

THE END OF OTHERING

Positive Vibes and KP REACH:

Accompaniment and the Enabling of Change

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Executive Summary

This report examines Positive Vibes Trust's (PV) role as a partner organisation in the implementation of the KP REACH programme funded by the Global Fund for AIDS, TB, and Malaria (GFATM) through HIVOS. KP REACH had three core objectives:

- 1) To strengthen four existing and emerging regional networks in Southern Africa so that they work strategically and efficiently together and with others to contribute to the effective development, monitoring and reporting of HIV prevention, testing and treatment services, and programmes and policies for key populations at regional and national levels;
- 2) To improve data collection and use, and knowledge management in order to scale up best practice by creating cross-country linkages to support the development of more responsive national level HIV programming and policies for LGBT+ and sex workers and ultimately to improve access to HIV prevention, testing, and treatment services for these populations;
- 3) To enhance access to HIV services by reducing stigma and discrimination against key populations through creating a unified LGBT+ and sex worker led voice to co-create and disseminate messaging aimed at shifting discriminatory attitudes both at local levels and in the region more broadly (HIVOS & GFATM, 2016).

As an intermediary organisation PV plays an important role in bridging the spaces between international development actors and local communities and organisations. Working in *solidarity* with local communities and organisations is a fundamental tenet of PV's worldview, and in this role the organisation accompanies, facilitates, and catalyses change, while working as a reflective partner with individuals, organisations, and communities. This report documents how PVs approach to its work, and its organisational worldview, found expression in the facilitation of the KP REACH grant, and led to a range of successful outcomes.

The fundamental approach taken by PV in all of its work is based on the work of the Brazilian educator and philosopher Paulo Freire, and emphasises the ability of individuals to take charge of their own lives, organisations, and movements; to strengthen themselves to more effectively shape their own futures; and to use their voices and actions to contribute towards the larger goals of social inclusion, social justice, and equity.

PV addressed the grant objectives by implementing three complementary processes:

1. Addressing objective 1, the strengthening of SATF, involved working collaboratively through workshops and dialogue to develop processes and action plans with the various organisations involved in the forum.
2. To address objective 2, the improvement of data collection, knowledge management, and documentation of violations against sexual and gender minorities and sex workers, individuals from partner organisations, including those in the SATF, were recruited and trained as REActors. REAct (Rights Evidence and Action) is a secure, IT-based, human rights monitoring and response system which REActors were trained to use as a means of securely documenting incidents in their local communities. REActors were also trained to offer support and referral to victims of human rights abuses (Positive Vibes Trust, 2017d).
3. Objective 3, the development of a unified LGBT+ and sex worker voice to challenge discrimination and stigma, and to improve access to health care and other services, was implemented through the Key Correspondent (KC) mechanism. Key Correspondents were responsible for creating media content, including articles, audio, and video, to challenge and shift the general population's attitudes towards LGBT+ people and sex workers (Positive Vibes Trust, 2017b).

Key findings in this report on PV's implementation of the KP REACH grant include:

- Supporting the establishment and capacity building of the SATF, resulting in the development of a regional advocacy plan, the Meaningful Representation Dialogue and Advocacy Plan.
- The training of 59 REActors from community based organisations in eight participating countries to document and report human rights violations.
- Since the programme's inception in December 2016, REActors have reported 357 cases of human rights violations affecting 478 individuals.
- REAct committees have been established in each of the eight countries, and met quarterly to use data from the REActors to analyse, discuss, and respond to the human rights violations occurring in their countries.
- The training of 24 KCs, with 18 remaining in the programme and producing a total of 50 articles and 41 videos documenting and discussing human rights and sexual and gender minorities and sex workers. KCs also produced content from a community perspective to give insight into the lived realities of people experiencing human rights violations, as well as celebrating changes and achievements in people's lives, and creating an understanding of the lived realities of LGBT+ and sex workers.
- Facilitating nine linking and learning exchanges (LLEs) as a cohesive space in which to meet, connect, and coordinate across the programme as a whole. The LLEs were thus an important means of preventing the siloeing of work in within the three grant objectives and created important linkages across the grant's three activity areas (SATF, REActors, and KCs). A critical enabling factor for the LLEs was the way that the KP REACH grant was structured, which gave PV the financial flexibility to respond to challenges in creative and flexible ways.
- PV's responsive to challenges arising through the grant implementation process was also demonstrated by the facilitation of an LLE for the directors of the CBOs who were hosting REActors after it became apparent that REActors were not receiving sufficient support to be able to effectively implement their aspects of the programme. This LLE also created the opportunity to discuss how CBOs could use the data being collected by REActors in their programme design and advocacy work. A total of 26 CBO directors attended the workshop.
- Important outcomes of the nine LLEs include: establishing and strengthening working partnerships between KCs and REActors in the KP REACH countries; creating and identifying synergies between the work of PV, Coalition of African Lesbians, SATF, African Sex Workers Alliance, African Men for Sexual Health and Rights and SAfAIDS; establishing links and building relationships with other stakeholders and strategic partners (such as health officials, policy makers, law enforcement officers, community leaders, and media partners); sharing lessons and challenges among KCs and REActors and working towards solutions; and building capacity on documenting human rights violations.

KP REACH was a relatively small-scale programme in the context of donor-funded projects focusing on sexual and gender minorities and sex workers in southern Africa, and PV realised that to create maximum impact would require a flexible, creative, and adaptive approach. In practice this meant actively working to create linkages between programme partners, and facilitating processes through which partners could begin to envision the potential for impact beyond the scope of the grant's lifespan. By emphasising the links between the three aspects of the programme it was possible for PV to address challenges as they arose, and to pre-empt these from becoming a major obstacle to achieving the grant's aims.

A key lesson from PV's implementation of KP REACH is that, in important ways, PV is developing its skills and expertise in facilitating multi-scale collaborative governance within its work across southern Africa. PV partner organisations vary significantly in their sizes, levels of experience, and skillsets. This requires PV to be able to manage and meet the differing needs of its partners, without alienating those with less experience, while recognising and valuing each partners' inputs. Successful collaborative governance depends to a large extent on intermediary institutions, like PV, for brokering and smoothing the tensions across the various scales at which work is implemented.

KP REACH provides a good example of the value of this developing expertise. In particular, KP REACH has demonstrated the value of PV's approach to supporting localised efforts to address human rights violations, while simultaneously facilitating processes to feed these localised efforts into much broader advocacy programmes without neglecting the provision of direct support to individual survivors of human rights violations. The unique manner in which PV is able to facilitate "multi-scale collaborative governance/collaborations" should be explicitly articulated as a key role that the organization can play in future programmes with partners and is seen as an important contribution to growing the voice of the sector in an inclusive manner.

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Introduction

This report examines Positive Vibes Trust's (PV) role as a partner organisation in the implementation of the KP REACH programme funded by the Global Fund for AIDS, TB, and Malaria (GFATM) through HIVOS. The overall goal of KP Reach was to strengthen LGBT+ and sex worker networks and community systems across southern Africa in order to facilitate and strengthen advocacy efforts focused on changing discriminatory government policies that hinder access to health, social, and other services (HIVOS & GFATM, 2016). The programme also aimed to positively influence societal attitudes and beliefs about these populations in order to decrease levels of discrimination experienced by individuals across the region (HIVOS & GFATM, 2016). The four key populations included in the KP REACH programme were Men Who Have Sex With Men (MSM), Transgender people (TG), sex workers, and Women Who Have Sex With Women (WSW).

