms of indicators. The lack of coordination between the data collected by the University and DH data in relation to monitor and evaluation of activities undoubtedly demonstrates that the SWEW project did not attempt to set a proper monitoring and evaluation system from the very beginning of the project. This is a common failure of project implementation (Moreno-Leguizamon and Spigner, 2010).

Complimentarily and coherence with other related activities implemented by DH as the third component to evaluate the relevance of the SWEW project, demonstrate that this project is contributing to the mission of this charity which is to contribute to reduce inequalities of vulnerable groups in the UK as outlined by the equality act.

## **5. Efficiency:**

The evaluation criterion of efficiency answers the question: “Were things done right?” The various assessment tools here include: quantitative, qualitative and timeliness of results achieved. This includes the aspect of value-for-money as well as some managerial aspects of the project. In this context this part of the report is focused on the assessment of the four outcomes rather than the activities completed (outputs) of the SWEW project. The literature on evaluation (Moreno-Leguizamon and Spigner, 2010) recommends outcome and impact evaluation because these two type of results allow the detection of potential change, change, and long term sustainability.

For a perusal of the detail activities (outputs) completed by DH under the SWEW project some tables are provided in annexes 3 and 4 of this report. In the case of the SWEW project one broad conclusion of this evaluation is that without any doubt DH has implemented many valuable activities for women and some men under the SWEW project that go beyond the managerial and, up to certain extent, capacity of this Charity. This should be commended. It is in this context that it is important to know whether I these activities have generated changes, what are these and what their potential long term will be.



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## The Four Outcomes

Table 1: below shows the outcome 1 of the SWEW project with indicators and achievements.

Outcome 1: women reporting improved confidence and self-esteem		
Outputs (activities completed)	Indicators	Achievements
Conversation club, ESOLS, young people on benefit workshops, MOAC	# of women reporting improved confidence and self esteem	The target sought was around 20 women per year. The annual reports state that 282 women benefited from all these activities during the time of the project up to September 2015.
Volunteering, work placement and training	# of women engaging in volunteering or employment	The target sought was around 30 women per year. The annual reports state that 242 women benefited from all these activities during the time of the project up to September 2015.
Mentoring and coaching, job search club, work club	# of women feeling more confident and making informed decisions about employment	The target sought was around 20 women per year. The annual reports state that 139 women benefited from all these activities during the time of the project up to September 2015.

Regarding the overall quantity of outputs that will lead to a satisfactory level of achievement the quantitative evidence as collected by Canterbury Christ University and DH and reported to the Big lottery annually, shows that the targets in the number of women were surpassed by far. This applies to the four outcomes. Thus in terms of number of women covered by the project there was a highly effective delivery in terms of both value-for-money and added social capital to the Swale area. The University evaluated the 21 surveyed events from June 2013 to June 2014. This reports that of the 212 individual questionnaire responses, some individuals may have responded to more than one questionnaire belonging to her/his participation in multiple events of the project. The three most important reasons stated as important motivations for attending were: meeting new people (69%), *building confidence* (54%) and developing business contacts (46%). Similarly, “in terms of planning for future events, high degrees of interest were expressed for learning about practical (58%), employment (54%) and, in particular, *inter-personal skills* (72%)”. The fact that most women acknowledged that the SWEW project is contributing to build their *confidence and improves their personal skills*

demonstrates that the project is changing the self-perception and behavior of some of these women as an indication of achievement of this outcome.

In terms of qualitative evidence table 2 illustrates brief narrative statements expressed by women as related in general to outcome one:

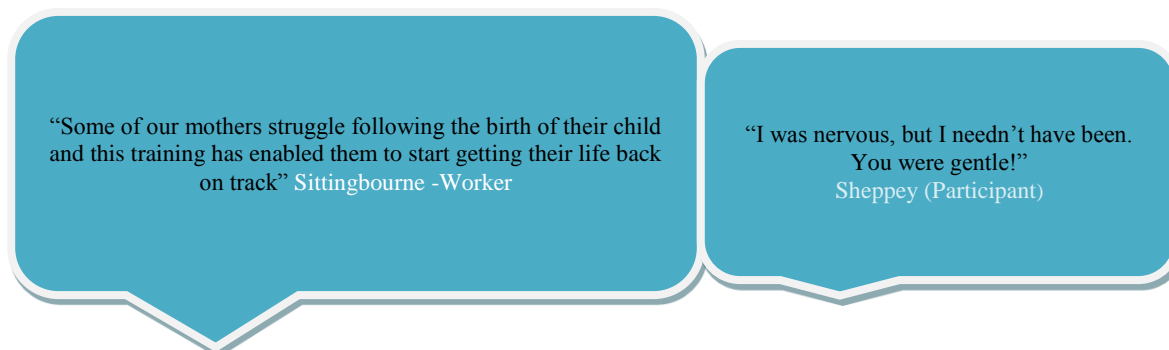
**Table 2: Qualitative Statement by SWEW women**

Issue	Statements
Self-Confidence	“[the project] helped me to build my confidence as a self-employed person, confidence about myself and my business” Ms. Langley
	“[the project] has add a huge amount to my confidence. I joined the project right before starting my business. I did not know anything, really... I just learnt so much. [the project] got me on the right direction where I want to go ” Ms. Fullbrook
	“I have never wanted to go the university, but now being at DH has allowed me to see what are my strengths and weakness; and I can put that through further education” Jesse (young women -DH staff member)

**A brief case study documented by DH illustrates another revealing case of self-esteem and confidence:**

Participant One has been employed with the same London company for many years. At the time she presented for Work Club she was on maternity leave. She was reluctant to go back to working in London, as the long hours and travelling did not suit her new family life. However, she was a shy, nervous person in a specialist field and didn't know how to go about making the break. She didn't have the confidence to apply for another job and was quiet in the group to begin with. Participant One is obviously an intelligent and educated person and she gradually began to settle in and gain confidence. She participated more in each session and attended as many sessions as she could. She reported feeling more comfortable in a women-only group and said that she realised she was as capable as anyone else. During the course she formulated a plan of approach she was comfortable with, and she began to execute it. Her thoroughness and tenacity helped her to secure two offers of employment by the end of the course. She negotiated the terms of these offers so that they coincided with her family needs. She was extremely pleased with the outcome and begins a new stage in her life in a few weeks.

Other women's comments after a confidence building activity at Swale Children's Centre in 2013, also confirm success:



Concerning timing and organisation related to this outcome it is clear that most of the events produced good opportunities for most of the women. However, the organization of the events as per the data collected by the university (21 surveyed events from June 2013 to June 2014), shows that “in general, participants were

satisfied in a number of areas but particularly with regards to the venue, interest, skills training and making contacts. Respondents were much less satisfied in terms of the event organisation and some reported finding the events boring”. And specifically “some participants identified the timing of events as potential barriers to attendance with suggestions that later events and weekend events might be more accessible. Parking was also identified as an issue for some respondents.

**Table 3: below shows the outcome 2 of the SWEW project with indicators and achievements.**

Outcome 2: women have increased opportunities for community engagement		
Outputs (activities completed)	Indicators	Achievements
Volunteer recruitment drive outreach	# of women engaging in community volunteering	The target sought was around 20 women per year. The annual reports state that around 118 women benefited from all these activities in the time of the project up to September 2015.
Training, one to one support	# of women accessing training and employability skills	The target by year 2 was 39 women. The annual reports state that 198 different people rather than women benefited from all these activities up to September 2015.
Referral to further education , advocacy, family support services users in jobs	# of women feeling more confident with their gained skills and are using them in a business /work environment	The target sought was around 40 women per year. The annual reports state that around 316 women benefited from all these activities in the time of the project up to September 2015.

Regarding the overall quantity of outputs that will lead to a satisfactory level of achievement, the quantitative evidence shows that the targets in number of women were as well satisfactorily achieved and surpassed as pointed out earlier. Women did report improving their opportunities for community engagement and network building. They were given the opportunities to directly engage with community/voluntary work at DH. For example: the series of activities carried out with Networking Meeting at the Coniston Hotel; the libraries in Swale and POVA. This allowed them to develop a practical experience to interact with other important stakeholders in the community. For example: council members, local police body, Kent Invicta Chamber of Commerce; Kent and Medway NHS; M & Co and HSBC Bank Plc. among others. Clearly, project participants did benefit from the existing networks, contacts and partners of DH. By having this opportunity women were able to identify common purposes and gained collective understanding to achieve shared goals. This results in a sense of communion and solidarity as power. Furthermore, by implementing SWEW, DH continued to build its synergies within the community and extended its collaborative bridges.

The following qualitative evidence illustrates some brief narrative statements expressed by women expressed as related to outcome two:

**Table 4: Qualitative Statement by SWEW women**

Issue	Statements
	“[At DH] you can share a bit of success and hear how everyone else is doing as it is quite lonely [setting up your own business]...it’s helped with isolation’ (respondent 1)

Opportunity for Community Engagement	
	“ I have been able to deal with other people that I wouldn’t have met” Ms. Howes
	“the events have been so good, I have made so many useful contacts through these’ (respondent 3).
	“Networking is something I have never done before” Ms. Seabridge

**Table 5: below shows the outcome 3 of the SWEW project with indicators and achievements.**

**Outcome 3: women have improved psychological/physical well being, helping them make decisions, improving their quality of life, positively impacting those around them**

Outputs (activities completed)	Indicators	Achievements
Exercise referrals, walking club	# of women feeling psychological and physical well-being	The target sought was around 20 women per year. The annual reports state that around 256 women benefited from all these activities in the time of the project up to September 2015.
Health literacy, healthy eating (hampers)	# of women with better information and knowledge on healthy eating	The target sought for this was 30 per year. The annual reports state that 434 different people rather than women benefited from all these activities up to September 2015.
Networking, mentoring, girls’ night in	# of women feeling more confident with their gained skills and are using them in a business /work environment	The target sought was 250 women in total. The annual reports state that around 730 women benefited from all these activities in the time of the project up to September 2015.

