

REPORT

Mid-term Evaluation Report of “More Fire Project”

UNDER

BAREFEET THEATRE

October 12, 2017 – November 17, 2017

Submitted by:

Tebuho Yubai and Louis Changula; Consultants

Submitted to:

Operation a Day’s Work (ODW) Finland

November 2017

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ACKNOWLEDGMENT

We would like to pay tribute to all who were involved in the planning and implementation of this assignment. First many thanks go to all respondents who had to spare some time to engage with us and provided the information that has informed this report. The team that coordinated our logistics and handling of appointments these include; Jacob Makono of Livingstone and Victor Mbelela Mutafela of Kaoma. In conclusion many thanks and great appreciation go to sponsors of this assignment Operation a Day's Work (ODW) of Finland for their role in facilitating all that was necessary for this work to be done. We would like to end with a specific appreciation to Mrs. Mwenya Yambayamba Katongo, the BCC Project Manager for her guidance and leadership throughout the assignment, not forgetting also the support and guidance provided by Ms. Federica Malesardi, the Chief Executive Officer, Taonga Tembo the Program Director and Tandiwe Mumba the MER Expert. .

The team also pay tribute to Ms. Senja Väätäinen-Chimpuku for her guidance. The evaluators also would like to thank all the respondents who participated in this evaluation.

LIST OF ACRONYMS

BCC	Barefeet Children's Council
CC	Children's Council
D.C	District Commissioner
DDCC	District Development Coordinating Committee
EA	Environment Africa
FGDs	Focus Group Discussions
GBV	Gender Based Violence
JCTR	Jesuit Centre for Theological Reflection
KFIZ	Kilimanjaro Film Initiative in Zambia
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
ODW	Operation a Day's Work
TCs	Town Clerks
TV	Television

EXECUTIVE SUMMARY

Operation a Day's Work (ODW) commissioned a mid-term evaluation of "More Fire Project" under Barefeet Theatre specifically the strategic component (methodology) of Barefeet Children's Council (BCC). This strategic methodology of BCC has been in operation for two and half years in three areas namely, Lusaka, Kaoma and Livingstone. The evaluation that ran from October 12 to November 17, 2017 covered the three districts where this project was being implemented. A total of three (3) Focused Group Discussions (FGDs) and a total of nineteen (19) personal interviews were conducted. The main objective of this mid-term evaluation was to give an analysis of the project implementation during the first two and half years, and give recommendations on how to improve or redirect the activities to better further the objectives of Barefeet Theatre and BCC programme in the future and how to strengthen the sustainability of the current project strategies and outcomes during the extension period of the project, starting in 2018.

Barefeet Theatre is a membership based organisation that seeks to harness the transformative power of the arts to provide the best possible future for thousands of Zambian children who, without this support, will be left exposed to a wide variety of vulnerabilities and risks which will impede their opportunities and stifle their holistic development and ability to realise their full potential. Barefeet Theatre works through five programmes (also called "Toes"):

- Outreach programme,
- The Barefeet Methodology: measuring our success,
- Festival,
- Performance Company and
- Children Council.

The Children's Council (CC) is a group of enthusiastic, passionate and articulate young activists elected by their peers who act as ambassadors for Barefeet and advocate for issues that are pertinent to them, their peers and their communities. The CC are the ones who are found in the community hence they bring in an independent voice to Barefeet so that Barefeet finds solutions to the various issues affecting the youth in the different communities. After implementing this project for more than two and half years, the sponsors and implementing team would like to reflect and take stock of what has been achieved. As a result the following specific evaluation objectives were set:

- 1) To evaluate the activities and outcomes carried out and achieved within the project and provide understanding of the usefulness and effectiveness of the approaches and methods used in the project
- 2) To assess the behavioral change in the project actors and how it is reflected in their interaction with their peers
- 3) To provide recommendations for the phase out period of the project that starts at the beginning of 2018

After literature review and field data collection which involved focus group discussion and interviews of the beneficiaries, implementers and collaborating partners using pre-set questions around the evaluation objectives, respondents' views were collected. Following this engagement the following findings were recorded.

Summary statement on the evaluation findings

The BCC strategy has proved to be relevant, necessary, and fit the purpose for which it was established. It can be more effective and efficient if the concerns raised can be addressed. The strategy can be used as a nationwide tool for advocating for children's rights.

Lessons Learnt

1. It is evident that the BCC project is viable.
2. The methodologies being employed: drama, theater, and music are suitable tools for effective communication and behaviour change for both young and old alike.
3. The BCC strategy has proved to be more influential and impacted positively on the children's behaviour than those being used in schools as revealed by some respondents at Mulamatila and Highlands Secondary Schools in Kaoma and Livingstone respectively.