Programme partners decided on three objectives that would enable them to work towards the overall programme goal. These were:

- 1) To strengthen four existing and emerging regional networks in Southern Africa so that they work strategically and efficiently together and with others to contribute to the effective development, monitoring and reporting of HIV prevention, testing and treatment services, and programmes and policies for key populations at regional and national levels;
- 2) To improve data collection and use, and knowledge management in order to scale up best practice by creating cross-country linkages to support the development of more responsive national level HIV programming and policies for LGBT+ and sex workers and ultimately to improve access to HIV prevention, testing, and treatment services for these populations;
- 3) To enhance access to HIV services by reducing stigma and discrimination against key populations through creating a unified LGBT+ and sex worker led voice to co-create and disseminate messaging aimed at shifting discriminatory attitudes both at local levels and in the region more broadly (HIVOS & GFATM, 2016).

How these objectives were tackled, through PV's approach to partnership and accompaniment with local organisations across the eight participating countries, forms the basis for this paper.

Positive Vibes Worldview

PV is an intermediary, solidarity organisation working with organisations and movements whose human rights are limited or denied, with a particular focus on work with LGBTI+ people, sex workers, and people living with HIV (PLHIV) (Positive Vibes Trust, 2016c). As an intermediary organisation PV plays an important role in bridging the spaces between international development actors and local communities and organisations. Working in *solidarity* with local communities and organisations is a fundamental tenet of PV's worldview, and in this role the organisation accompanies, facilitates, and catalyses change, while working as a reflective partner with individuals, organisations, and communities (Positive Vibes Trust, 2016c). ***PV's current focus is primarily on challenging the othering of sexual and gender minorities, and sex workers.***

"Othering" is a term that not only encompasses the many expressions of prejudice on the basis of group identities, but also creates a frame that propagates group-based inequality and marginality ...at its core, "othering" involves treating (a person or group of people) as intrinsically different from and alien to oneself. This process of dehumanisation through othering means that those who are deemed to deviate from dominant social norms of acceptable identities are oppressed and excluded, with multiple impacts on their abilities to live safe, fulfilling lives. ***Ending othering means changing***

social norms so that all human beings are able to fully participate in society regardless of their identities or occupations.

PV recognised that addressing othering and the resultant exclusion, stigmatisation, and discrimination against LGBT+ people and sex workers requires approaches that can effect change in and across multiple levels: within individuals, their communities and institutions, and at national and regional levels. By supporting social change to end othering in relation to a few highly stigmatised groups, such as LGBT+ people and sex workers, PV aims to challenge the social dynamics of othering in ways that have a wider impact and contribute to building a culture of openness, inclusion, and equality. Importantly, PV argues that these impacts are measurable and hence can be explicitly included as policy and programme goals. Some indicators that can be used to measure changes in levels of othering include: evidence of increased levels of connectedness and health seeking behaviours; levels of minority stress and minority stressors¹, and specifically, incidents of discrimination, hate crimes, and rights violations among “othered” groups as well as progress towards inclusivity in policy and legal contexts. These indicators can be measured using a range of methodologies including surveys of knowledge, attitudes, and practices among key stakeholders.

The fundamental approach taken by PV in all of its work is based on the work of the Brazilian educator and philosopher Paulo Freire, and emphasises the ability of individuals to take charge of their own lives, organisations, and movements; to strengthen themselves to more effectively shape their own futures; and to use their voices and actions to contribute towards the larger goals of social inclusion, social justice, and equity (Positive Vibes Trust, 2016c).

“In order for the oppressed to be able to wage the struggle for their liberation they must perceive the reality of oppression not as a closed world from which there is no exit, but as a limiting situation which they can transform.” Paulo Freire, (1970).

PV also draws on insights and lessons from the fields of positive psychology, narrative practices, organisational development, transactional analysis, and U-theory (Positive Vibes Trust, 2016c). The theoretical basis of PV’s work is reflected in the principles they bring to their role as a partnership organisation. These principles include:

- Recognising the importance of peoples’ own experiences and narratives;
- Placing people and communities at the centre of all PV’s work;
- Understanding human rights as part of people’s lived realities rather than as abstract ideas;

¹ The concept of minority stress suggests that a contributing factor to the high prevalence of adverse mental health outcomes among sexual and gender minorities is the specific types of stress experienced by these individuals due to their identities. Meyer (2003) identifies five key stress processes that specifically affect sexual and gender minorities: the experience of prejudice events, expectations of rejection, hiding and concealing one’s sexual identity, and internalized homophobia (Meyer, 2003).

- Facilitating a “personalisation” process with partners as the starting point in enabling change. This process allows people to ask questions such as: What does this mean for me and my life? How does this issue connect to my experience? What is my part in creating this reality? (Reygan, 2018);
- Understanding that the people who want change can and should play the leading role in bringing change about;
- Recognising that people are the critical actors in any system or situation and that people create change, while acknowledging that change can be facilitated or undermined by organisations and other larger systems;
- Knowing that sustaining change requires structural change to the systems that comprise people’s lives (e.g. families, groups, communities, organisations, institutions), and that this, in turn, requires reshaping the networks of relationships that constitute particular systems; shifting dynamics around power and inequality; changing the “story” that explains the system to itself; and altering the policies or culture that permeate the system;
- Acknowledging that change and development are usually messy, non-linear processes, and that programming needs to include space for flexible and creative processes and responses; as such, a core aspect of PV’s approach is their emphasis on co-designing tools and methods with the people involved in any programme activity;
- Understanding that changing attitudes and behaviours requires knowledge as well as empathy to be effective, and that it is important to support people’s sense of hope, self-efficacy, resilience, and optimism which are critical aspects of their ability to make effective decisions about their lives in the face of daily experiences of social, institutional, and structural oppression;
- Finally, PV aims to ensure that its internal functioning is aligned with its work with others: to do this, the organisation uses its own methods internally to reflect on the meaning of their work, their relationships with partners, and to support their own ongoing learning and development.

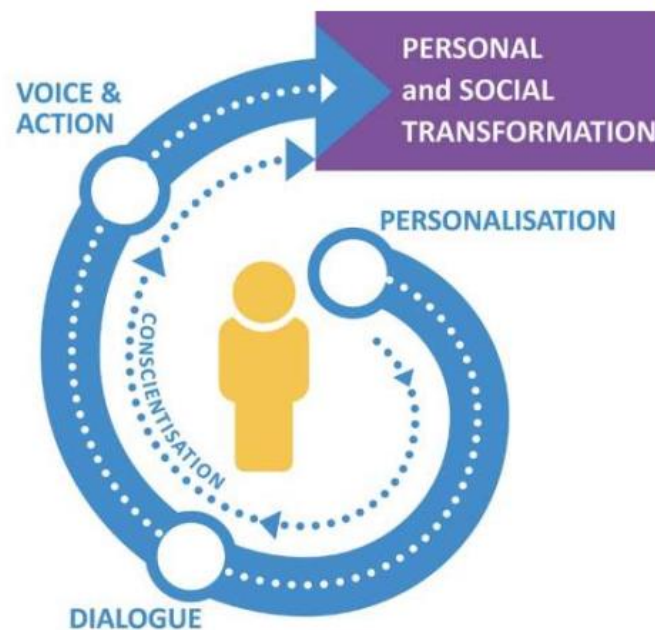
These principles, and the underlying theoretical frameworks supporting them, are the basis of PV’s Inside-Out process (Figure 1), which underpins the organisation’s theory of change (Positive Vibes Trust, 2016c). The Inside-Out process represents a progressive development from personalisation to conscientisation. The iterative process described in Figure 1 begins with the personalisation of an issue or experience, whereby the issue or experience becomes more real and strongly felt by individuals. This process leads to more **authentic dialogue**, starting within individuals’ immediate social groups, and moving into other potential sites of influence, such as with service providers and policy makers. This process also catalyses changes in behaviour, in the way people use their **voices, and the actions they take** at personal and organisational levels. The ongoing process of moving along the Inside-Out spiral, through multiple iterations, ultimately results in personal and social transformation. Thus social change results from progress along a continuum from change in the self, to interpersonal engagement, to more robust expressions of agency and action, to civic and collective influence at a social level (Positive Vibes Trust, 2016c).