As in the previous two outcomes, quantitative goals were achieved and surpassed. In relation to this outcome, it is important to note that whilst DH aspires to enhance the physical and psychological well-being of participants, many users did not identify these areas to be of major concern, reporting their health to be generally very good. Canterbury Christ Church University’s evaluation (212 questionnaires out of 21 surveyed events from June 2013 to June 2014) states that: “A large proportion of respondents (90%) reported being in good or very good health and 91% reported no disability.” However, it is equally important here to acknowledge the existing debate about the meaning of well-being that may encompass multiple factors, including psychological ones (Moreno-Leguizamon, 2014). If the sense of wellbeing is amplified here, this outcome can be generalized. SWEW women reported constructive results regarding psychic strength, self-awareness and assertiveness. In other words, women reported self-generated changes that increased their agency. Exposing women to role models proved to be a positive experience. Women were confident about DH’s support even though one participant mentioned some issues with staff at events: *‘[staff member] is incredibly passionate but when things aren’t going the way she wants she gets very frustrated...she shouts at you basically...I have found that a bit off putting...I can’t deny her intention or passion but sometimes I feel I don’t want to get told off tonight...and that is a bit counterproductive’*. Despite the content of this illustrative statement, it is also relevant to look at the following narratives about outcome three:

**Table 6: Qualitative Statement by SWEW women**

Issue	Statements
Improved psychological/physical well-being, quality of life, develop capacity to make decisions	“[the project] will support and help women to achieve their goals no matter what obstacle they face” Ms. Burt, Project Co-coordinator
	‘[Staff member] has helped me, whenever I’ve needed it, she’s been there for me’ (respondent 2).
	“This was really good, some really interesting speakers and I really enjoyed it –a really diverse group of people who were successful in their own fields- interesting stories to tell and observations’ (respondent 1).
	<p style="text-align: center;"><u>Case Study for SWEW Eat Smart Move Smart</u></p> <p>My name is Jo, and I joined SWEW at its inception. Since then I have been involved in many of its projects and ideas, but the one which has meant the most to me is the Eat Smart Move Smart project. I was very overweight a couple of years ago and lacked confidence to take up exercise like going to the gym etc. as I didn’t want to be seen out of breath and flagging after just a few minutes exertion. So I put myself on a diet and ate healthily. Over the course of two years I lost just over seven stones. I felt so much better and healthier and gained a little confidence, but I still took little exercise and was very unfit. The Eat Smart Move Smart project gave me ideas of exercises I could do without ruining my self-confidence. Gradually I undertook more and more exercise until I had built up my stamina and fitness levels to match those of people around me. I even took the plunge and joined a gym! Now I exercise every day. I swim during my lunch break every week day. I attend the gym twice a week and I have joined two exercise classes. I walk where I might have taken the car in the past, and always use the stairs instead of the lift. I often ride my bicycle, jog and I go horse riding. I feel so much fitter and it has helped the weight to stay off. It has also given me another focus in life instead of food. I have a lot to thank the project for – it has quite literally changed my life! Thank you SWEW</p>

**Table 7: below shows the outcome 4 of the SWEW project with indicators and achievements.**

**Outcome 4: Women will have increased demonstrable entrepreneurial /employability skills and better uptake of jobs or setup own business**

Outputs (activities completed)	Indicators	Achievements
Informing employment availability	# of women being informed about employment opportunities	The target sought was around 20 women per year. The annual reports state that around 54 women benefited from all these activities in the time of the project up to September 2015.
Started up new business, launching out	# of women setting up their own business	The target sought for the total time of the project was 50. The annual reports state that 63 different people rather than women benefited from all these activities up to September 2015.
Business briefing, mentoring	# of women with improved entrepreneurial knowledge and skills	The target sought was around 60 women per year. The annual reports state that around 1,740 women benefited from all these activities in the time of the project up to September 2015.

In terms of quantitative evidence it is clear that its results follow the same pattern of other outcomes with regard to exceeding numbers. However, there are two important points. On the one hand, the number of women setting up their own business or being informed about employment is lower, and very realistic, in contrast to the number of women improving their entrepreneurial knowledge and skills. Does it mean that for every 1740 women with knowledge and skills in three years, 100 will be getting jobs or have their own business? This is not an exact calculation but the figure should help to think about the time and effort that this work entails. This should be addressed in the next phase of the project. On the other hand, thinking about the interrelation of this outcome with the other outcomes it makes sense that a lot of investment in time and effort has to be done in terms of building self-confidence, self-esteem and well-being in order to culminate with a less than a third of women getting jobs or having their of business. DH is demonstrating a very good result here.

In a more specific way when evaluating the Business Briefing meetings as well as the Enterprise Week run for young people, as per the Canterbury Christ University data analysed (212 respondents), they reported that the motivation for attending the SWEW events was varied. The most often cited reason for attending a SWEW event was to 'meet new people' (69%) with 'build confidence' (54%) coming second and 'develop business contacts' third (46%). Motivations relating to work-/office-based skills were the least cited, just 5% attending to 'enhance computer skills' for example. Similarly, making business contacts was a very high priority for attendees. The University suggests the latter is an issue that DH should highlight in its marketing literature.

Looking at the qualitative evidence related to outcome four, besides the testimonial and cases describe in Annex 2, the table 8 below offers some illustrating statements:

**Table 8: Qualitative Statement by SWEW women**

Issue	Statements
Entrepreneurial/employability/s et up their own business	“ [the project] helped me to do my new business, I started my eye brow threading bar...” Ms. Raju
	““you can share a bit of success and hear how everyone else is doing as its quite lonely [setting up your own business]...it’s helped with isolation’ (respondent 1) was this not repeated in an earlier outcome”
	<p>Alex Taylor’s Testimonial:</p> <p>Diversity House helps all kinds of people whether it’s starting a business or supporting people who just need someone to talk to. I think what they do is very important for people in the community because it’s one of the only places where people can get support for what they need and to help them with their problems. Plus Swale isn’t an area where people get involved, so those who need help have somewhere to go to, to get support.</p> <p>Also volunteers can get a lot from working here as they support personal growth and improving work ethics.</p> <p>In my time here I have learnt what I need to do to improve and I also gained confidence. I also learned what I want to do with my life and what I really want to do that will make me happy, both in a career and personal life.</p>
This is Rebecca Riding’s case study of gaining employment at UNICEF is by Rebecca Riding.	<p>I came to Diversity House with a clear vision of where I wanted to be within the next five years, but I lacked direction. Christine provided the guidance, advice and support that I required to be able to begin my career in the third sector. Through volunteering on the SWEW Project, I not only developed my skills set and understanding of local charitable work and community development. I was inspired, motivated, challenged and encouraged...to soak up knowledge like a sponge and to have conviction in my abilities.</p> <p>Christine is the driving force behind Diversity House and its success. This is a fantastic charity that delivers big results to the lives of individuals and the local community. If you have what it takes to make a positive contribution to the team as a volunteer, you will personally come out of the experience feeling refreshed and with a new perspective. I am now moving into a new chapter of my life as a Donor Relations Assistant at UNICEF and am eternally grateful to Christine for pushing me past the start line of my journey into charitable work.</p>

**A brief case study documented by DH illustrates another revealing case of increased employability skills:**

Participant two is a fulltime mother of young children. When she joined the course she had not worked for many years, and her previous work experience had mostly been on an informal basis for friends. She was unhappy with her life as it was but didn’t know how to go about making the changes she needed to implement in order to improve it. With the help of the staff at SWEW she began to make some changes. She started volunteering at a local charity shop that gave her confidence and improved her self-esteem. She then made changes in her personal life, which although hard were long over-due. When she attended Work Club she discovered that she had many skills and could be a productive member of staff. She had lots of potential. She put more effort into her volunteering and dedicated more hours, sometimes meaning she was unable to attend Work Club. She also took on more responsibilities within SWEW, setting up her own self-improvement group as a sub-project with the help and support of the Project Lead. The change in her self-confidence was incredible. Shortly after completing her Work Club course she gained employment with a local company, and is now content with her life.

The last elements related to efficiency is related to the overall project management as in issues of adequate technical and social partnerships implemented, inter-institutional co-operation with other stakeholders, budget, human resources and timetable, as well as management procedures. DH as the project lead and Swale Community and Voluntary service (CVS) as the project delivery partner have benefited greatly of both technical and social partnerships. Within technical partnerships the SWEW project partner with organisations such as: Abtax CA Accounts, LMInternational, NHS Health Trainers, CALM Centre, DSC (Directory for Social Change), NHS healthy Walks, Mandco (M&Co) The Style Counselors, Kent Invicta Chamber of Commerce, McCabe Ford Williams, NHS stop Smoking, NHS Health Checks, Kent Police, Swale Borough Council, Canterbury College, Canterbury Christ University (employability programme), Nutrition Delight, Natwest (business financing) and KCC Gateways among others. Within social partnerships the project worked with Swale Bridge Partnership, Baptist Church, Gordon Henderson Sittingbourne local MP, United Nations and Police Crime Commissioner. This long list illustrates the evidence that the SWEW project has made a serious effort to position itself within a significant network of local and national partners.