Conclusion

Based on the information collected it is clear that the project has had some impact among the beneficiaries. The project has potential for growth but to attain this growth there is need to improve on the networks and collaboration with likeminded stakeholders.

Recommendations

The following recommendations are suggested:

- Cultural sensitivity – there is need for BCC to consider and observe different cultural beliefs in their engagements as advised by the Ministry of Religious Affairs and National guidance on children's dressing.
- There is need for a structured way of recruiting BCC members which should be documented. BCC should also strengthen and promote use of a standardized selection criteria which should include open minded and inclusive participation of all children from all walks of life.
- To engage stakeholders such as parents and teachers at the recruitment of children into the BCC.
- To hold continuous consultations with the schools administration in the drawing up of the BCC programs for purposes of teachers buying into the BCC program. This should help to share information on children's academic performance.
- BCC curriculum should be well documented and training must be an on-going activity.
- Improved collaboration between Barefeet as an organization with other key stakeholders such as government and civil society organizations. There should be

written memorandum of understanding between the collaborating parties to guide the engagements, roles and promotion of children's rights.

- Improve networking with other stakeholder to enable BCC to participate in other programs e.g. DDCC.
- One of the roles of the project is turn BCC into a National Parliament for the young people. To attain this there should be a well thought-out structure that should respond to this desired goal. The team further observed that in the structure there should be BCC levels namely: a) Community BCC; b) District BCC; c) Provincial BCC and d) National BCC. This should be attained gradually. This should include a well thought out member graduation from the lower member structure to a higher structure.

1.0 CHAPTER ONE: INTRODUCTION

1.1 Background to the Barefeet and BCC

Starting in 2014 in Zambia, the project has been operating under “More Fire Project with funding from the Ministry of Foreign Affairs - Finland and Children through Operations a Day’s Work (ODW) Finland, and supporting Barefeet Theatre. Barefeet Theatre has become one of Zambia’s most eminent arts and performance organisations. It uses unique methodology and character to ensure that theatre and participatory drama support development. Barefeet Theatre is a membership based organisation that seeks to harness the transformative power of the arts. It provides the best possible future for thousands of Zambian children who, without this support, will be left exposed to a wide variety of vulnerabilities and risks which will impede their opportunities and stifle their holistic development and ability to realise their full potential. Through Barefeet Theatre’s facilitation, children can learn to express themselves and their feelings through the arts, and above all to be themselves, and shed the worries and strains that go with growing up poor, alone, underappreciated and undervalued.

Barefeet Theatre works through five programmes (also known as “*Toes*”) namely:

- Outreach programme,
- The Barefeet Methodology: measuring our success,
- Festival,
- Performance Company and
- Barefeet Children’s’ Council.

This mid-term evaluation focuses on the fifth toe – BCC.

The Children’s Council is a group of enthusiastic, passionate and articulate young activists elected by their peers who act as ambassadors for Barefeet and advocate for issues that are pertinent to them, their peers and their communities. The CC live in the communities which makes it easier for them to bring in an independent voice to Barefeet so that Barefeet finds solutions to the various issues affecting the youth in the different communities.

1.2 Description of target Beneficiaries and members of BCC

Barefeet Theater promotes vulnerable children inclusiveness into the social, economic and cultural environments whilst helping them to discover themselves and fight for their rights. Therefore the beneficiaries of this project are all the children who are found in different situations such as orphans and vulnerable, differently abled, and children in distress situations.

The Barefeet Children’s Council is a group of young people between the ages of 15 to 22 under Barefeet Theatre. They are an army of creative children that use the power of art to influence change. They are activists that help in spreading useful information in their communities. Being

a member of the Council, gives them opportunity to share, discuss and debate on issues that affect them, their community and the nation.

The Council's aim is to become a youth parliament that will enable open informed debates between young people and the public by discussing issues that will lead to the development of the communities and the country. The Council consists of children members that come from different organizations, community schools, orphanages, refugee camps and drop-in-centers that are partners with Barefeet. The members are recruited into the Council and then become representatives of the rest of the peers from their respective communities, which they then use to obtain information for the project and the organization.