Conscientisation is the basis of the Inside-Out process, and involves the ongoing strengthening of the realisation of self-efficacy, and a deepening commitment to social change for the common good. PV (2016c) notes that: “to be conscientised means a change in perception, thinking and motivation, an understanding of one’s own agency and how power works in one’s context and society”. In line with Freire’s (Freire, 1970; Green, 2000) thinking, PV’s process of engaging with its partners emphasises the importance of facilitating processes through which individuals come to understand themselves,

the systems they find themselves in, how these systems contribute to othering, and the realisation that systems can be transformed.

In Freire's thinking, the process of conscientisation, and subsequent transformation of oppression was of even more urgency than the struggle for literacy (Green, 2000). Similarly, ***PV argues that while implementation of programmes is obviously essential, it is equally (if not more) important that through the process of accompaniment individuals and organisations come to realise their own capacities and develop their awareness of how power and oppression function within their social and cultural contexts, in order to begin to work towards transformation*** (Positive Vibes Trust, 2018c).

Figure 1: The Inside-Out Process



Accompaniment as Praxis: Catalysing Change

Paulo Freire discussed praxis in *Pedagogy of the Oppressed* (1970) as an ongoing process of action and reflection. Praxis is therefore more than merely doing something, or undertaking a particular project, but is “creative: it is other seeking, and dialogic” (Taylor, 1993). This creative, dialogical approach to working with individuals, communities, and organisations is at the core of PV’s positioning as an organisation focused on accompaniment.

Equally important, and implicit in PV’s praxis as an accompaniment organisation, is the rejection of the dehumanisation that sometimes occurs in donor-partner relationships. While Freire discusses dehumanisation in terms of oppressors’ domination of the oppressed, it is important to understand the potential for donor-partner relationships to involve the dehumanisation of partners through the denial of their selfhood (Taylor, 1993). This “denial of selfhood” in the NGO sector occurs when donors and grant managers do not recognise or value the knowledge, experience, creativity, and capacity of their partners, and resort to top-down, dictatorial approaches to programme implementation that undermine the power of local partners to claim their voice and catalyse change on their own terms. It is also important to note that the “denial of selfhood” is a feature of the

broader social processes of othering that exclude and oppress sexual and gender minorities and sex workers.

PV is explicit in their rejection of these dehumanising approaches to their work. In contrast, ***PV's worldview is people centric, focused on accompaniment and solidarity with oppressed and marginalised people, aiming to support the development of people's insight into their own conditions, as subjects of their own stories, to claim their own power and catalyse change through dialogue, collaboration, and movement*** (Reygan, 2018). Banks (2017), in his reflection on PV's developing role as an accompaniment organisation, notes that accompaniment requires: "...the discipline to facilitate without directing, to support without taking leadership, to exercise equity despite unequal power, to work through invitation and permission and agreement".

These principles find practical expression in PV's commitment to co-creation in all of their work with their partner organisations. Facilitating the co-creation of programmes and interventions is an important means of ensuring the ownership of programmes by partner organisations, which in turn contributes to these programmes making meaningful, long term impacts at multiple levels and across multiple scales.

Multi-level impacts, multi-scale accompaniment

Ending the othering of LGBT+ people and sex workers requires programmes that explicitly recognise the importance of making concrete differences in individuals' lives, while simultaneously developing processes that have much wider impacts.

In reviewing this work, we found evidence that PV, together with partners, works to realise different **levels of impact** including: the personal (within individuals); the interpersonal, social, and environmental; and the cultural and structural (Eaton, Flisher, & Aarø, 2003).

- Personal level impacts include changes in self-efficacy and self-esteem, the process of coming to voice, increases in knowledge, changes in beliefs, and resultant intentions to take action (Eaton et al., 2003).
- Impacts at the interpersonal, social, environmental level could include: changes in organisational contexts towards respect for, and acceptance of, LGBT+ people and sex workers; changes in attitudes and practices among police, social, and health workers towards these populations; and decreases in discrimination, stigmatisation, and human rights violations.
- At a structural level, impacts could include the removal of discriminatory laws against same sex sexuality, the decriminalisation of sex work, the legal recognition changes in gender identity, and increased levels of employment and access to opportunities for minorities.
- Finally, at a cultural level impacts could include changes in cultural and religious norms and beliefs and patriarchal power relations that perpetuate inequality (Eaton et al., 2003; Positive Vibes Trust, 2018a).

Membership	Duration of membership/participation; Number of members/stakeholders	Spatial scale of influence of particular members (e.g. local vs regional)	Level of commitment and demands placed on members as a condition of membership
Interaction	Frequency, duration, and simultaneity of interaction	Localised or dispersed; local, national, regional interaction	Intensity of interaction necessary for successful outcomes
Strategic horizon	Time horizon and timespan of goals projects and results (short/long term)	Geographic scale encompassed by programmes	Extent of strategic targets of programmes (individuals, communities, organisations, national laws etc).

In order to catalyse these multi-level impacts, ***PV also works across multiple scales in accompanying its partner organisations in a collaborative manner that is “deliberative, multilateral, consensus seeking, and oriented toward joint production of results and solutions”.***

In exploring the ways in which PV works and the extent to which it has been able to develop a collaborative approach to realising change we have used the “collaborative governance” frame (dimensions and scale) developed by Ansell (2015). These insights are applicable to PV’s positioning as an intermediary organisation managing the implementation of grants across regions and in partnership with a range of organisations which each have their own specific organisational cultures and ways of being (Positive Vibes Trust, 2016c).

The “collaborative governance” frame has three key dimensions, namely, membership, interaction, and strategic horizon (Ansell, 2015), which are explained further using a set of scales.

- Membership refers to the participants in the collaboration. The scale applied to this dimension focuses on the size of individual organisations participating and the size of the collaboration as a whole.
- Interaction is considered using the scales of frequency and nature of participants’ interactions as well as the levels of interaction, which could include the local, national, regional, and global levels.
- Finally, the strategic horizon considers the scale of applicability of the outcomes of the programme or intervention i.e. whether outcomes are focused on changing local dynamics, or broader level policies and structural problems and the nature of these changes.

Each dimension is then reviewed taking into account the following factors: temporal (relating to time) and quantitative (relating to number); geographic; and functional.

Table 1 (below) shows this framework in more detail highlighting the interplay between the dimensions and scale.

During this review we found that PV traverses all of the above scales in its work, and as such it requires a high level of flexibility and adaptability in order to facilitate effective collaboration and

catalyse meaningful change. Interestingly, Ansell notes, based on reviewing research on collaborative governance, that a critical factor enabling successful implementation is the existence of intermediary institutions – such as PV. These themes, and the ways in which PV is able to play this role to realise change, are explored throughout this paper and create a basis to take forward the learning from this programme into future initiatives.

Positive Vibes and KP REACH: Networks, REActors, and Key Correspondents

PV's specific role in the KP REACH grant was as a technical partner tasked with four key implementation activities. These included: capacity strengthening of the project management team; supporting the establishment and capacity building of the Southern African Trans Forum (SATF); the refinement and roll-out of the REAct data collection tool and response systems coupled with the training and mobilisation of 59 Reactors (across the 8 countries); and, the training of 24 Key Correspondents – of which, 18 are still part of programme (across the 8 countries) (HIVOS & GFATM, 2016).