Concerning the budget it is apparent that DH was reporting regular spending quarterly to the Big Lottery. Underspends were connected to the lack of human resources. It seems the SWEW project faced difficulties hiring a permanent project officer with enough hours to make this position appealing to workers. This combined with the scarcity of qualified individuals in the Swale area contributed to the difficulty. Moreover in the few cases in which the project employed someone, the person moved quickly to more stable positions with other organizations. Thus, adequate staff in number and qualifications emerges here as a very significant issue for the next phase of the project as for DH and its sustainable impact. In an oral statement DH affirms that they have 510 members registered in its database and that in the three year of the project they interact approximately over 6,506 people. Finally most of the activities were delivered on time and there is no evidence of undelivered activities.

To bring to a close the efficiency of the SWEW project it can be said that most “things done were right”. So based on the amount of activities delivered and its quality as per the evidence gathered, this is a project that has delivered value-for-money. The calculated Social Return on Investment (SROI) is £1:£4.70; meaning that for one pound that DH received, it returned four pounds and seventy pence. This has been calculated according to the formula: *present value/value of inputs*. In this case the present value was: £ 1’526.227 and the value of the inputs were matching funding (£ 103,102) + Big Lottery funding (£221,677). See at the end of this report the details provided by the accountants.

## 6. Effectiveness:

The effectiveness criterion concerns how far the project's results were used or their potential benefits were realised - in other words, whether they achieved the project aim. The key question is what difference the project made in practice, as measured by how far the intended beneficiaries really benefited from the products or services it made available. The analysis of the effectiveness will therefore focus on answering mainly the following question: were any shortcomings at this level were due to a failure to take account of cross-cutting or overarching issues such as gender, age, disability, sexual orientation, religion during implementation?

In terms of participants' demographics it was observed that the demographic make-up of respondents to evaluation related to the type of events run. For example, an event run in Enterprise Week had a large number of younger respondents which is unusual for SWEW events which are more often comprised of older participants. This report includes all participants from all the events surveyed so will provide a broad overview of those attending events run by SWEW. In terms of gender distribution, the vast majority of those attending SWEW events are women who make up 86% of all respondents. Just 29 participants identified as male. As the organisation is aimed at empowering women, this outcome is consistent with SWEW's objectives.

Overall, 33% of participants were single, 47% married, 5% cohabiting, 12% separated or divorced and 2% widowed. While these figures are slightly out of line with national population trends, with few participants cohabiting for example, this is probably due to the older average age of the sample. Participants came from a broad age range although the majority were concentrated in the middle and upper age brackets. In total, 70% of respondents were aged above 30, with 17% under 20 and just 13% aged 21-30. The largest age bracket was 41-50, with 30% of respondents falling into this group. There was significant drop-off in the next age bracket up, however, with just 10% of respondents aged 51-60 and 5% over 60. This age distribution most likely reflects the events that SWEW runs which are often aimed at women starting up or running their own businesses. Women at retirement age are, therefore, much less likely to attend such events. A large percentage of respondents in the sample have children (63%) which is also probably a reflection of the age distribution of the participants.

In terms of ethnicity, the majority of the sample was White/British (62%), with African being the next highest represented group (17%). Those selecting 'any other White background' comprised the next highest category at 9%. See Table 9 below for a fuller breakdown of respondents' ethnic group. Data on religious affiliation was collected for the final two reports and for about half of the events surveyed. In total, 67% of respondents reported religious affiliation and 31% reported 'no religion'. In the general population, 25% report 'no religion' (Census, 2011). Of those who reported religious affiliation, 76% were Christian, 7% Buddhist, 9% Hindu and 8% Muslim. The majority of respondents reported no caring role for friends or family

(70%). The remaining 30% reported some level of caring for family members, friends, neighbours or others, 18% undertaking 1-19 hours of care work per week, 7% 20-49 hours and 3% undertaking 50 hours or more caring work per week. This may be an issue that DH could consider in the future. Just under half of all respondents were educated to at least A-level (45%) and 38% of respondents reported having a degree. 24% of respondents reported having 'vocational qualifications', 14% had 'professional qualifications' and 13% reported having 'foreign qualifications'. For all respondents, 28% were working in full-time employment, and a similar percentage in part-time employment (26%). 17% were self-employed or freelance and 18% were unemployed. Since the majority of those attending events are already in employment, DH may wish to consider the focus of their future events.

**Table 9: Participant ethnicity (As collected by Canterbury Christ Church University)**

Frequency	Valid Percent	
English/Welsh/Scottish/Northern Irish/British	124	62.0
Irish	1	.5
Any other white background	17	8.5
White and Black African	4	2.0
White and Asian	4	2.0
Any other mixed/multiple ethnic background	2	1.0
Indian	9	4.5
Bangladeshi	1	.5
African	34	17.0
Caribbean	1	.5
Other ethnic group	1	.5
Prefer not to say	2	1.0
Total	200*	100.0

Despite the fact that DH is aware of the need to have an intersectional approach<sup>2</sup> in their projects<sup>3</sup>, SWEW was not successful in attracting ethnically diverse women especially young women and girls (vast majority were white and middle aged). The same could be said for religious groups. Sexual orientation was minimally reported. In this sense, it would be helpful to make an extra effort to attract a more diverse group belonging to the most vulnerable groups.

### **The SWEW Empowerment Concept**

The underpinning element at the core of the SWEW project' aim was that of empowerment. Thus, research results obtained by DH provided women's empowerment definitions taking into account the individual and community dimensions. Definitions that informed the project stated: "Empowerment is defined as a process that helps powerless people to increase control over events that determine their lives. It gives them freedom of choice and action and its outcome is reflected in: i) increased control over resources and decision-making authority; ii) increased sense of self-esteem in the individual or group of individuals (Aggarwal,

<sup>2</sup> The intersectional approach (Crenshaw, 1989; seeks to address multiple forms of discrimination based on diverse and intersecting identity markers such as gender, income, ethnicity, race, and age. This approach challenges planning practitioners who do not see the existing interdependence and unequal power relations between different forms of identity such as gender, race, age, ethnicity, disabilities, and sexual orientation.

<sup>3</sup> Interview with Christine Locke – DH Director on August 13/2015

1994). Complementarily, Kabeer (2002:19) defines empowerment as “the expansion in people’s ability to make strategic life choices in a context where this was previously denied to them”.

In terms of community empowerment Laverack (2006) and Crenshaw (1989) assert that it is a process that involves continual shifts in power relations between different individuals and social groups in society. It is also an outcome and, in this form, can vary, for example, as a product of the redistribution of resources and decision-making authority (power-over) or as the achievement of an increased sense of self-determination and self-esteem (power-from-within”).

Finally, the United Nations Guidelines on Women’s Empowerment (Task Force on ICPD Implementation) defines “women’s empowerment as having five components: women’s sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have power to control their own lives; both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally”.

<http://www.un.org/popin/unfpa/taskforce/guide/iatfwemp.gdl.html>

In order to complement its previous research findings in the literature, DH consulted definitions of empowerment by women who were involved in the project. Defining empowerment women stated:

**Table 10: SWEW women definition of empowerment**

Issue	Statements
Empowerment	“[it is]being comfortable with who I am as a wife; as a woman; as a black woman; as a professional; as an insecure person; and as a person who has skills. So empowerment means being comfortable in all these things without fear that even if I fail that I cannot grow and improve and become more successful in areas that are not necessarily my strength” (SWEW Woman, 4 <sup>th</sup> April, 2014).
	“[it is to] be positive. Being set for what you want in life”
	“being empowered is to have confidence to go for your goals, reach them”
	“[it is to] have a sense of agency in my life, not being left behind”

From the above definitions DH conceived itself as a facilitator to promote individual and community empowerment -both as a process and as an outcome- to enable change and restructure unequal gender power relations. SWEW developed an empowerment model indicating the different dimensions in which women empowerment needs to occur. The model is based on four elements: assets, psychological and physical wellbeing, economic and community empowerment<sup>4</sup>. At the heart of this model is the concept that people can be equipped with the

<sup>4</sup> This has been previously illustrated in Fig.2.

knowledge, confidence and skills to make a difference in their own life and that of their communities. This led to the development of the project's key outcomes as agreed with core funder (Big Lottery Fund).

From the evaluation point of view, it is possible to say that SWEW did obtain positive results when bridging empowerment of women as individuals and community empowerment, including DH as a relevant institution in Swale. Important elements already highlighted in this evaluation, like community engagement and networking activities and results, not only contributed to women's empowerment, but proved the potentiality these women have when unlocking their barriers to participate actively to increase community prosperity. Elements that contributed to Swale's community empowerment include: i) challenge unequal women's participation in decision-making and access to resources –including DH's and SWEW's resources-; ii) challenge gender gaps in physical, financial and capital assets by improving women's positioning in the labour market; iii) challenge gender disparities in human capital when providing women with knowledge, experience and techniques to improve their abilities.

Finally, it is relevant to highlight the impact SWEW had on DH and some of its staff members. Through this project, DH improved: i) its research capacity opening up its scope of work to successfully accomplish one of its main purposes: to identify the needs of the most vulnerable groups in the Swale area; ii) its project formulation and implementation capacity to guarantee its work sustainability. Furthermore, DH developed different skills and procedures to monitor and evaluate its achievements and failures (i.e. developed 25 tools to follow-up and document activities); iii) its presence within Swale as a main community stakeholder and as an organized civil society actor led by women. DH strengthened its relations and forms of partnerships with other stakeholders such as local authorities (i.e. Swale Borough Council); private sector (i.e. Financial Sector - Banking) and other NGOs (i.e. CVS); iv) its staff training on project management. SWEW allowed DH staff to change: their work practices, self-image and future plans. Staff members from DH can recognise themselves as key agents of change to champion gender equality and community development.