1.3 Project Intervention Approaches

The implementation of the BCC project involves building the capacity of the Council members. The members are trained in a variety of short courses to enable them to effectively conduct advocacy. Barefeet Theater works with a number of partners to build the capacities of BCC members. Some of the trainings include:

- leadership skills workshops,
- creative/practical workshops with Barefeet facilitators, Sunshine project and Art4arts ,
- advocacy and lobbying workshop with Zambia Governance Foundation,
- Decision-making, courage/self-esteem workshops with Zambia Literacy Association and Pan African Youth Union (through motivational talks) Kilimanjaro Film Initiative in Zambia (KFIZ).

The trained members of the BCC will then use the gained skills to research around issues within the communities, after which they conduct sensitization meetings using drama and art to seek community support.

1.4 Evaluation Objectives

The purpose of this mid-term evaluation is: to give an analysis of the project implementation during the first two and half years; and to recommend on how to improve or redirect the activities to better further the objectives of Barefeet Theatre and BCC programme in the future; and how to strengthen the sustainability of the current project strategies and outcomes during the extension period of the project, starting in 2018. Year 2017 is the third and final year of the current project plan.

Specific objectives for the mid-term evaluation include:

- 1) evaluating the activities and outcomes carried out and achieved within the project and provide understanding of the usefulness and effectiveness of the approaches and methods used in the project
- 2) assessing the behavioral change in the project actors and how it is reflected in their interaction with their peers

- 3) providing recommendations for the phase out period of the project that starts in the beginning of 2018

1.5 Organization of the Report

The report is organized in five chapters. The first chapter provides the background to the project, the intervention approach as well as the objective of the evaluation. The second chapter highlights the evaluation methodology, the approach to data collection and data analysis including the evaluation limitations. Chapter three presents the findings and discussions of the results, focusing on the aspects of relevance, appropriate efficiency and effectiveness of the project, while the last chapter presents the conclusions and recommendations for similar future interventions.

2.0 CHAPTER TWO: EVALUATION METHODOLOGY AND APPROACH

2.1 Evaluation Approach

The evaluating team unpacked the project result areas in a simple table for easy to follow. This gave the team and the contracting organization agree on the key results which guided the generated tools used in the evaluation. The table below summarizes the common understanding that was agreed upon before the data collecting instruments were developed:

Focus area	Result Area	Common understanding of the result
Organisation	Barefeet’s chosen methodology of BCC attained: <ul style="list-style-type: none"> • <i>External recognition of the organization</i> • <i>Organizational operational systems effectiveness and efficiency</i> • <i>Sustainable</i> • <i>High impact</i> 	In implementing the project Barefeet had chosen the methodology of utilising Children’s Council to implement the project and have been successful. The key stakeholders such as the project team, beneficiaries, and gatekeepers (the guardians, teachers and government) all confirm and attest that the methodologies has been effective. The BCC employed methodologies can be replicated and will still be useful beyond the project’s life span. The methodologies are easily assimilated by the community, beneficiaries and other stakeholders. They have high influence in the community to an extent that the key stakeholders such as government may want them replicated. The long term effects of the BCC project among key stakeholders across all categories i.e. boys, girls, women and men have been appreciated and has significantly influenced the way the treat and incorporated former street children. The former BCC

		members make reference to the BCC strategy as having positively contributed to their way of life today.
Programme	BCC project has contributed to strengthened Barefeet administration and system: <ul style="list-style-type: none"> • <i>Project responsiveness to organizational goal</i> 	BCC project has been useful and has contributed to the overall achievement of the Barefeet goal. It has been a useful project that has positioned Barefeet as an effective organisation in delivering children transformation services in the community and among key stakeholders including beneficiaries and policy makers. The project's contribution to the overall Taksvarkki's development programme. The community's understanding of children's human rights increased as a result of the project intervention. The children feel the project has spoken for them and has made them better vested in understanding their rights. The Project has made contribution to national children's policy and are being heard in the community.
Strategy and Objectives	BCC set project strategies and objectives attained BCC strategy has been effective in addressing the beneficiaries and stakeholder needs & expectations: <ul style="list-style-type: none"> • <i>Strategy and objectives have satisfied the needs and expectations of the beneficiaries and other stakeholders</i> 	The agreed strategies and objectives have been achieved as outlined in the project document. The beneficiaries and other stakeholders are happy with the BCC strategy and it has been useful in meeting their needs and expectations. The BCC strategy has changed the beneficiaries' way of life and has made them useful members of the community. The stakeholders such as the parents, guardians and teachers find the BCC strategy effective and helped in reducing their stress in handling the children.
Activities	Project planned activities attained	All agreed upon activities as outlined in the project document have been attained. BCC's enrolment systems, selecting of participants and project implementation strategy have adequately addressed the needs and roles of the minorities in all forms without any form of discrimination.