PV's approach to addressing these key activities in relation to the three overarching objectives of the KP REACH grant reflects their commitment to conscientisation through accompaniment and co-creation of methods. Recognising that addressing these objectives in isolation would limit the overall effectiveness of KP REACH, PV aimed to use an integrated approach to working with their partner organisations to achieve the relevant goals of each objective.

4. Addressing objective 1, the strengthening of regional organisational networks, involved working collaboratively through workshops and dialogue to develop processes and action plans with the various organisations involved in the forum.
5. To address objective 2, the improvement of data collection, knowledge management, and documentation of violations against sexual and gender minorities and sex workers, individuals from partner organisations, including those in the SATF, were recruited and trained as REActors. REAct (Rights Evidence and Action) is a secure, IT-based, human rights monitoring and response system which REActors were trained to use as a means of securely documenting incidents in their local communities. REActors were also trained to offer support and referral to victims of human rights abuses (Positive Vibes Trust, 2017d).
6. Objective 3, the development of a unified LGBT+ and sex worker voice to challenge discrimination and stigma, and to improve access to health care and other services, was implemented through the Key Correspondent (KC) mechanism. Key Correspondents were responsible for creating media content, including articles, audio, and video, to challenge and shift the general population's attitudes towards LGBT+ people and sex workers (Positive Vibes Trust, 2017b).

Supporting the establishment and capacity building of Regional Organisations: a focus on the Southern African Trans Forum

The objective of the network strengthening aspect of the KP REACH grant involved four southern African organisational networks (African Men for Sexual Health and Rights; African Sex Workers Alliance; Coalition of African Lesbians; and the Southern African Trans Forum). PV began this aspect of the grant by discussing with these organisations how they could work together, and what support they could offer. However, only the SATF felt that they needed PV's support, and hence this network became the sole focus of PV's network strengthening work.

PV's work in supporting the establishment and capacity building of the SATF demonstrates the value of the organisation's partnership approach in working with a diverse group of individuals and organisations. The SATF consists of 20 member organisations from 12 countries (South Africa, Namibia, Botswana, Zimbabwe, Mozambique, Lesotho, Swaziland, Zambia, Malawi, the Seychelles, Mauritius, and Tanzania), and was formed after a number of consultative meetings led to an in-principle agreement by these organisations that a regional movement was needed to further the Trans agenda (Positive Vibes Trust, 2016a). The forum specifically aims to represent Trans people in regional and continental bodies such as SADC and the AU; to advocate for the setting up of a steering committee to advance the rights of Trans and gender diverse people; and to co-ordinate a collective advocacy agenda and programme of action on Trans rights (Positive Vibes Trust, 2016a). The forum also aims to build the capacity of in-country Trans movements and organisations in order to empower them to engage in advocacy, lobbying and awareness raising work nationally and regionally (Positive Vibes Trust, 2016a).

During the early stages of the implementation of KP REACH, PV combined its efforts with Gender Dynamix, a South African NGO which works towards the realisation of transgender rights and which hosts the SATF. Through an ongoing process of discussion around how to achieve the maximum impact from the collaboration, Gender Dynamix and PV agreed on the need to develop an advocacy plan to guide Trans-related work throughout the region. This pooling of resources, knowledge, and experience with Gender Dynamix formed the basis of a process through which PV facilitated the co-creation of the Meaningful Representation Dialogue and Advocacy Plan (MRDA) hereafter referred to as the advocacy plan. PV's accompaniment role in working with Gender Dynamix and other members of SATF is evident in the way that the organisations worked together to identify a common goal (developing the MRDA). Through this process PV was able to create a collective approach to assisting the SATF in working towards achieving its goals.

In addition to their ongoing discussion and interaction with Gender Dynamix and the other SATF members, PV facilitated several workshops with specific objectives aligned to the process of developing and strengthening the SATF. The first workshop focused on formally establishing the network and identifying critical gaps in capacity among network partners (Positive Vibes Trust, 2016a). This workshop resulted in the formalisation of Gender Dynamix role as the host organisation of the SATF, with the development of a hosting agreement and terms of reference for the forum. This workshop was also important as a means of deepening the working relationship between the various partner organisations.

Working jointly with Gender Dynamix and the SATF, PV recognised the potential usefulness of the LILO methodologies in strengthening and building the capacity of SATF partner organisations to undertake local and regional advocacy work.

“Working with Positive Vibes helped us to identify and understand the gaps we need to address in our programmes” - Transgender participant, Swaziland.

This led to the facilitation of a second SATF workshop which specifically engaged participants in the personalisation process through the use of PV's Looking In, Looking Out (LILO) methodologies (Table 2). The purpose of engaging with participants using the LILO methodologies was twofold. Firstly,

participating in LILO Identity provided a valuable way to build a deeper understanding of who participants are, and subsequently of increasing their confidence and sense of agency. Secondly, the workshop created an opportunity to develop a stronger group identity by recognising shared values, experiences, and challenges (Positive Vibes Trust, 2017g). Moving on to LILO Voice, participants developed a greater understanding of the power dynamics affecting their everyday lives, and the lives of other sexual and gender minorities, and facilitated their ability to find and claim a voice in this space (Positive Vibes Trust, 2017g).

LILO Identity and LILO Voice were also important as part of the process of developing the advocacy plan by helping participants to find a collective voice within the enabling environment created by

Looking In, Looking Out (LILO)

The LILO methodologies are a series of participatory workshops that use personalisation approaches to deepen self-efficacy among LGBT+ people and sex workers. They include:

LILO Identity: a personalised approach to exploring sexual orientation, gender identity and expression, aiming to move individuals to more positive LGBT+ identities, strong self-concepts, and high regard for their own value as LGBT+ persons.

LILO Connect: focused on building empathy and identification to assist people to develop more positive attitudes towards LGBT+ people and sex workers.

LILO Work: aimed at enabling sex workers to take greater control of their circumstances to mitigate the risks they face in their daily work, while developing skills to work towards achieving their life goals.

LILO Voice: focused on building the competence and confidence among LGBT+ people and sex workers to engage in influencing work with family, neighbourhood, and community.

Table 2 Summary of the LILO workshops used in the KP REACH programme

PV's facilitation of a safe space in which to explore the challenges facing Trans people in southern Africa. As a result, the advocacy plan was truly representative of the lived experiences and challenges faced by Trans people and groups in the region.

Following the development of the various strategic documents necessary for the formalisation of the SATF (the MOU and TOR between Gender Dynamic and SATF; the advocacy plan; and the capacity strengthening plan), a workshop was held in order to finalise, consolidate, and cost the resulting plans (Positive Vibes Trust, 2016d). This workshop provides a useful example of PV's multiple roles in working as an accompaniment organisation in that it facilitated a process that built on the development of the advocacy plan and the finding of a common voice among SATF organisations, and then worked together with the partner organisations to develop an action plan on implementing the practical aspects of the MRDA.

This workshop was held in two parts, with the first three days focusing on reviewing and costing the advocacy plan and capacity strengthening plan. This part of the workshop involved the project management unit (PMU) comprised of Gender Dynamix and PV staff. The second part of the workshop focused on strategic planning for the SATF, and included training on basic principles of strategic management, and their application to the strategic planning process (Positive Vibes Trust, 2016d).