A community stakeholder who participated in SWEW expressed: *"The SWEW project has raised the profile and reach of DH significantly leading to a huge number of new beneficiaries both to the SWEW project and the main organisation. As both a stakeholder and board member of DH I have found this to be extremely helpful for the ongoing sustainability of the charity... The SWEW project has further cemented the partnership between DH and Swale CVS which has been hugely beneficial and helpful to both of our organisations". Christine White - Director Swale CVS (Evaluation Written Questionnaire, September/2015)*



## 7. Impact and Sustainability:

An overall view of the project in terms of its impact, partnership, sustainability, and capacity building and training reveals a clear picture: the project is vital and innovative, yet it is still in a stage of gestation. Specifically, in terms of impact and sustainability of its long term aim – vulnerable women’s empowerment in the Swale area-- the project needs more time, resources and a strategic planning once the first three years end. Adding an intersectional approach in gender planning and involving girls into its process would guarantee the long-term goal sustainability of the project and the change of Swale socio-economic reality. Similarly the Learning Alliance approach that was used by the SWEW project needs to be refined as it was not used fully. As stated in one of DH reports “a Learning Alliance does not require the development of a new formal research process to gather primary information, as in action research (primary information is not essential when valid and accurate data are available). It enforces mutual cooperation for all vertical and horizontal learning, includes diverse actors, roles and organisations at multiple levels, addresses institutional constraints and enhances institutional learning. Moreover it avoids the traditional division between research outcomes and processes, and integrates innovations, scaling up and dissemination. Methodologically, a learning alliance makes use of stakeholder analysis, capacity building, action research, process documentation and dissemination, and process monitoring according to context and needs (Locke, 2009)”. In the case of the SWEW project most of the components were used, but it has not been to its full extent. The future formalisation of the Learning Alliance as an umbrella for the SWEW project in the next phase along with intersectional approach should offer to DH a very innovative edge, something needed in some communities’ projects in the UK with vulnerable communities.

### **SWEW Global and national impact:**

SWEW’s impact surely could contribute to fulfill global women’s rights commitments on gender equality and women’s empowerment. Main global platforms are<sup>5</sup>: Beijing Declaration and Platform of Action (1995), The Commission on the Status of Women (different resolutions) (CSW), The Convention of Elimination of all Forms of Discrimination – CEDAW- (1981), Women Empowerment Principles (WEPs) – United Nations (U.N.) Global Compact and more recently, the Sustainable Development Goals (SDG 5 on gender equality) (2015).

In the year 2000, 8 Millennium Development Goals (MDGs) were set out as goals for universal global development to reduce extreme poverty, hunger, illiteracy and disease, reached by the end of 2015. Whereas the MDGs were strongly related to the eradication of poverty, the SDGs in 2015 put a much stronger weight on equality, equity and sustainable growth, emphasising women as a special target group<sup>6</sup>. This is due to the fact that the goal of empowering women and girls by promoting economic and environmental sustainability was not met. Following the job losses in 2008 and 2009, the growth in employment during the economic recovery in 2010, was lower for women than for men<sup>7</sup>. To improve this dismal situation, efforts need

<sup>5</sup> See UN-Women Site at: <http://www.un.org/womenwatch/daw/daw/index.html>)

<sup>6</sup> See: UN News Centre *UN reports progress towards poverty alleviation, urges increased support for the poorest*. City, 2011.

<sup>7</sup> See: UN Department of Public Information *The Millennium Development Goals Report 2011* UN Department of Public Information, City, 2011.

to be intensified especially with respect to the wide gaps remaining in women's access to paid work in at least half of all world regions. Or in Ban Ki Moon's words: *"Now is the time for equity, inclusion, sustainability and women's empowerment"*<sup>8</sup>.

Essentially, poverty and gender issues remain topics of concern<sup>9</sup> and have been proposed as new goals within the SDGs, next to the broader goals of equity and environmental justice. Out of a total of 17 proposed, five SDGs clearly point towards issues of equity and equality that have been addressed by SWEW project, including: poverty eradication (SDG#1), gender equality (SDG#5), equality within and among countries (SDG#10), inclusive, safe and resilient cities (SDG#11), and justice for all (SDG#16).

At the national level, SWEW's impacts in the mid-term and long term could comply with the UK Equality Act 2010<sup>10</sup> that seeks to address multiple forms of discrimination including gender inequalities. Thus, DH in general and the SWEW project in particular can show Swale's experience here.

### **Socio economic impact**

As expressed by various SWEW project participants and according to the evidence gathered for this report, women are experiencing psychological and financial changes in their daily lives with various levels of scale and complexity. However those changes have to be framed in a process of consolidation rather than already consolidated. In other words, the project is on the path towards high level of impact in the long term.

Sustainability in its most formal definition emphasizes that in order for a project to be sustainable, it has to demonstrate certain durability of the results after the termination of its financial and technical support. Consequently the SWEW project is not yet at that stage of self-reliance.

## **8. Lessons Learnt & Recommendations:**

This section is divided into lessons learnt and recommendations about: 1) project management procedures and practices, and 2) women's empowerment processes.

### **Project Management Procedures and Practices**

#### **Project Formulation:**

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<sup>8</sup> See: UN News Centre *UN reports progress towards poverty alleviation, urges increased support for the poorest*. City, 2011. Also, for contributions from women to the SDGs and Post-2015 Sustainable Development Agenda at the UN see: <http://www.womenmajorgroup.org>

<sup>9</sup> UN Women's Major Group. *Major Group Position Paper - The Women Major Group's vision and priorities for the Sustainable Development Goals*. UN Women Major Group, 2014. Also: <http://www.wedo.org/news/womens-major-group-reacts-to-sustainable-development-agenda-2030>

<sup>10</sup> See: <http://www.legislation.gov.uk/ukpga/2010/15/contents>

DH has improved its research and capacity in terms of project formulation by following specialised literature in women's empowerment, and consulting national and international platforms and commitments that refer to sustainable development, poverty reduction and social justice. This allowed the project to address gender relations and issues of women's empowerment in a more comprehensive way, without reducing it just to one or two variables such as income or physical health wellbeing. DH correctly targeted women as both a vulnerable group protected by the equality act 2010 and key agents of change. However, it is desirable that in the future, DH makes an effort to target and recruit the most vulnerable social groups - especially ethnic women and girls- within its community, departing from an intersectional perspective. DH can build on previous experiences of working with diverse ethnic groups in the area as it did in its project implementation during 2009-2011 when targeting BME groups.

### **Project Implementation:**

Quantitative aims were achieved and surpassed. A large number of varied activities were carried out and were positively evaluated by participants, partners and community stakeholders. Notable levels of satisfaction were with the events - particularly regarding the venue, skills training delivered, providing interest and opportunities to make new contacts. DH built in its existing networks and contacts to benefit SWEW. However, for future projects it is pertinent to take into account the following emanating from the monitoring implemented by the Canterbury University:

- Improve consistency in terms of workshops frequency (fixed and permanent schedules), protocols, referral systems and recruitment procedures. As noted in few activities evaluations from year 1, these issues were not positively rated.
- More effective use of the website (as a publicity tool) may improve communication within the community and increase future attendance rates (some of which were rather low). A review of the marketing strategy may additionally be apposite as currently access to the events remains largely through word of mouth.
- DH may also wish to assess the cost of their marketing campaign against the effectiveness of this as a recruitment strategy for the events- very few people report access via leafleting or the website.
- It was observed there were a high number of repeat attendees. This is a very good outcome for SWEW and indicates good satisfaction. However, the organisation maybe also wish to consider their strategies for attracting newcomers as cliques can be off-putting (as identified by an interviewee).
- While there remains strong evidence for positive outcomes from SWEW

events, DH might want to address low levels of satisfaction on some notable variables (particularly around being welcoming, informative, organised).

- Some participants identified that the timing of events was difficult for them. It

may benefit the organisation to vary the timing of events to cater to a wider sector of the community who have competing demands (particularly the school run, child care and working hours).

- DH may also wish to consider how the structure of future events is organised to best support the needs of those attending (e.g. the development of business skills).
- Qualitative responses suggest some level of access through community venues (church, job centre, etc.), therefore, targeting greater resources at these organisations may improve future attendance.

### **Project Monitoring and Evaluation:**

Since 2009, DH has greatly improved in its monitoring and evaluation procedures. DH developed 25 new tools to monitor and evaluate SWEW implementation phase. Evaluation reports done by DH and external evaluators were performed and made available. Beneficiaries, partners and community stakeholders were constantly consulted on their perceptions and judgments. In this sense, it is possible to say that very useful information was gathered in order to give continuous feedback to the SWEW project. The main recommendation for future projects is to adopt a more integrated and comprehensive monitor and evaluation (M&E) model with baselines and more specific indicators built for women's empowerment. DH should implement this M&E model from beginning to end in consistent and regular basis. Working with an external advisor expert on this matter is highly desirable. It can contribute to capacity building, training processes and empowerment of DH and its staff.

Additionally, DH would benefit from keeping the portfolio of projects separated so it can track down more effectively what each project contributes in value to the charity. This applies as well to the level of projects and its various results (outcomes). In the case of the SWEW project is possible to observe that the four outcomes to be delivered by the project were methodologically evaluated relatively in a systematic way following the logical model designed by the project.