The study was qualitative in nature. Literature review and field assessments through interviews and Focused Group Discussions (FGD) were the main approaches used. Reviewed documents included:

- BCC Annual report 2015
- BCC Annual Report 2016
- Barefeet Monitoring worksheet
- Barefeet from vision to progress makers
- Barefeet key information objectives outcomes challenges and progress

- Final Project document Barefeet

Qualitative data was captured through FGDs using prepared checklists. A total of three (3) FGDs were conducted, one in each area of Lusaka, Livingstone and Kaoma. Further, a total of nineteen (19) interviews with key informants were held: five (05) in Lusaka, seven (07) in Livingstone and seven (07) in Kaoma. For further details refer to the list of key informants consulted in appendix 1. The tools used to collect data are also included in the appendix as follows:

- Appendix 2 – Annex A: Barefeet project Data Collection Instrument – staff
- Appendix 3 – Annex B: Barefeet project Data Collection Instrument - stakeholders
- Appendix 4 – Annex C: Barefeet project Data Collection Instrument – Teachers and parents
- Appendix 5 – Annex D: Barefeet project Data Collection Instrument - Beneficiaries
- Appendix 6 – Annex E: Barefeet project Data Collection Instrument - BCC

2.2 Data Analysis

The results from FGDs and Key Informant Interviews (KII) were analyzed using a deductive method and formed a basis for triangulation of information from group discussions and individual interviews. To further interpret the findings of this evaluation, the secondary data from the reports provided were reviewed and helped to clarify the primary data collected.

2.3 Evaluation process Limitation

By nature the evaluation was more qualitative as such limits the level of precision on the conclusions made. The respondents could still give different answers to the same questions based on the situation and as such gives room for unreliability of the actual results. Despite this concern the results recorded have been subjected to cross examination. The triangulation of focus group discussion results and personal interviews provided room of comfort to confirm the data collected. Though the literature provided was limited and also that there were some challenges in meeting all the targeted respondents. A total of five (5) could not be met due to their busy schedules as they could not avail the evaluators time to interview them.

3.0 Chapter Three: Evaluation findings and Discussions

3.1 Findings Affecting BCC Internal Operations

Judging from the light of the feedback obtained from all the stakeholders consulted, it is very clear and evident that the project is on the right track and meets the needs of the beneficiaries. The following represents this feedback:

3.1.2 Findings from the Barefeet Children’s Council (BCC) members

- a) The members of the Children’s Council testified that membership to BCC greatly **transformed** their lives. They now led decent and focused lives that had a purpose as compared to the meaningless life they led before joining Barefeet Project. They became hard workers who were now able to show leadership and exemplary behaviour before their peers in class and in public. They also indicated that they have won acceptance from their guardians and the communities they live in.
- b) Their **skills** in areas such as leadership, facilitation, public speaking, assertiveness, and communication gained through a number of scheduled training sessions organised by Barefeet Project, provides them with the confidence they need to carry out activities that seek to change the lives of the communities. Some felt that skills such as acting, music and theatre were a strong tool they would use to make a living in society while at the same time advocating for community support for the rights of children. The children’s life transformation came at the right time and the right stage in life when it was easy to shape their character and approach to life issues. They are now too busy doing good and helpful things and no longer engaging in life-destructive activities.
- c) One BCC member in Kaoma was quoted as saying:

“Barefeet has changed me from stealing, drug abuse and other bad habits. I used to mistreat disabled people but now I have changed because I now believe that they are also human as I am and have potential to also influence change in society. My parents now trust me because I am obedient to them.”
- d) The approach BCC uses to change the lives of the beneficiaries is **unique** and is not taught in normal Government schools. The way knowledge and skills – such as obedience to parents, leadership, self-esteem, and being friendly – are taught in a more practical way by Barefeet than they are taught through public and private school systems. This approach has opened up their minds, empowering them to think differently and to approach personal and community challenges from a different perspective. This type of mind-shift is a unique and an own-home- grown solution to life that comes through positive thinking and approach.
- e) Furthermore, the BCC members have been transformed into responsible citizens faced with various tasks and responsibilities that focus on changing society in general and lives of members of the communities. Their activities through theatre and poetry include:
 - Advocating for change in **challenges facing communities** such as early and unwanted pregnancies, early marriages, drug and sex abuse

- Imploring the Government to make **policies** that are favorable to the welfare and normal growth of children.
- Lobbying all concerned stakeholders to **restore children living** on the street to their families and to facilitate for their going back to school, and to engage them in more profitable activities in their communities.