During the process of accompanying SATF in developing and strengthening their network, partners identified an essential need for members to be able to communicate their own experiences, concerns, needs, and challenges as trans individuals in their various social contexts, including among family, friends, and their broader communities (Positive Vibes Trust, 2018d). Additionally, the implementation of the advocacy plan necessitated SATF members be confident and comfortable in facilitating dialogue on the issues that affected them. Responding to this need, PV and Gender Dynamix developed a person-centred approach to dialogue facilitation skills training (Positive Vibes Trust, 2018d). This three day workshop includes: basic facilitation skills; active listening skills and levels of listening; giving feedback, reflecting skills, and summarising points of view; holding space; highlighting burning issues and conflict management; dispelling myths and providing correct information while building empathy; understanding how attitudes change; introducing psychological models that explain aspects of people's behaviour; the importance of one's own story in facilitating dialogue; and being able to conclude a session with an agreement, or action plan (Positive Vibes Trust, 2018d). A crucial aspect of this workshop was PV's facilitators being able to demonstrate dialogue skills in practice by working with participants to understand their challenges.

“The most important thing for me about working with Positive Vibes was seeing people being willing to share their stories. I think this is very important as a mobilising process for trans people”
(Transgender participant, Swaziland).

“This was a first step to ensure that people understand, sympathise, and support us”
(Transgender participant, South Africa).

As part of this process, facilitators demonstrated dialogue skills by spending time engaged in respectful listening, sharing models to support a deeper understanding of particular situations, and examining how participants could take control of their own responses (Positive Vibes Trust, 2018d). After participating in the workshop SATF members reported a better understanding of the role of emotions and emotional responses in conversations with people who lack an understanding of Trans issues. Further, participants felt more comfortable with being able to facilitate dialogues to create spaces of mutual learning and respect (Positive Vibes Trust, 2018d).

Positive Vibes and REAct: Strengthening the Documentation of Human Rights Violations

Effective advocacy and programming to end othering requires evidence. In the context of the criminalization of same sex sexuality in the majority of the countries in which KP REACH was implemented, documenting human rights violations against LGBT+ people and sex workers is particularly challenging, but it is critical as a means of informing the development of local, national, and regional interventions (Positive Vibes Trust, 2017j). Towards this end, PV's facilitation of the REAct (Rights, Evidence, and Action) component of KP REACH aimed to improve the documentation of human rights violations against LGBT+ people and sex workers. REAct is a secure, IT-based, human rights monitoring and response system owned and managed locally by REActors. The system was developed by the International AIDS Alliance, and is used worldwide. REAct can be used to collect evidence to support the provision of individual emergency care, to extend organisations' human rights and legal services initiatives, and to support the engagement of health care workers and law enforcement officers in responding to human rights violations (Positive Vibes Trust, 2017j).

On a practical level, this programme involved selecting and training individuals from Community Based Organisations (CBOs) in the eight participating countries (South Africa, Swaziland, Lesotho, Namibia, Botswana, Zimbabwe, Zambia, and Malawi) to document and report human rights violations against LGBT+ people and sex workers, using the REAct system (Positive Vibes Trust, 2016b). A total of 59 REActors were trained in October and November 2016 on: human rights principles and responses, collecting evidence, managing information and implementing REAct (Positive Vibes Trust, 2017d).

The training workshops were run over five days and included both theoretical and practical components. In addition to familiarising participants with the structure of KP REACH, and their roles within it, the theoretical component focused on developing a more in-depth understanding of what constitutes a human rights violation, and why it is important to document and track these violations (Positive Vibes Trust, 2016b). The practical component of the workshops focused on training participants to use the REAct software and how to appropriately conduct interviews with victims of human rights violations.

Since the programme's inception in December 2016, **REActors have reported 357 cases of human rights violations affecting 478 individuals** (Positive Vibes Trust, 2018a).

Community members were the most frequent perpetrators of human rights violations, and violent assault was the most commonly experienced violation, comprising 27% of reported incidents

“Before attending the trainings I didn't even know that when someone has discriminated against you it was a violation, I'm glad now I know and I'm no longer turning a blind eye to it”.

“After everything I learnt I went on to read the constitution and penal code on what laws affect the LGBTI community in my country”.

“It has helped me to be able to be voice of the voiceless in relation to respond to key populations human rights violations”.

“They helped to identify the human rights violations, how to address the issues that are affecting key populations in different ways, either by involving police, health providers, or law makers”.

(Positive Vibes Trust, 2018a). Sexual abuse (17%) and harassment and intimidation (14%) were the next frequently reported violations (Positive Vibes Trust, 2018a).

After the initial training workshops, the need to provide REActors with training on trauma support for survivors of human rights violations was identified. This need arose as REActors found themselves overwhelmed by the trauma of the survivors in the process of recording the incidents (Positive Vibes Trust, 2017i). The workshop focused on deepening participants' knowledge about trauma, provided training on interview and emotional first aid skills, and finished with teaching participants about self-care practices. This was seen as crucial to avoid secondary traumatisation and burnout (Positive Vibes Trust, 2017i).

Another key element of the REAct programme was the provision of access to emergency funds through the grant, in some cases supplemented by the Rapid Response fund of the International AIDS Alliance, to help victims of human rights violations. These funds enabled REActors to provide a greater level of support to survivors than would otherwise have been possible. One organisational respondent noted that for her the most important aspect of the KP REACH programme was the ability to access emergency funds. She further noted that her own organisation had taken the step to ensure the continuity of emergency funding to support survivors of human rights violations once the KP REACH grant ends.

“I think the most important thing that came out from the grant was the inclusion of the emergency support...to ensure that we don't only provide services such as access to justice, or other services, but we also need to provide some type of emergency support to the victims. We realised that victims often lose a lot of things when they are victimised and they need more than just access to health services or legal support” - (Interview with programme manager, Malawi, November 2018).

Evidence to action: the role of REAct committees

The organisations and individuals participating in the KP REACH grant and the REAct programme recognised that it was not enough to simply gather information about human rights violations, and that there was a need to use this information as the basis for decision making and ongoing programme design. Towards this end, each participating country hosts a REAct committee, tasked with meeting quarterly to analyse and discuss the cases reported by REActors. Actions taken by REAct committees differ across the countries and contexts in which KP REACH is implemented (Positive Vibes Trust, 2017j).

In **Zambia**, the REAct committee made plans to use REAct data in partnering with key stakeholders to facilitate dialogues with healthcare workers and lawyers; to engage with regional police commissioners; and to initiate rapid response initiatives to homophobic and transphobic media reports (Positive Vibes Trust, 2017j).

In **Lesotho**, the REAct committee used data in advocacy actions including public gatherings, and community, healthcare worker, and police sensitisation workshops (Positive Vibes Trust, 2017j).

The **Zimbabwean** REAct committee actions included conducting a contextual analysis; utilising WhatsApp to share information about human rights violations, and to create dialogue within communities and organisations; engaging other LGBT+ organisations for input from their own human rights violation monitoring to support the building of a national level picture of human rights violations; the mapping of referral lists across the country to coordinate responses and increase the effectiveness of referrals of victims of human rights violations; and improving the dissemination of information and analysis from the REAct database to encourage more referrals and engagement with REAct.

“The REAct committees were important because they acted on the data, and followed up when issues arose. So it went beyond simply reviewing the data, they developed action plans. For example, one committee organised a sensitivity training for a local clinic” – Interview with programme manager, Zimbabwe, November 2018

While the REActors played an essential role in documenting human rights violations, there remained a need to create coherent narratives of these violations, to situate them in context, and to relate them to broader cultural, political, and structural issues. This need was addressed using the Key Correspondent component of the KP REACH grant.

Key Correspondents: Reaching Out

The KC mechanism was designed to tackle the third objective of KP REACH: the development of a unified LGBT+ and sex worker voice to challenge discrimination and stigma, and to improve access to health care and other services (HIVOS & GFATM, 2016). KCs are citizen journalists trained by PV to produce written, audio, and video content about LGBT+ people and sex workers. An initial cohort of 24 KCs were selected to participate in a training workshop, and included representatives of gender minorities and marginalised groups, as well as individuals who identified as allies to sexual and gender minorities and sex workers.