In relation to outcome one it can be said that DH as the manager of the project, would have benefitted from keeping a closer qualitative and quantitative monitoring of the scale in which women participating in the project were improving their self-esteem and confidence. Here some technical psychological tools would have helped. It will be important to document what proportion of participants improved their confidence and self-esteem, and what are those mechanisms that specifically contribute to it. An element we suggest as a tentative hypothesis is the fact that the project was very much gender oriented, and probably as some participant suggested the space was perceived as being a "heaven" for women with lack of self-esteem, confidence or just simple local opportunities.

In relation to outcome four, it would have been desirable to design a more effective follow-up strategy with participants who are implementing training contents and instruments when seeking employment or starting own business. This is, for future courses there must be a cut-off point after which no new people will be allowed to

start. The course was too short to allow time for the participants to job search effectively. There shall be a separate weekly session just dedicated to job searching.

## **Women's Empowerment Process**

The project can be seen as a first phase of a continuous process of women's empowerment in Swale and the area, which seeks to reduce poverty, increase economic sustainable development patterns and opportunities, reduce inequality and enhance quality of life of vulnerable women. DH is right when addressing empowerment as a continuous and complex process that needs to be targeted in a multi-dimensional and multi-scalar way. This is addressing individual psychological components as well as community and social relations that are at stake of unequal power relations between genders. As observed, DH has had an important impact on this realm within its own community, and has great potential to build on previous experiences (both in terms of methodology and conceptual framework) to improve its approach to gender inequalities and other overlapping forms of discrimination experienced by women such as age, ethnicity, race sexuality and religion. Implementing an intersectional perspective into its project formulation and implementation would improve its results.

DH does address the empowerment concept in a holistic way, taking into account different dimensions and areas of intervention such as: self-confidence, health, economic empowerment. This is very positive, however the main challenge for future projects (or a second phase of SWEW building on its positive results) is to balance the different components and dimensions of empowerment, while emphasising one aspect of it. For example: employability skills or start-up business. Interpersonal skills, making business contacts and networking and self-confidence, were highly rated as areas of interest by participants. Designing a follow-up and support mechanism with selected participants who have been successful implementing tools given at SWEW-DH, It would be an interesting option to develop business incubators with support of professional mentoring and management training for women's early stage business.<sup>11</sup>

Interestingly, the health area targeted by the project was not identified as a key one since it was not reported as being a problem for adult women. However, it can be due to the age variable of women participating at SWEW. In case DH decides to work with young girls (adolescents), it is apposite to explore if health issues including reproductive rights are a main area of concern.

As evidenced in project reports, SWEW improved community empowerment and prosperity. It increased its visibility within the community, demonstrating its contributions and potentialities as a valuable stakeholder. DH did fortify its existing partnerships, created new contacts and positioned itself as a contributing

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<sup>11</sup> See for example: Women Friendly Incubators and Managed workspaces (See report: [http://www.prowess.org.uk/wp-content/uploads/2011/10/SETBusinessIncubatorReport\\_000.pdf](http://www.prowess.org.uk/wp-content/uploads/2011/10/SETBusinessIncubatorReport_000.pdf)); UK Incubators Program: <http://www.entrepreneurhandbook.co.uk/incubation-centres/> or <http://www.isbe.org.uk/UKBI>

stakeholder. However, it is desirable that DH continues its institutional growth, capacity building and training, and staff recruitment. For example, short courses of training for trainers on gender planning would be an interesting option. Having just two or three permanent staff members is not enough to implement certain projects that have a middle scale magnitude. DH could also explore the option of having temporary consultants or interns from academic centers or universities.



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## 9. General conclusion

Project beneficiaries and evaluators rated SWEW as a successful and innovative project within Swale. It rightly targeted women as main drivers of change and empowerment. SWEW served as an important platform to unlock women's full participation by setting them on an equal footing and having equal conditions when entering the labour market. The positive impact and sustainability of SWEW-DH can greatly benefit if recommendations made by evaluators and beneficiaries in conceptual, methodological, managerial and institutional terms are considered. DH is on the right path to achieve a greater and continued impact in Swale and surrounding areas that are characterized by high rates of unemployment, poverty and potential exclusion



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## Cost Benefit Analysis

### Achieved Outcome

Participants

Year

1 1,379

2 2,889

3 2,243

6,511

### Targets agreed at start of project

Year	Outcome 1	Outcome 2	Outcome 3	Outcome 4	total
1	150	60	123	80	413
2	150	99	133	105	487
3	150	60	144	105	459

Over target outcome for three years **1359**

### Achieved Outcome Vs Target agreed - in percentage

Years	Target Agreed	Achieved outcome	AO - TA	No of times exceed	
1	413	1,379	966	3.34	334%
2	487	2,889	2,402	5.93	593%
3	459	2,243	1,784	4.89	489%

total  
Grant 221,677.00

Year	Match funding	Grant	Total Project cost
1	54,505.00	55,928.00	110,433.00
2	24,027.00	81,227.00	105,254.00
3	24,570.00	84,522.00	109,092.00
	<b>103,102.00</b>	<b>221,677.00</b>	<b>324,779.00</b>

Year	Cost Based on Target Agreed		**Cost Realised on Achieved Outcome		***Benefit on Achieved Outcome			****Savings
	No of Participants	Cost per participant	No of Participants	Cost per participant	No of Participants	Cost per participant	total	
1	413	£ 267.39	1379	£ 80.08	1379	£ 267.39	£ 368,733.92	£ 258,300.92
2	487	£ 216.13	2889	£ 36.43	2889	£ 216.13	£ 624,391.80	£ 519,137.80
3	459	£ 237.67	2243	£ 48.64	2243	£ 237.67	£ 533,100.99	£ 424,008.99
							£ 1,526,226.71	£ 1,201,447.71

\* Cost based on target agreed: this reflects the no of participants agreed and the cost per participants

\*\* Cost realised on Achieved outcome: this reflects the no of participants actually realised and the change in cost per participant based on the funding

\*\*\*Benefit on Achieved outcome: this reflects the true cost of the achieved outcome per participant

\*\*\*\* Saving this reflects the amount the project has saved BLF, which is £1,20,447,71

SROI PV £ 1,526,226.71 = RETURN  
Value of Input 324,779.00 4.699277686 £4.7: £1

## Outcome 1

**Disadvantaged Women Involved in the project with have increased confidence and self- esteem**

Year	1	2	3
Improved confidence and self-esteem	<b>Target</b> 100	<b>100</b>	<b>100</b>
	<b>Achieved</b> 177	<b>93</b>	<b>12</b>
Training and engage as volunteers	<b>Target</b> 30	<b>30</b>	<b>30</b>
	<b>Achieved</b> 56	<b>88</b>	<b>98</b>
Volunteering or Employment enquiries	<b>Target</b> 20	<b>20</b>	<b>20</b>
	<b>Achieved</b> 106	<b>22</b>	<b>11</b>

## Outcome 2

**Increased opportunities for community engagement. Women will have increased opportunities to develop/ improve skills for participation/ volunteering in community activities**

Year	1	2	3	4
Recruited and trained volunteers	<b>Target</b> 20	<b>20</b>	<b>20</b>	
	<b>Achieved</b> 105	<b>67</b>	<b>5</b>	<b>need to look for final number</b>
Access training and employability	<b>Target</b> 0	<b>39</b>	<b>0</b>	
	<b>Achieved</b> 46	<b>75</b>	<b>77</b>	
Acquired skills for work or business	<b>Target</b> 40	<b>40</b>	<b>40</b>	
	<b>Achieved</b> 193	<b>76</b>	<b>47</b>	

### Outcome 3

Women will have improved psychological/physical wellbeing, helping them make decisions, improving their quality of life, positively impacting on those around them

Year	1	2	3
psychological and physical well-being	Target 20	20	20
	Achieved 151	48	57
Healthy eating	Target 20	30	40
	Achieved 152	146	136
Socialising / Networking	Target 83	83	84
	Achieved 162	255	313

### Outcome 4

Disadvantage women involved in the project will have increased demonstrable entrepreneurial/ employability skills and better uptake of jobs or setup own businesses

Year	1	2	3
take up suitable employment	Target 20	20	20
	Achieved 20	16	18
Set up their businesses	Target 0	25	25
	Achieved 22	35	6
Training on finance, ICT and Marketing	Target 60	60	60
	Achieved 189	88	1463

Outreach	0	1880	
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Total Achieved by outcomes (1-4)	1379	2889	2243
	1379	2889	
	0	0	

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## **Annexes**

## **Annex 1**

### **Terms of Reference (ToR)**

#### **Impact Assessment of the Project: Swale Women Empowering Women**

##### **1. Background**

The Swale Women Empowering Women (SWEW) project has been implemented by Diversity House (DH) with the support of the Big Lottery by a total value of £221,677 distributed in three years (2012-2015). Further, it is the overall aim of the SWEW project to help disadvantaged women in general, but in particular some vulnerable groups such as the unemployed, single parents, disabled, long-term careers, sufferers of mental health problems, women abused (domestically) and Black and Minority Ethnic women. By tackling their isolation, improving their life chances and providing opportunities for enterprise, self-employment, new skills, community participation and improved lifestyle choices, DH expects to accomplish their main four outcomes outlined by the project. These are: i) increased confidence and self-esteem of disadvantaged women; ii) increased opportunities for community engagement; iii) improved psychological and physical well-being, helping women to make decisions, improving their quality of life, positively impacting on those around them; and iv) increased demonstrable entrepreneurial and employability skills.

The ToR for this impact assessment presented below correspond to the interest of the project's stakeholders to know what have been the main outcomes and impacts achieved by the SWEW project.