3.1.3 Children’s Council Relationship with BCC Project Staff

In all the study areas – Lusaka, Livingstone and Kaoma – the CC said that they were very happy with their working relationship with the respective coordinators. This provided them with motivation to do their work well. The Kaoma Chapter described their coordinator as an “inspiration, a leader, a friendly and responsible person, describing him as:

“a father, directing the youth where they should go”

The coordinators make it a point to always consult the CC members before making a management and/or operational decision on any matter touching the performance of the project.

3.1.4 Methodology of Selection to BCC Membership

The consultants learned that the selection process to BCC membership did not follow any specifically prescribed or agreed-on selection instrument. For instance, some children became members through passing a test facilitated by Barefeet facilitators while others were simply invited to join after an outreach Barefeet programme. Further, some joined BCC without specific invitation but just because they loved poetry or acting, or because they had a passion to see certain community vices changed or abandoned.

3.1.5 Administrative Challenges Facing BCC Operations

While the BCC members have scored a number of positive points and have gained much benefit from the Barefeet Project, they still face a lot of operational challenges. Delayed funding to implement lined up activities and low participation by some stakeholders seemed to top the list in at least the two outlying programme areas – Livingstone and Kaoma. Lack of office accommodation was a problem unique for Livingstone BCC. The Kaoma BCC has their office within Mulamatila Secondary School, given to them rent-free while the Lusaka BCC is hosted by Barefeet.

Furthermore, the BCC, mostly in Livingstone and Kaoma, face the challenges of limited or no access to the media including radio, TV and print media. Radio Cheke in Kaoma – owned by the Kaoma District Commissioner - however, offered a number of hours for BCC to broadcast their programmes free of charge.

The BCC members were grateful for the training they were receiving from Barefeet Project in subjects such as leadership, self-esteem, sanitation, computers, use of social media, use of

camera, motivational messages on leadership and gender based violence (GBV). However, the individual respondents only mentioned some but not all these subjects, suggesting that the training each of them received was not uniform to all. Further, it was felt that their knowledge in these subjects was too basic and insufficient especially when some members of the audiences in the communities challenge them with issues that need more professional responses. They always find themselves in awkward positions due to limited knowledge in a given subject.

3.1.6 What the BCC Members would like to see in future

The BCC members in all the three towns – Lusaka, Livingstone and Kaoma - acknowledged the fact the Barefeet Project was and had a very good approach to resolving issues affecting both children and communities. Feeling that the catchment areas are still too narrow and limited, the members recommended that the Barefeet Project considers:

- a) Marketing the Project and introducing its activities to other towns and districts in Zambia for widened presence
- b) Partnering with relevant Government departments and NGOs for increased impact on issues affecting communities. Graduate the relationships and collaborations where possible to signed Memorandum of Understanding (MoUs) and partnership agreements.
- c) Scaling up the use of print and electronic media to increase influence. Kaoma BCC went further to propose that the Barefeet Project should consider establishing its own radio stations in all its operational areas.
- d) Strengthening the orientation of new BCC members as the information they get when joining the project is almost always insufficient before they are exposed to annual training.
- e) Decentralization of BCC activity e.g. have a Kanyama based BCC.

3.2 Findings from Key Informants

This category of key informants included Government officials, parents, NGOs and Teachers in all the three study areas. The following are the findings from these key informants:

3.2.1 Findings from the Government

According to Government key informants, the Barefeet Project is a good initiative that seeks to provide tangible solutions to the increasingly growing problem of street children. Faced with this overwhelming problem, which is exacerbated by few or negligible number of activities and programmes it has for the youth, the Government finds the Barefeet Project as a good step towards curbing this increasingly threatening and national problem of street children.

The Government appreciates and supports the approach and methodology the Barefeet Project has adopted to resolving issues facing the community in general. It captures the attention of both the youth and community at large, leaving a great impact on the viewers or listeners. Music, dance, poetry and theatre are all activities that are a powerful tool to attracting, influencing and

potentially able to change the lives of both the young and the old. It is a tool that has the potential to create great impact on people's lives. The Government also felt that this approach has great potential to creating a powerful and effective children's parliament, because building and nurturing children's leadership skills at that level is extremely impactful and important to creating a successful cadre of future national leadership. It is greatly appreciated that Barefeet is fast becoming a voice of the voiceless providing hope for the future of children in this country. The local government has seen potential in BCC and some councilors have used the BCC in community sensitizations e.g. In Maramba ward in Livingstone - the Councilors used the BCC to sensitize the community on hygiene.