While REActors had to be a part of a CBO to be eligible to participate in KP REACH, KCs could be independent, although many were CBO or NGO staff. This had both positive and negative implications. On the one hand being part of a larger organisation meant that those KCs who were employed by NGOs had greater access to resources than those who were not; but on the other hand, independent KCs did not face the risk of losing their positions under KP REACH if they left their NGO. Five KCs left the programme over the course of 2017/2018, leaving a cohort of 18 engaged in producing content about LGBT+ people and sex workers. This content focused on stories of injustice and human rights violations, stories celebrating change and progress, and stories focusing on people’s everyday lives, reflecting the shared humanity of all people.

“Being a KC means being part of history, and documenting the positive influences leading towards reducing inequalities in Africa. Being on the right part of history is not only fulfilling but helps realize a better Africa.” - Mmabatho Motsamai, Botswana.

“This has been a life-changing experience. I have learnt how to work with people who’ve experienced stigma and discrimination. I have discovered the power of documenting LGBT+ lives” – Karin Johannes, Namibia.

The initial training took place over five days, and included the LILO Connect process, which focuses on supporting and encouraging non-LGBT+ persons and potential champions to enhance their knowledge and understanding of sexual and gender minorities (Postive Vibes Trust, 2018). Facilitating LILO Connect with the KC group aimed to support more sensitised reporting about LGBT+ and sex worker issues and led to in-depth discussions about the role of language and media sensitivity in affecting LGBT+ people and sex workers both personally, and in how they are perceived by society more broadly (Postive Vibes Trust, 2018).

Following the LILO process, KCs were engaged in building their basic journalism skills, including: interviewing, writing, storytelling, voice recorder use, photography, and videography. These processes facilitated both the practical upskilling of KCs and their ability to produce content while remaining sensitive to the ways in which they discussed gender minority and sex worker issues, to ensure that they did not inadvertently use stigmatising or discriminatory language.

“In documenting it has been important to highlight the roles played by NGOs; creating a platform to raise awareness on the impact of the work that is done by human rights defenders.” – Nomcebo Thungo, South Africa.

“Being a KC has taught me to be considerate and sympathetic. Putting faces to the stories has allowed me to understand human beings much better. That although there might be similarities – each human being has their own story and it must be told well... As KCs we have the responsibility to tell these stories, challenge the status quo, and change the mindset of LGBT+ humans as well as the general population” – Bokang Bane, Lesotho.

Although KCs reported that the initial training process was useful and informative, the majority of participants struggled to produce content for KP REACH. They also noted that there was a need for further training on creating and editing video and audio content, which had not been covered in sufficient depth in the initial training due to problems with internet connectivity at the training venue and the intensive nature of the programme in which multiple concepts had to be covered in a limited amount of time (Positive Vibes Trust, 2018).

This need was addressed through convening a refresher workshop in March 2017 during which videography and Dictaphone use were covered (Positive Vibes Trust, 2018b). In order to further support the KCs in the process of creating relevant content, PV also convened a creative retreat covering videography and writing skills (Positive Vibes Trust, 2017b). The aim of the retreat was to equip KCs with the skills to write a draft opinion piece for publication on the KC website, with each participant submitting a piece of work by the end of the retreat (Positive Vibes Trust, 2017b).

As a result of these intensive training and facilitation processes, **KCs were able to have a total of 50 articles and 41 videos documenting and discussing human rights and sexual and gender minorities and sex workers published.** These outputs were published online on the KC website, as well as on the KC YouTube channel. Working with KCs aimed to facilitate the telling of stories from a community perspective to give insight into the lived realities of people experiencing human rights violations, as well as celebrating changes and achievements in people’s lives, and creating an understanding of the lived realities of LGBT+ and sex worker communities as a means of challenging processes of othering and dehumanisation.

“The programme has taught me the power of telling authentic, verifiable, and evidence backed stories. It has inspired me to write better... I had a classroom to improve my skills and step out of my comfort zone. The programme has also presented me with access to resources I wouldn’t normally have access to in becoming a good storyteller”- McLean Kabwe, Zambia.

KCs were also able to attend several international and national conferences and events which provided them with important learning opportunities and the ability to keep abreast of new developments in the LGBT+, sex worker, and HIV sectors more broadly. Attending these events also provided KCs with networking opportunities to build their own connections around the work they do.

Integrating, Sharing, Growing: Linking and Learning Exchanges

PV recognised the importance of sharing experiences and lessons across the three aspects of the KP REACH grant from an early stage, and made explicit efforts to avoid siloed work. By emphasising the links between the three aspects of the programme it was possible for PV to address challenges as they arose, and to pre-empt these from becoming a major obstacle to achieving the grant’s aims. To address this need, PV implemented Linking and Learning Exchanges (LLEs) as a cohesive space in which to meet, connect, and coordinate (Positive Vibes Trust, 2017f).

A critical enabling factor for the LLEs was the way that the KP REACH grant was structured, which gave PV the financial flexibility to respond to challenges in creative and flexible ways.

For example, during the first year of implementation, feedback from the REActors and some KCs indicated that the directors of their CBOs did not have a thorough understanding of the KP REACH grant, and that this was hindering the effectiveness of their work as they were not being given sufficient support to document human rights violations or produce content from members of their communities. PV explains that one important reason for this lack of understanding on the part of CBO directors was that PV had not been able to hold discussions with CBOs before the grant started because of the urgency of initiating the process and the limited resources available. PV observes that ideally they would have been able to meet with CBOs in order to discuss whether the CBOs felt the partnership was a good fit, whether or not they were interested in supporting the programme, and how each partner could contribute to the success of the KP REACH grant.

PV responded quickly to this challenge and convened a “directors connect” workshop in May 2017. During this workshop the challenges facing CBOs tasked with implementing KP REACH were discussed, and mechanisms to mitigate these challenges were jointly developed (Positive Vibes Trust, 2017e). The workshop also created the opportunity to discuss how CBOs could use the data being collected by REActors in their programme design and advocacy work. A total of 26 CBO directors attended the workshop.

PV's facilitation of LLEs also played an important role in strengthening the REAct and Key Correspondent aspects of KP REACH programme by providing opportunities for mutual learning and co-creation. A total of nine LLEs were facilitated in the period following March 2017. The first LLE involving REActors took place in mid-2017 after approximately six months of documenting human rights violations using the REAct system (Positive Vibes Trust, 2017c). At this stage REActors had documented a total of 263 cases, and several REActors noted that they had begun to access referral networks to assist survivors as a result of CBO participation in KP REACH (Positive Vibes Trust, 2017h).

The LLEs also provided an important opportunity to address various challenges that had arisen during the implementation process. These challenges related to organisational bureaucracies delaying the payment of emergency support funds, technical challenges with documenting cases, difficulties in submitting financial reports on time, and critically, managing and containing the traumatic situations encountered as part of REActors work (Positive Vibes Trust, 2017c). For the KCs issues like the editorial process were discussed, the struggle of access to funds to cover transport and data costs when working on a story – and so before receiving reimbursement for submitting, the importance of consent forms for images and sources, streamlining the payment process, and meeting deadlines were discussed. The various challenges were appropriately addressed by PV's facilitators. An important outcome of these LLEs was the expanding of the programme's definition of human rights violations to include stigma and discrimination on the basis of sexual and gender identity, or being a sex worker.

Another important role of the LLEs was as a means of building relationships and facilitating the processes of meeting KP REACH objectives. The specific objectives of these LLEs were: to strengthen relationships between KP REACH partners and between KCs and REActors in order to form a learning community around the KP REACH programme; to explore progress and challenges of the programme and to make plans to maximise its strengths, as well as to deal with any emerging challenges; to meaningfully engage with regional and national data; and to engage with other relevant role players affecting LGBT+ and sex worker lives (Positive Vibes Trust, 2017a). The opportunity created by the LLEs to engage in dialogue with other participants in KP REACH was a critical means of creating linkages to facilitate the creation of a body of work to be used in awareness raising and advocacy.