##### **2. Purpose**

It has been recognized that the impacts of the project need to be assessed exhaustively vis-à-vis project aim. Accordingly, it was decided to carry out the impact assessment with the purpose to identify the actual and potential changes the project has created in the lives of the main beneficiaries of the project. Thus, the impact assessment specified in this ToR will address the gender components of the project at the individual, community, and national level from the angles of participation and empowerment.

##### **3. Issues to be covered in the Impact Assessment**

- What are the main results (outcomes and impacts) in the overall situation of the project?
- Is the project likely to lead to longer term sustainable funding?
- Is the Learning Alliance approach used by the project adequate?
- Has the project been implemented effectively and adding value for money?
- Has the potential impact led to any community benefit?

##### **4. Methodology**

The assessment is to be conducted using a variety of information-gathering tools including brief interviews, evaluation of reports and analysis of existing qualitative and quantitative data.

##### **5. Activities**

- Visit to DH
- Interacting with the project authorities at DH
- Interviews with beneficiaries
- Preparation of a draft report in collaboration with other team members
- Finalization of the comprehensive Impact Assessment.

## 6. Outputs

A comprehensive Impact Assessment

## 7. Timetable

It is expected that the Impact Assessment will be completed within 6 weeks ending by Sept. 30/2015

## 8. Budget:

Project costs: Transportation, printings, photocopies: 250.00

Personnel:

- Research assistant: 800.00 (report analysis, literature Review of women's empowerment)
- Two Consultants: 4,000.00
- Data collection/analysis: 200.00
- **TOTAL: 5.350**

**Marcela Tovar-Restrepo** holds a PhD in Anthropology from the New School for Social Research (N.Y.) and an MSc on Urban Development Planning from the University College of London. She has served as an international consultant mainstreaming cultural and gender rights into planning and policy-making in United Nations agencies such as the Commission of Sustainable Development (CSD), UNDEF, IPU and the Permanent Forum for Indigenous Issues. Dr. Tovar-Restrepo has also served as advisor for international cooperation agencies (GTZ, AECID), governments, social movements and NGOs in areas such as gender, ethnic diversity, sustainable development and human rights.

**Carlos J. Moreno-Leguizamon** (PhD) has a social sciences background –medical anthropology and health communication- and has worked in Colombia, the USA, India, Ghana, Tanzania, Kenya and the UK. Professionally he combines two key areas of experience: on the one hand, programme design, implementation and evaluation of health, cultural and environmental projects from the grass-roots level to the macro institutional level and, on the other, teaching and researching of health, culture and medical systems.

25/08/15

## Annex 2



### FINAL EVALUATION Agosto 2015

As part of the final evaluation of the Swale Women Empowering Women Project (SWEW) we are collecting the views of some key stakeholders. So we will appreciate if you could kindly contribute to this evaluation by responding the 5 questions below.

This will not take more than 10 minutes of your time.

Thank you,

The Evaluation Team

1. Did you participate in any of the activities of the SWEW project as?

(Please tick all that are relevant)

- a. special guest?
- b. special speaker?
- c. participant?
- d. supporter?
- e. other (please say what) \_\_\_\_\_

2. Please indicate according to you what are the 3 most **USEFUL** results offered by the project to the **SWALE** project participants?

**USEFUL** here is understood as practical actions that you have witnessed the project has performed for the benefit of the project participants

A.	Why?
B.	Why?
C.	Why?

3. Would you let us know at least one element/comment/view/situation that you have found **HELPFUL** about the **OVERALL PROJECT**?

**HELPFUL** here is understood as beneficial and valuable for the **SWALE** project participants

- A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- B. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Would you let us know at least one **NEW** element that you have **LEARNED** through the project (of course, if this is the case)?

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5.

OPTIONAL. Do you have any comment (s) that would help the project to do things differently?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ **Thank you!**

The Evaluation Team!

### Annex 3

Work Club Participant: Rashmi gr

Date: 17<sup>th</sup> April 2013

4:17 PM (13 hours ago)

Rashmi gr

to christine

Hi,

Work club is superrrr.....:) Jo is doing great job. she is teaching very well.

4:32 PM (13 hours ago)

Dear Rashmi gr,

I am very happy to hear that you found the work club very enjoyable and useful. Yes, we will like you to continue to attend and there are many activities that we will be offering that you can attend.

I look forward to seeing you soon.  
Kind regards.

## Christine Locke

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**From:** Faye Boldt <faye@fayesbooks.com>  
**Sent:** 12 December 2012 12:34  
**To:** Christine Locke  
**Subject:** Re: Swale Women Empowering Women

Christine, thank you so much for getting in touch. I loved the SWEW meet on Saturday 1st Dec. It was informative and great to meet new people. I am always amazed at how good the speakers' presentations are. They're always so interesting and enthusiastic (and confident).

I come away from those meetings feeling energised and inspired, but realise that it's maintaining that enthusiasm that's important. I would definitely be up for a monthly business briefing.

I have been speaking to some friends about arranging a meet here in Faversham, they are very keen. I think it's tricky to pin people down now- in the run up to Christmas and quite a few people are going away, but perhaps around New Year time would be good? When are you back in work mode after the Christmas holidays?

I would love to get involved in the Empowering Women movement and can't wait to meet up again.

Merry Christmas,

Faye.

**On Tue 04/12/12 07:23 , Christine Locke Christine.Locke@diversityhouse.org.uk sent:**

It was a pleasure meeting you at the networking and business briefing event. I hope that you enjoyed it and benefited from the topics presented on the day.

Please do give me your personal perspectives on the different topics and how you will or have implemented some of the tips offered.

Also, we are hoping to start a monthly business briefing just for women entrepreneurs or those aspiring to be. Is it something that you would want to sign onto? Please do let me know.

Finally, is it possible for us to meet to discuss how we can support women in your area. I am aware that you know some of the women already. Please do give me some possible dates for a meeting.

I look forward to hearing from you soon.

Kind regards,

Christine Locke  
Chair & Project Lead  
Diversity House

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This email has been scanned by Nctintelligence  
<http://www.nctintelligence.com/email>><http://www.nctintelligence.com/email>

### **Case Scenario**

A couple from an East European country were referred to Diversity House by a local statutory organisation for support. This couple have two young children of primary school age. They came into the country a year ago.

The trained volunteer that received this couple at the 'drop-in' carried out an initial assessment which was stopped after a couple of minutes as they could not speak English Language. The volunteer rescheduled the assessment as an interpreting service has to be commissioned. Diversity House having engaged Medway Interpreting Services, a full and holistic assessment was conducted which identified the following:

- That the couple are homeless and have been sleeping rough with their young children;
- That they are unemployed but not entitled to any benefits;
- That their children even though of school age, are not in school;
- That they are not known to both Adult and Young Children's Social Services;
- That they are not known to health;
- That they are willing to work if the relevant documents can be accessed;
- Others;

In other contact the different agencies with the remit to address the identified issues; Diversity House had to employ the services of the Interpreting Services more than once. The assessing volunteer with the support of the translator made contact with the Home Office department responsible for dealing with migrants with European countries to find out what documents should be applied for so as to enable the couple to apply for jobs. The volunteer also contacted the following agencies:

- Jobcentre Plus for the possibility of benefits;
- Social Services Department;
- Local Housing;
- Temporary accommodation (Shelter);
- Salvation Army;
- Health;
- Individuals (who kindly provided warm blankets; items of clothing, cash, gifts and most importantly, helping/caring hands for the family);

### **Outcome(s)**

Although, none of the agencies contacted during the festive period were able to provide the needed support, Diversity House through the help of its volunteers and friends ensured that the family were well provided for during the said period. Furthermore, the family were supported to apply to the Home Office to acquire the relevant documents needed before they could apply for employment.

### **Impact**

Diversity House helped to prevent rough sleeping on our streets, prevent street begging, crime and consequently supported community integration and inclusion.

The above case study is some of the problems that bring individuals to Diversity House.

Alex Taylor's Testimonial:

Diversity House helps all kinds of people whether it's starting a business or supporting people who just need someone to talk to. I think what they do is very important for people in the community because it's one of the only places where people can get support for what they need and to help them with their problems. Plus Swale isn't an area where people get involved, so those who need help have somewhere to go to, to get support.

Also volunteers can get a lot from working here as they support personal growth and improving work ethics.

In my time here I have learnt what I need to do to improve and I also gained confidence. I also learned what I want to do with my life and what I really want to do that will make me happy, both in a career and personal life.

### **Enrique Testimony**

I wasn't completely sure about what I was going to do when I first arrived but I knew that my goals were to improve my research ability and to help improve my confidence in a working environment which I hoped I could achieve whilst doing my work placement here.

Initially I was doing office admin such as posting letters to different schools and cutting photos out for photo albums which isn't quite what I had expected. However, this changed and became more interesting when I was given the task to research for the Civic Day boards which were based on Benin and Britain and researching the 4 key themes. These were: government and monarchy, trade and occupation, rituals and tradition and gender roles and empowerment. Initially I was focusing my research on the British side regarding this project and it was very enjoyable as it helped improve one of my goals as it is an area which I find interesting which was much more what I was looking to do. Once my research was complete I then had to go into some more detail for the Benin side which again was very interesting as I didn't know anything about it and probably would never have known if I didn't do this project which was great. All of this research was set to a time limit and had to be arranged on boards.

This task taught me time management and helped improve my organisational skills as there was a lot of research which I had to look after. It has given me initial experience on working in a stressful environment and under pressure to complete this work. This all helped to improve my confidence as I had one important job to do so there was no time to be nervous and helped improve my ability to work with people and team work which was a goal I wanted to achieve. I also enjoyed putting the work I did for the Civic Day into a learning resources book which helped provide my experience in research which was one of the aims I had before working here.