To this effect, the Government called out a closer partnership with Barefeet and, as the Kaoma District Commissioner said, it will do everything possible to ensure that the Barefeet programmes are supported as much as possible. For instance, the District Commissioner donated a one-hour radio time for Barefeet programmes on Radio Cheke, a local radio station.

Following are some of the observations and recommendations the Government expressed concerning the implementation process of the project:

- a) The Barefeet Project should roll out its activities to all the provinces in Zambia to spread out its good, impactful and life-changing activities and should also incorporate more children from different backgrounds.
- b) The District Commissioner (DC) and the Councilor of Mulamatila ward both of Kaoma made a strong recommendation that Barefeet Project should be represented in the District Development Coordination Committee (DDCC) meetings where reports of their activities could be presented. This will facilitate the expansion and influence of the project in the district.
- c) The Government, through the Ministry of Religious Affairs and National Guidance, raised a concern about the dressing of the BCC actors during their performances which seem to contradict with the Zambian dressing code. The Ministry advised that the Zambian dressing code should be respected and abided by as much as possible.

3.2.2 Findings from the Civil Society

Representing the Civil Society, the Jesuit Centre for Theological Reflection (JCTR) and Environmental Africa (EA) appreciate the strategy BCC are doing and find it a useful tool in delivering their work respectively. For instance, EA found the strategy useful in building the capacity of the children to engage with the powers that may be; in creating a platform to bring out the issues that affect children; in sensitizing local leaders on children's rights (used BCC Theatre and dance to deliver the messages); and in helping to build the confidence of the youth. On the other hand the JCTR has also benefited from the Barefeet Project by using their information in project planning and policy dialogue that JCTR does. As for influencing youth

policy at a national level, the BCC has yet to scale up their efforts and they need an effective strategy to do this such as (a) supporting town clerks (TCs) to bring out issues affecting the local council or use the TCs' offices to advocate for increased budget for fostering children's rights and (b) partnering or networking with other organisations that are already working in the areas of child policy such as JCTR who is already making use of the BCC information as instrumental in making their bid for policy change at Ministerial levels. Furthermore, JCTR already has some influence with Youth policy of setting up youth camps in all provinces.

As is the case for all civil society organisations receiving donor funding or outside financial support, BCC may not be doing enough for project sustainability after the current flow of funding 'dries' up. The key informants felt that the sustainability efforts should be looked at from two angles, namely organisational structure and sustainable financial support.

In the case of the organisational structure, BCC should use school structure so that its ideology could be incorporated in the school curriculum. To achieve this there is need for high level lobbying with the Government through the concerned ministry; and in addition, it needs more human resources to drive it should the Government give consent to the proposal. Moreover, there will be need for fostering linkages with relevant bodies and institutions that can prop it up. Furthermore, BCC needs to be seen as a strong project with a well-organized structure, with solid and official representation wherever it is operating. For instance, in Livingstone, BCC is operating on no fixed aboard and when you want to see the facilitator, you have to call him and meet him in the street or somewhere else while the facilitator in Kaoma has made his own initiative by requesting for office accommodation from Mulamatila Secondary School.

The civil society made recommendations to the effect that organisational sustainability of BCC lay in strengthening linkages with Ministry of Community Development and Social Welfare, District Commissioner's Office, and the local council, all of whom may be very useful in publicity and project impact.

Finances are the blood of an organisation for all other resources revolve around sound financial strength. The civil society submitted that BCC needs to create strategies that will mobilise the required financial resources. For instance, a resource mobilisation strategy, to be managed by a suitably qualified person in resource development, could be developed and implemented even before the donor funding dries up. Such a step would be termed as being pro-active on the part of Barefeet. BCC should also take advantage of some partners' abilities; for example, EA's sponsors in Germany by the name of Terre Des Homes, offered to sponsor BCC activities.

3.2.3 Findings from Guardians and Teachers

Much as some guardians/parents and teachers still hesitate to wholly appreciate the BCC, most of them are happy with the number of children living on the street being convinced to go to school and learn. This has been achieved through the strategy where BCC goes round schools and uses fellow young people to sensitize colleagues and friends about the importance of education.

Previously some parents found it difficult to release their children to be registered as members of the BCC. However, this attitude is diminishing at a fast rate owing to the positive behavioural changes most parents see in their children. Those who have seen the benefits of the project no longer hesitate to allow their children to join BCC.