Developing relationships among NGOs and CBOs working on similar issues was an important outcome of the LLEs, and the KP REACH grant as a whole, as organisations were able to connect in meaningful ways to jointly address the issues facing sexual and gender minorities and sex workers in their particular countries.

“Because of Positive Vibes we were able to make connections with other organisations who were also working with LGBT people...throughout the period we were working as one institution rather than as separate organisations” - Programme Manager, Malawi (November 2018).

Overall, important outcomes of the nine LLEs include: establishing and strengthening working partnerships between KCs and REActors in the KP REACH countries; creating and identifying synergies between the work of PV, Coalition of African Lesbians, SATF, African Sex Workers Alliance, African Men for Sexual Health and Rights and SAfAIDS; establishing links and building relationships with other stakeholders and strategic partners (such as health officials, policy makers, law enforcement officers, community leaders, and media partners); sharing lessons and challenges among KCs and REActors and working towards solutions; and building capacity on documenting human rights violations.

Lessons and Impacts: from Voice to Transformation

Underlying PV's work on KP REACH is the organisation's commitment to end othering through conscientisation leading to the transformation of oppressive social and cultural norms, the end of criminalisation of sexual and gender minorities and sex workers, and the building of solidarity between individuals and organisations focused on these goals. Within this broad commitment, PV facilitated a range of important processes through the KP REACH grant which had immediate impacts on the survivors of human rights violations, but which also contributed to processes of building networks of collaboration that can potentially play an ongoing role in advocacy to end othering at national and regional scales.

The KP REACH grant was structured around three core objectives: strengthening key population networks, improving documentation of human rights violations, and facilitating a unified LGBT+ and sex worker voice for advocacy and awareness raising. Critically, however, PV approached the grant from a perspective of deliberately avoiding siloed work, and actively aiming to integrate the mechanisms for achieving the grant's three objectives.

At the same time, KP REACH was a relatively small-scale programme in the context of donor-funded projects focusing on sexual and gender minorities and sex workers in southern Africa, and PV realised that to create maximum impact would require a flexible, creative, and adaptive approach. In practice this meant actively working to create linkages between programme partners, and facilitating processes through which partners could begin to envision the potential for impact beyond the scope of the grant's lifespan.

Scaling work and levels of impact

In its role as an intermediary organisation, PV occupies a critical space between large donor organisations, and grassroots level NGOs and CBOs. As such, PV partner organisations vary

significantly in their sizes, levels of experience, and skillsets. This requires PV to be able to manage and meet the differing needs of its partners, without alienating those with less experience, while recognising and valuing each partners' inputs. Ansell (2015) notes that successful collaborative governance depends to a large extent on intermediary institutions for "brokering and smoothing the tensions inherent in cross-scale governance". The framework suggested by Ansell (2015) (Table 1) provides a useful means of understanding PV's work in KP REACH across different scales while maintaining and developing a coherent vision of its partners' desired outcomes. This is explored further below.

Temporal/quantitative scale

The temporal/quantitative scale focuses on the aspects of programme governance that relate to timescale and size of the collaboration. In KP REACH, the relatively short timespan of the grant (3 years) had important impacts on how PV went about facilitating the implementation process. Contrary to PV's preferred method of initiating their partnership work, which involves a relatively heavy investment in relationship building and mutual understanding during the initial stages, KP REACH began without the opportunity to invest thoroughly in the process of developing relationships among partner organisations. This initially had a negative impact on the REAct programme in particular, as the directors of CBOs hosting REActors did not understand how to effectively support them in documenting human rights violations and assisting victims. PV's response to this challenge was to facilitate a workshop for CBO directors in order to successfully mitigate this challenge.

In terms of Ansell's (2015) scale dimensions, the diversity of members of the KP REACH grant presented PV with both opportunities and challenges. Meeting the three objectives of the grant, and PV's commitment to inclusion, required the participation of organisations and individuals with varying backgrounds, from across southern Africa. PV recognised the potential for the KP REACH grant to serve as the basis for the development of regional networks of empowered organisations working towards the common goal of ending the othering of sexual and gender minorities and sex workers. This required PV to actively facilitate ongoing interactions between the various group members. The facilitation of these interactions also relates to Ansell's (2015) "interaction" dimension of scale which includes the frequency, duration, and simultaneity of interactions between group members as an important aspect of facilitating collaborative governance. In this regard, participants in the programme generally reported that they felt PV had been successful in facilitating opportunities for them to grow their networks and to learn and share with other organisations in the region.

“I get to learn from other people from different countries how they work through the sharing of their stories”.

“Learning from other people from other countries helped us to compare experiences”.

“We were able to share our best practices with other organisations in Zimbabwe working on the REAct programme as well as learning from their experiences and expanding our networks”.

- Responses to an online survey of REActors

The third dimension of Ansell’s (2015) framework is the strategic horizon. In terms of the temporal scale of the KP REACH grant, PV recognised the opportunity for both short-term and long-term impacts. Critical short-term impacts included: the REActors’ work in documenting human rights violations, and referring survivors to appropriate services, along with the ability to access emergency funds to support survivors. ***These immediate impacts were important in themselves, and they have also created the basis for longer term impacts.*** Firstly, documenting human rights violations created an evidence base that has the potential to be used in ongoing advocacy work after the KP REACH grant is closed. Secondly, the KCs’ creation of written and video content also contributes to this potential for advocacy towards ending the othering of sexual and gender minorities and sex workers. The training and capacity building of KCs is also likely to have longer term impacts in terms of their ability to sensitively report on issues affecting these populations, and potentially bring attention to the need for transformation in how sexual and gender minorities and sex workers are treated.

Capacity building in terms of organisational development and movement building were also important longer-term outcomes reported by some participants in KP REACH, and the capacity development of REActors and KCs also contributed to this outcome by strengthening organisations’ advocacy capabilities. The use of the LILO methodologies in particular was discussed as being hugely beneficial in engaging sexual and gender minorities in movement building, and facilitating ownership of these processes.

“LILO is just a blessing...we adopted that model to do movement building, so through that model we have managed to organise movements at district level in three districts. They [PV] build capacity for organisations to own the processes, even beyond the project” – Interview with programme manager, Lesotho, November 2018.

Geographic/jurisdictional scale

The drawing of partner organisations from across southern Africa was central to the design of the KP REACH grant. Ansell (2015) notes that the membership dimension of geographic scale also refers to the relative scale of influence of a particular organisation. The varied size and age of KP REACH members meant that their scales of influence varied significantly. However, through their work on KP REACH, organisations were able to collaborate and form referral networks, which in turn linked them into much larger potential scales of influence.

Network strengthening was a core objective of the KP REACH grant, with PV being engaged directly in facilitating the development of the SATF. However, the work towards building regional networks of influence was not limited to working with SATF, and PV emphasised the need for regional collaboration across the scope of the grant. The facilitation of LLEs, in particular, provided important opportunities for organisations and individuals to develop their linkages to each other. Interactions between organisations and individuals (Ansell’s second scale dimension) occurred both locally and across the region, as PV facilitated the linkages between organisations within individual countries, as well as between countries. This enabled the development of stronger referral networks within countries for dealing with human rights violations, while also laying the groundwork for a potentially longer-term regional advocacy programme operating at higher levels and engaging with regional and international bodies.