Overall I enjoyed my time working here with the tasks which I found very enjoyable and what I hoped I would do. Most importantly I achieved the goals I hoped to achieve when coming here with lots of opportunities to improve my research and improve my confidence in the work place through experience and different tasks.

### Ella's Testimony

I knew about Swale Women Empowering Women through Christine's projects. Swale Women Empowering Women has been a real benefit to me because it is specifically focusing on women across the nation. Looking back from when I joined this project as a client, I can say that it has changed me as a person it has improved my life, given me confidence which is the kind of person that I wasn't before. My self-esteem has improved a lot, I have become more mature, more alert and many people say it has improved the self-confidence within me.

I would recommend Swale Women Empowering Women to any women that are struggling with any issues. I have been through many processes, including counselling and the doctors to help me improve myself and my self-confidence however none of them have worked. Swale Women Empowering Women has dramatically changed my life and I would highly recommend this project to any women because you will definitely see and feel the difference as I did.

Christine Locke has helped a lot as she is a very good encourager, because she is the head of the project and anything she says sinks in and helps you to improve yourself. You will then be able to see the changes and differences that the project gives you.

### Interview with Fola Bakare:

Fola has been a member of Swale Women Empowering Women since its inception. She has participated in Business Briefing and has attended the networking events to boost her business, DeRock Wellness Cafes.



"My name is Folasade (Fola) Bakare and I have been happily married to Paschal Ekeigwe for 10 years. I am the Director of DeRock Wellness Cafes and an OrGano Gold healthy coffee franchise owner. I am a Mentor, Coach and Employability Skills Tutor and my passion is to encourage and create entrepreneurs and create generational wealth whilst having fun.

In the words of my mentor **Sophia Bailey**, "Fola is an eloquent, productive and vital part of the team. She is the biggest team player I know and never fails to bring a smile wherever she goes. (more people need to know the power of this).

She has taken on roles in Organo Gold which have become integral to our expansion and she pays meticulous attention to every detail. This has meant I am able to delegate without a single fear which is very hard for most entrepreneurs but easy to do when someone gives you so much confidence that they can get the job done in your absence. .

Fola has also become a great mentor to members of her organisation while remaining teachable and coachable as a mentee. If you are considering the opportunity of working with her, do not take the decision lightly – it is a huge compliment if she has chosen to work with you and you will get 110% value for your efforts.

Thank you for including us in the DeRock Total Wellness movement Fola, we are proud to be a part of your vision." (Sophia Bailey specialist areas mentorship, personal development, public speaking, parenting and interior design, October 2012)"

[www.derockwellnesscafes.com](http://www.derockwellnesscafes.com)

Work Club Participant: Rashmi gr

Date: 17<sup>th</sup> April 2013

4:17 PM (13 hours ago)

Rashmi gr

to christine

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I look forward to seeing you soon.  
Kind regards.

### Case Study for SWEW Eat Smart Move Smart

My name is Jo, and I joined SWEW at its inception. Since then I have been involved in many of its projects and ideas, but the one which has meant the most to me is the Eat Smart Move Smart project. I was very overweight a couple of years ago and lacked confidence to take up exercise like going to the gym etc. as I didn't want to be seen out of breath and flagging after just a few minutes exertion. So I put myself on a diet and ate healthily. Over the course of two years I lost just over seven stones. I felt so much better and healthier and gained a little confidence, but I still took little exercise and was very unfit. The Eat Smart Move Smart project gave me ideas of exercises I could do without ruining my self-confidence. Gradually I undertook more and more exercise until I had built up my stamina and fitness levels to match those of people around me. I even took the plunge and joined a gym! Now I exercise every day. I swim during my lunch break every week day. I attend the gym twice a week and I have joined two exercise classes. I walk where I might have taken the car in the past, and always use the stairs instead of the lift. I often ride my bicycle, jog and I go horse riding. I feel so much fitter and it has helped the weight to stay off. It has also given me another focus in life instead of food. I have a lot to thank the project for – it has quite literally changed my life! Thank you SWEW

### Profile on Angela Boakye

Angela recently moved from Walthamstow in London to Sittingbourne in May of this year with her husband. Both Angela and her husband are retired and their children no longer live with them. Whilst living in London Angela, who is of Ghanaian decent, ran a market stall selling traditional African dresses, including Kente cloth, as well as natural skincare products. With such a large customer base the business did well and she took part in the annual African Show for over 10 years.

Although Angela enjoyed her work, living in London it was difficult to become part of a community, with many of her neighbours keeping themselves to themselves and not engaging with others on the street. This all changed for Angela when she moved to Sittingbourne. She believes it is a different way of life where she can engage with her neighbours as well as meet new people in the community.

It all began when Angela was being shown around the town by a friend, finding out where a few amenities were situated, such as the Post Office, Police Station and most importantly Phoenix House. She had never heard of Phoenix House before but was told to have a look as it holds many clubs and activities for the residents of Swale. Angela visited Phoenix House and was introduced to Christine Locke and Christina Austin from Diversity House. Being part of Diversity House Angela has taken part in the events they offer, one such being the Walking Club. The Walking Club has allowed her to explore the town with someone who knows the area and become more aware of where things are in Sittingbourne. This simple event has provided Angela with so much more confidence than she had when she first moved to Sittingbourne and has allowed her to feel more at ease when travelling around town. Angela loves the Walking Club; "it costs nothing and it is a way to meet new people and see new sights, it's great".

Not only this but Angela has also been provided with support from Diversity House regarding technology, helping her to set up an email account. This has allowed Angela to keep in contact with friends as well as have more access to services and contact from people regarding all manner of things. This support has been invaluable to Angela and seeking help with such matters would be difficult and sometimes even cost money without Diversity House. After being in Sittingbourne for 3 months Angela has been in contact with friends from London who are shocked by how much she has changed and come out of her shell, all down to the help and assistance offered by Diversity House.

Angela says of Diversity House' "Swale Women Empowering Women" project; "it is very welcoming and a good place full of hardworking people. They are caring and want to help people with any of our needs". She also finds it the perfect place to find out about what is happening in Sittingbourne as she doesn't like to read the local newspaper, she would much rather talk to people and find out that way. Diversity House has provided an ideal setting, as she talks to people when she comes in about local events and what Sittingbourne has to offer, gaining more knowledge of the area as well as creating new friendships.

Another section of Diversity House is the Swale Women Empowering Women (SWEW) initiative which aims to assist the women of Swale in becoming more self-confident, assured and to give

them more of a voice in their communities. With the help of the SWEW Initiative Angela has become a lot more assertive and assured, helping her to realise she wants to offer her skills and services to the people of Sittingbourne. Being involved with Diversity House Angela has recognised that she can give something back to the community via the selling of her African dress wear and natural skin products. From her own experience she knows that this type of clothing is hard to come by so wants to make it available for residents of Sittingbourne in need of such products. She believes that not only will her products be beneficial to the customer but it will help make stronger ties within the community that were not previously there. All this has come about through the interactions Angela has had at Diversity House, allowing her to strive for more in her own life as well as enrich others.

### **Rebecca Riding**

#### **SWEW Research and Outreach Officer**

I came to Diversity House with a clear vision of where I wanted to be within the next five years, but I lacked direction. Christine provided the guidance, advice and support that I required to be able to begin my career in the third sector. Through volunteering on the SWEW Project, I not only developed my skills set and understanding of local charitable work and community development. I was inspired, motivated, challenged and encouraged...to soak up knowledge like a sponge and to have conviction in my abilities.

Christine is the driving force behind Diversity House and its success. This is a fantastic charity that delivers big results to the lives of individuals and the local community. If you have what it takes to make a positive contribution to the team as a volunteer, you will personally come out of the experience feeling refreshed and with a new perspective. I am now moving into a new chapter of my life as a Donor Relations Assistant at UNICEF, and am eternally grateful to Christine for pushing me past the start line of my journey into charitable work.

## Swale Women Empowering Women

### Kelly Walker (Project Worker) - Self-Improvement Statement

I was lucky enough to be offered employment with SWEW in June 2013, following a difficult few months for me after lots of applications to various employers as well as many interviews and rejections. This led me to feel a lack of confidence and a need to re assess my skills set.

I have always had a passion for community development work and had recently moved away from this kind of role. Coming back to this work has allowed me to reignite that passion and to return to working with like-minded people who share the same enthusiasm for making a real difference to our local communities.

I value the vast experience and skills set that Christine Locke has and how she applies it to her work here at Diversity House. Her ability to try and draw the best from other people and build on their skills to help them progress on their journey is very impressive. During my time here I have gained back the confidence I once had.

As a result, I felt empowered enough to apply for a wonderful role that may have otherwise passed me by. The recruitment process for this role was very long, with several stages involved. Christine has been very supportive throughout and allowed me to work my hours around being able to attend the three stage interview and assessment process.

During an inspirational presentation Christine delivered at our monthly business briefing, Christine spoke of how to represent yourself at interview, how to display your confidence in your own skills set and be powerful enough to describe your abilities well and with passion so the panel can feel it. I reflected on my past few months, my 200+ job application forms, and approx. 30 interviews I had been through. I noticed that I used the phrase "we did" a great deal when speaking of the work I had completed, making reference to a team of people performing a role when in fact I worked alone or led the teams in question. I noticed I was not inspiring the panel to believe in my individual skills but only what I can bring in a team, therefore selling myself short. I have since changed my approach.