They further propose that even children in lower grades at school should be included in the recruitment of BCC membership. And that days for meetings and BCC activities should be included in school official club days.

The school teachers and guardians commended Barefeet for introducing this methodology that helps improve the lives of children. To scale up the improvement of the BCC operations, the respondents, however, made the following recommendations:

- (a) To employ a resource mobilisation officer whose responsibility will to be raise funds through proposal writing;
- (b) To revise the current selection criteria for BCC membership and to involve schools in the development of this criteria;
- (c) To develop a strong network and partnership with schools and encouraging parents/guardians to join the network.

3.3 BCC Project Performance Findings

The BCC strategy has by and large achieved its goal. This was very evident from the members of BCC who were able to share their testimonies of change. The teachers and guardians also shared that BCC has changed the behaviour and attitude of the children who have passed through the Children's Council.

In as much as the results of the project and the project itself were very much appreciated among the targeted beneficiaries, the catchment area is limited. The project has potential to help reposition Barefeet to meet its set goals but needs to strengthen its internal documentation for improved communication. From the interviews conducted it is clear that the organization may need to look at its strategy of using part time facilitators who in some cases are of no fixed aboard. The team is of an opinion that this negatively impacts on the organization's efficiency.

It was also observed that despite training being provided the children were of the opinion that they need more information. However, the team is of the opinion that this has to be well balanced with the children's core business – school.

BCC's informal way of networking has had a negative impact on the project's effectiveness. For instance the evaluating team could not meet some of the respondents as the named office bearers were out of office and no other officer from the same department could represent the views of

the institution. Though opportunities were available where formal ways of engaging existed, BCC did not exploit them.

4.0 IMPACT AND SUSTAINABILITY

The BCC has made an impact in the areas it was introduced. However, the sustainability of the project needs to be addressed. The civil society made recommendations to the effect that organisational sustainability of BCC lay in strengthening linkages with Ministry of Community Development and Social Welfare, District Commissioner's Office, and the local council, all of whom may be very useful in publicity and project impact.

It is also worth noting that finances are the blood of an organisation for all other resources revolve around sound financial strength. The civil society submitted that BCC needs to create strategies that will mobilise the required financial resources. For instance, a resource mobilisation strategy, to be managed by a suitably qualified person in resource development, could be developed and implemented even before the donor funding dries up. Such a step would be termed as being pro-active on the part of Barefeet. BCC should also take advantage of some partners' abilities; for example, EA's sponsors in Germany by the name of Terre Des Homes, who offered to sponsor BCC activities.

5.0 LESSONS LEARNT

- It is evident that the BCC project is viable.
- The methodologies being employed: drama, theater, and music are suitable tools for effective communication and behaviour change for both young and old alike.
- The BCC strategy, as compared to other methods of learning such as school dance clubs and drama, has proved to have registered minimum malpractices such as illicit sex and pregnancies among the members of the BCC.

6.0 RECOMMENDATIONS

The evaluating team after analyzing the collected data made the following recommendations:

6.1 Cultural sensitivity – there is need for BCC to consider and observe different cultural beliefs in their engagements.

6.2 There is need for a structured way of recruiting BCC members which should be documented.

6.3 To engage stakeholders such as parents and teachers at the recruitment of children into the BCC.

6.4 To hold continuous consultations with the schools administration in the drawing up of the BCC programs for purposes of teachers buying into the BCC program. This should help to share information on children's academic performance.

6.5 BCC curriculum should be well documented and training must be an on-going activity.

6.6 Improved collaboration between Barefeet as an organization with other key stakeholders such as government and civil society organizations. There should be written memorandum of

understanding between the collaborating parties to guide the engagements, roles and promotion of children's rights.

6.7 Improve networking with other stakeholder to enable BCC to participate in other programs e.g. DDCC.

6.8 One of the roles of the project is turn BCC into a National Parliament for the young people. To attain this there should be a well thought-out structure that should respond to this desired goal. The team further observed that in the structure there should be BCC levels namely: a) Community BCC; b) District BCC; c) Provincial BCC and d) National BCC. This should be attained gradually. This should include a well thought out member graduation from the lower member structure to a higher structure.

6.9 BCC should strengthen and promote use of a standardized selection criteria which should include open minded and inclusive participation of all children from all walks of life.