The strategic horizon of the geographical scale of KP REACH ranges from the highly localised impact of supporting individual victims of human rights violations, to the broad, longer term impact of changing policies, and social and cultural norms. The immediate impact of PV’s work on KP REACH is therefore relatively localised, but the processes and partnerships developed through PV facilitation and accompaniment are likely to have a much wider impact.

Functional scale

The functional scale in Ansell’s (2015) framework refers to the types of activities and levels of engagement required from members in collaborative governance structures. In terms of membership, the functional scale relates to the “level of commitment and demands placed on members as a condition of membership” (Ansell, 2015). Participants in KP REACH had varying levels of commitment depending on their particular roles within the grant. For REActors, a relatively high level of commitment was necessary for them to effectively document human rights violations, and provide support to survivors. PV recognised the impact of this work on REActors and the potential negative effects that it could have on them. In response to this PV facilitated a trauma counselling

workshop for REActors, and ensured that they had access to professional counselling services if they felt that they needed to debrief. KCs had a relatively lower level of engagement in the KP REACH grant and their involvement was largely self-motivated. This meant that outputs varied significantly between individual KCs depending on their own interest in the programme, their other commitments, and their engagement with the programme more broadly.

In terms of the interaction dimension of the framework, functional scale refers to the intensity of interaction necessary for successful outcomes. The intensity of interactions with PV also varied between organisations and participants. The workshops and LLEs facilitated by PV necessitated periods of quite intensive involvement, but these were interspersed with periods when particular groups may have been less intensively involved and others more involved. Overall, however, the REActors had the most intensive involvement in the KP REACH grant.

The strategic horizon in this instance refers to the extent of the strategic targets of KP REACH. Ansell (2015) notes that targets could include individuals, communities, organisations, and range to national laws and social and cultural norms. PV's work on KP REACH therefore had a very broad functional strategic horizon overall, aiming to effect change at levels from the individual to national policies and programming. However, the way that PV facilitated the grant meant that there was a coherent approach to this undertaking, with each component of the programme linking into and supporting the others. Thus the REActors work, while effecting change directly at an individual level, also provided an evidence base for the development of advocacy programmes targeting high level change. Equally, this evidence was used by REAct committees to implement specific changes at community level, such as working with police and health workers. The KCs in turn used the REAct data as the basis for content that aimed to positively influence attitudes at a broader level, and which also fed into ongoing advocacy efforts. Finally, working with SATF to strengthen and support Trans organisations across southern Africa explicitly aims to effect change at a regional level.

Conclusion

PV's role in supporting the implementation of KP REACH provides an opportunity to engage with the effects of the approach that is utilised by PV as an accompaniment organisation. As noted in the Inside – Out model that underlies PV's work, conscientisation is a key outcome to PV's engagement with its partners.

This emphasis on **supportive engagement with partners** is evident throughout the implementation of KP REACH. The majority of activities undertaken during the course of programme implementation included **personalisation as a starting point, and in doing so facilitated strong personal and organisational commitments to the programme's goals.**

Partnership and Personalisation

PV's use of LLEs as a means of creating opportunities for building and strengthening relationships within and between organisations and individuals involved in KP REACH is strongly tied to the Inside-Out model's progressive development from personalisation to dialogue and voice and action. This progression is evident at various levels within the programme. Among individual REActors and KPs, **the LILO processes created an increased awareness of their own identities, voices, and abilities to influence their social contexts with regard to the treatment of LGBT+ people and sex workers.**

Further, by **encouraging dialogue** between KCs and REActors, important connections were made both within and between organisations operating across southern Africa.

Partnership, Communication, and Responsiveness

PV's close engagement with programme partners also meant that the organisation was able to effectively respond to challenges as they arose. For example, the realisation that CBO directors did not have a clear understanding of KP REACH programme and the role of REActors led PV to implement an LLE specifically for directors, which in turn created a more supportive environment for the REActors to undertake their work. This ability to respond to challenges is dependent on ongoing engagement with individuals and partners in the programme, and reflects PV's commitment to their role as accompanying partners throughout the programme implementation process.

Other examples of PV's approach enabling them to respond timeously to challenges arising in the programme include the implementation of follow up training for KCs to better develop their journalism skills, as well as their participation in LILO Connect to encourage them to gain a greater understanding of the challenges inherent in working with LGBT+ people and sex workers, and to be able to address these challenges sensitively in their work.

PV's ability to facilitate access to appropriate resources for programme implementation also reflects their accompaniment approach. Examples of this are ensuring that KCs had the equipment necessary to conduct interviews and create audio and video materials for the programme. Equally, addressing challenges in the REActors accessing the emergency funds made on the maintenance of positive and supportive relationships between PV and its partners.

Positive Vibes, Mutual Learning, and Co-creation

Mutual learning and co-creation are important principles in PV's approach to their work in general, and are indicative of their role as a solidarity organisation. In KP REACH, these values were expressed through the implementation of the series of LLEs and workshops facilitated to engage and develop individuals and organisations. The LLEs and workshops provided supportive and loosely structured spaces in which ideas could be developed, and relationships could grow, thus providing a crucial context for mutual learning and co-creation to take place.

The development of the MRDA plan with SATF and GDX is a key example of both mutual learning and co-creation within KP REACH. PV provided the structure and flexible methodologies (LILO) with which to engage in the process of developing the MRDA, and through a process of mutual learning the advocacy plan was created in partnership between PV, GDX, and the other members of SATF.

Understanding Change

In addition to the core objectives of the KP REACH programme noted above, it is important to understand how PV's approach to engaging with individuals and organisations participating in KP REACH created change beyond the original scope of the programme. This includes: **the building of a critical evidence base for ongoing advocacy, and capacity building among individuals and organisations working in the field of KP and HIV more broadly.**

In terms of the evidence base, PV's work with the REActors facilitated an effective means of documenting human rights abuses against LGBT+ people and sex workers in contexts where this type of information has been neglected due to stigmatising social contexts and legal barriers to engaging in supportive work with these populations. Facilitating the establishment of REACT committees was an effective way of encouraging organisations to engage with the data being generated by the programme and catalysed organisations' thinking around how to use data for advocacy efforts at various scales, from the local to the national and regional. The publication of stories about human rights violations by KCs was another important feature of PV's work to catalyse change. **By translating the REActors' documentation of these violations into**

stories that could be published more widely and in turn potentially contribute to changing social and cultural attitudes towards sexual and gender minorities and sex workers.

PV's facilitation of workshops and LLEs in partnership with REActors, KCs, and KP REACH partners, and their **ongoing supportive engagement in the work of documenting human rights abuses, providing support, and developing referral networks** has created an essential capacity base in the region for working with LGBT+ people and sex workers. This is a critical impact that should not be underestimated in contexts where support for LGBT+ people and sex workers varies greatly.

Another important aspect of PV's capacity building work has been the organisation's role in supporting **the development of self-efficacy to use their voices among REActors, KCs, and members of SATF**. Self-efficacy is an essential prerequisite for effective advocacy efforts, and PV's role in supporting individuals in realising their own capacities for effecting change is likely to have long terms effects at varying scales in the region.

PV's ongoing accompaniment work is an important contribution to efforts to end the othering and dehumanisation of sexual and gender minorities and sex workers. In important ways, PV is developing its skills and expertise in facilitating multi-scale collaborative governance within its work across southern Africa. KP REACH provides a good example of the value of this developing expertise. In particular, KP REACH has demonstrated the value of supporting localised efforts to address human rights violations, and has shown how these efforts can feed into much broader advocacy programmes whilst simultaneously providing direct support to individual survivors of human rights violations. The unique manner in which PV is able to facilitate "multi-scale collaborative governance/collaborations" should be explicitly articulated as a key role that the organization can play in future programmes with partners and is seen as an important contribution to growing the voice of the sector in an inclusive manner.

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