I am sad to leave Diversity House and I will be offering some of my spare time to help as a volunteer as the charity moves into the its next exciting phase. I am extremely grateful to Christine and Diversity House for the opportunity they have given me. The lottery funding has allowed them the chance to help people like me and the numerous volunteers that come in our doors. I really hope the work here continues to flourish and go from strength to strength.

## **Annex 4**

### **Activities**

Over 60 activities and events took place in the first year of the project. Below is a list of some of key activities/events.

<b>Activities</b>	<b>Description</b>	<b>Responsible Organisation(s)</b>
Business Briefing	Provides opportunities for business women and aspiring business women to meet other business owners; gain valuable contacts from a plethora of industries; engage with like-minded women; develop business skills and ideas; and learn about new avenues of business.	Diversity House and recruited expert facilitators
My Life, My Choice	Opportunities to improve self-confidence; independence; choice; decision-making skills and partnership working for those with learning disabilities.	Diversity House; Swale CVS; Swale District Partnership
Girls Night In	This creates opportunities for women to socialise; make friends; expand their networks; receive expert advice on image and styles in order to improve their self-esteem and confidence; and gain skills to enterprise.	Diversity House; M & Co Sittingbourne
Confidence Building	Free workshop designed to help women increase their confidence. Equipping women to look at the things stopping them from feeling confident, and giving them tools with which to handle dis-empowering situations	Diversity House; Swale CVS; Swale Children's Centers
Work club 1 Work club 2	Creates opportunities for the unemployed (particularly women) to gain skills and confidence to look for employment. The unemployed receive training on subjects such as: CV writing; job search; goal setting; etc.	Diversity House; Swale CVS
Road to Self-Empowerment	Help disabled women to realise their abilities and not their disabilities. The workshop inspires and encourages those with disabilities to live a healthy life; set goal; plan and take actions to achieve their goals.	Diversity House; Skillnet Group
Self-improvement day	A conference that creates opportunities for people to socialize; gain confidence; improve their image and style; have access to wide variety of services such as: NHS, Social services; chamber of commerce; police; businesses; employment agencies; learning institutions; etc.	Diversity House; Job center Plus; Swale CVS; HSBC Bank Plc.; Canterbury Christ Church University; Kent Invicta Chamber of Commerce; Kent and Medway NHS; M & Co; etc.

## SWEW overall activities for 2012 – 2013

Description of Activities	Total
Business Briefing (12 workshops)	96
My life, My choice	26
Girls Night In (4 events)	33
Confidence Building (10 workshops)	69
Work club 1 (8 sessions)	8
Work club 2 (8 sessions)	13
Work club 3 (8 sessions)	5
Road to Self-Empowerment	12
Self-improvement day	99
Culture Proficiency Workshop	13
Equality Workshop 24th May 2013	8
Equality Workshop 21st Oct 2013	6
Networking April 2013	39
Women in the Workforce	14
Launching out	15
Outreach 4th June 2013 - on special events	7
Outreach 19th September 2013 - on special events	9
Outreach 20th September 2013 - on special events	7
Outreach 8th April 2013 - on special events	13
Networking November 2013	8
Conversation club (32 activities)	7
Walking Club (32 activities)	35
Employability club (8 sessions)	5
Nutrition Session 16th May 2013	4
Nutrition Session 21st June 2013	5
Nutrition Session 26th June 2013	6
Nutrition Session 1st July 2013	11
Goal Setting	15
project 2010 (2 workshops)	9
Health pack	5
Effective Personal Management	9
Outreach and campaign (Once a week for 12 months)	458
Work Placements	2
Mentees	12
Mentors	13
Apprentice	1
Volunteers (self-referred, Jobcentre and other agencies)	52
Service users at Drop-in-centre (one-to-one support)	78
<b>Total</b>	<b>1227</b>

Notes: **Black colour == Events, workshops & training**  
**Red Colour = Services/support provided in house to users**

## SWEW's number of attendees Dec 1st 2013 - Nov 31st 2014

Activities/Interventions	Total Women Engaged With
<b>Facilitated By SWEW</b>	
Business Briefing	57
Launching Out	16
Enterprise	57
Girls Night In	20
Walking Club	10
Conversation Club	18
Work and job Club (Feb-Apr & Sep)	12
Networking Event (Faversham and 2 pampering)	44
ESOL (Jan and May)	21
International Women's Day	31
Filming and Launching of the film	30
Practical Empowerment	9
No Smoking Workshop - NHS	13
CAP Money Course	6
Health Check	21
Diversity and Equality Training (Health watch)	13
Annual Conference	94
Making of a Champion	7
Palliative Care (Aug & Oct)	25
Summer Youth Club	54
October Youth Club (Half Term)	14
<b>Training By other organisations</b>	
Consortium Training	1
A collaborative approach on migration	1
Universal job search - Job Centre Plus	3
Skills Plus	1
Disability Awareness	2
Communication on progress meeting (Global Impact)	1
MEBP training	1
Soft Skill Audit	1
Peninsula (Health and safety)	1
Supporting BME people in the workplace	1
Risk Assessment	1
House of Commons Lecture	2
Medway ESIP Social Inclusion	1

Public Health	3
Assertiveness Training	4
Volunteer Training	9
First aid training course	1
Employability skills and CV writing	1
support with access course on nursing	1
Personal academic statement support for access to further education	1
Support with apprenticeship registration	1
Marketing Basics	7
Business planning	6
Project bid writing	1
HMRC and taxes	23
<b>OUTREACH (Community Engagement)3</b>	
<b>Events</b>	
Outreach (Brownies Thinking Day 22/02/14)	96
Outreach (The Quays 26/02/14)	2
Outreach (Sheerness JCP Self-Assessment 11/03/14)	10
Outreach (Volunteer Week Sheerness Gateway 03/06/14)	11
Outreach (Volunteer Week CVS 06/06/14)	5
Outreach (St Georges Day 26/04/14)	51
Outreach (Quays to the future 12/06/14)	40
Outreach (Carnival 21/06/14)	300
Outreach (Talk in Sheerness 12/09/14)	9
Outreach (Staying Put 1/10/14)	39
Outreach (Open Day Sittingbourne JCP 8/10/14)	19
Outreach (Middlesex Uni - Patti 23/09/14)	30
<b>Distribution of flyers</b>	
Outreach (Castle Connections 20/01/14)	30
Outreach (Sheppey 21/01/14)	25
Outreach (23/01/14)	108
Outreach (27/01/14)	1
Outreach (SBP 29/01/14)	25
Outreach (13/02/14)	55
Outreach (17/02/14)	60
Outreach (18/02/14)	42
Outreach (SBP 25/02/14)	22
Outreach (18/03/14)	25
Outreach (SBP 25/03/14)	26
Outreach (25/03/14)	150
Outreach (Murstons 7/04/14)	44
Outreach (Langley Road 6/05/14)	120
Outreach (30/05/14)	45
Outreach (SBP 27/05/14)	23
Outreach (10/06/14)	179

Outreach (20/06/14)	67
Outreach (21/06/14)	84
Outreach (Stall in Forum 4/07/14)	46
Outreach (1/09/14)	10
Outreach (12/09/14)	11
Outreach (30/09/14)	25
<b>Networking with people</b>	
Outreach (13/02/14)	3
Outreach (18/03/14)	3
Outreach (Kemsley 26/04/14)	12
Outreach (08/03/14)	21
Outreach (21/03/2014)	34
Donations	37
Exercise referrals	16
Health literacy	16
Own business	7
Employment	18
Work Placements	13
Mentees	11
Mentors	6
Volunteers	26
Service users	45
Organisations	44
<b>Total number of all participants throughout the whole year</b>	<b>2794</b>

<b>Activity</b>	<b>Total</b>
<b>Facilitated By SWEW</b>	
BB Dec	5
BB Jan	5
BB Feb	5
BB Mar	5
BB Apr	6
BB May	4
BB Jun	2
BB Jul	4
BB Aug	2
Walking Club	9
Work and job Club	4
International Women's Day	471
Christmas ball	48
Guided tour to the houses of parliament	14
Valentine's day ball	25
film screening	25
civic day	144
<b>Training By other organisations</b>	
Teaching assistant course	2
valuing volunteers	1
writing winning funding applications	1
managing volunteers	1
Kent ESF project development training	1
Practitioner focus group	1
Community mental health and wellbeing	1
piecing the puzzle in partnership	3
building partnership with mcch	1
SCEN meeting	21
Swale Partner update meeting	34
Women of purpose	100
Pamper evening	50
Project partnership	5
Maidstone BME forum	60
swallows consultation	10
Grooming and stalking	1
<b>OUTREACH</b>	
<b>Events</b>	

Merry go round	30
Family fun day	150
Art in the Park	387
South avenue fair	54
Graduation party	50
Maidstone Mela	279
<b>Distribution of flyers</b>	
25th Dec	20
11th Jan	30
11th Mar	15
26th Mar	4
31st Mar	11
7th Apr	17
9th Apr	24
8th May	27
12th May	40
15th May	20
29th May	50
20th June	40
29th June	4
19th Aug	2
3rd Sep	50
St Georges day	400
<b>Employment</b>	<b>16</b>
Work Placements	2
Mentees	5
Mentors	5
Volunteers	14
Service users	12
Organisations	21
Advocacy	7
Relationship issues, legal advice and confidence building	8
befriending	6
Volunteer recruitment	4
Referrals from job center	2
exercise referrals	9
exercise referrals	7
donations	18
healthy eating	118
business start up	6
<b>total</b>	<b>3035</b>