Annexes:

Annex A: Summary of Key informants consulted

District	Date of visit	BCC/Organisation Staff member	Number of informants	Type of engagement
Lusaka		BCC Staff	Mwenya Yambayamba	Questionnaire
	19/10/2017	Barefeet Children's Council (BCC)	19 BCC Members	Focus Group Discussion
	3/11/2017	Min. of Religious Affairs & National Guidance	Mr. Kaoma	One-on-one
	6/11/2017	SHARPZ	Mr. Kina Lunda	One-on-one
	7/11/2017	Ward 19, Garden Compound	Mr. William Walele - Ward Councillor	One-on-one
	7/11/2017	Action Africa Help (AAH) Zambia	Mr. Castrol Singelenge	One-on-one
Livingstone	25/10/2017	JCTR	George Makaha	One-on-one
		Highlands High School	Harry Zimba	One-on-one
		SOS Children's Centre	Kennedy Chungu	One-on-one
		SOS Children's Centre	Joyce Nachalwe (Mrs)	One-on-one
		Maramba Ward	Moses Simbaye	One-on-one
		Environment Africa	Namo Chuma	One-on-one
		Barefeet Children's Council (BCC)	17 BCC Members	Focus Group Discussion
BCC Coordinator	Jacob Makono	Questionnaire		
Kaoma	30/10/2017	Mulamatila Sec. School	Mr. Charles Mulenga Deputy Head Teacher	One-on-one
		Kaoma District Commissioner's Office	Mr. Liale (District Commissioner)	One-on-one
		Kaoma Youth Centre	Mr Reuben Kaumbwa - Youth Centre Manager	One-on-one
		Kaoma District Council - Mulamatila Ward	Mr.Mupishi Kausheni - Ward Councillor	One-on-one
		Mahilo School	Mr. Munene Kalondo Head Teacher	One-on-one
		Sishekanu School	Ms Beatrice Nosiku - Head Mistress	One-on-one
		Barefeet Children's Council (BCC)	14 BCC Members	Focus Group Discussion
BCC Coordinator	Victor Mutafela	Questionnaire		

Annex B: Checklist Questionnaires for BCC Staff

Management of the Project

1. You as a key implementer, do you think the BCC Project is contributing to the overall vision and mission of Barefeet organisation

Yes Partially No

Briefly explain your answer:
.....

2. Has your interaction with the Government ministries and other stakeholders through the BCC project been beneficial to your organisation?

Yes Partially No

Briefly explain your answer:
.....

3. Do you consider the BCC strategy as having been effective and efficient in delivering the required services to the beneficiaries and stakeholders?

Yes Partially No

Give examples:
.....

4. Do you think the BCC strategy can be replicated and expected to attain the same results?

Yes Partially No

Briefly explain your answer:
.....

5. Has the BCC strategy been effective and attained the set goal?

Yes Partially No

Briefly explain your answer:
.....

6. The BCC project was implemented through Children's Council meetings, drama, art and dance. Do you think these strategies were effective in attaining the project goal?

Yes Partially No

Briefly explain your answer and make recommendations.....
.....

7. A number of activities were implemented through Children's Council meetings, drama, art and dance. Do you think these activities were appropriate and contributed to the desired project goal?

Yes Partially No

Briefly explain your answer and make recommendations.....

.....
.....

8. Do you think that tools for selecting beneficiaries have been sensitive enough to include the minority groups such as girl-child and differently abled children?

Yes Partially No

Briefly explain your answer

9. Has the BCC forum been effective in influencing children's policy in Zambia?

Yes Partially No

How? Please explain and give examples.....

10. Can this (BCC) strategy be sustained beyond the project period?

Yes Partially No

Please explain your answer.....

11. Do you think the project was adequately monitored and information effectively shared?

Yes Partially No

Please explain your answer above.....

12. What are some of the challenges that you have experienced during the implementation of this project? Please list four or five challenges:

.....
.....

13. If this project was to be repeated or extended, what key recommendations would you make?

.....
.....

Thank you for your time.

Annex C: Interview Checklist Questionnaire – Government and NGOs

- 1 Have you dealt with Barefeet before? Do you know anything about the Children’s Council?
- 2 Do you think the BCC project approach has had some impact in changing the lives of the street children?
- 3 Has the BCC project been able to influence the national children’s policy? Please give examples
- 4 Do you see the Children’s Council model of a project growing into a countrywide children’s parliament promoting child rights?
- 5 Are there certain things that you think the BCC strategy would have included to give more impact

Annex D: Interview Checklist Questionnaire – Guardians and Teachers

S/N	QUESTION	ANSWERS	EXPLANATIONS
1	You as a guardian or parent, do you think that the BCC as a Project has had some impact on your child or pupil? In which areas? Please explain	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>	
2	Is the BCC project very clear to you and easy to follow and has it been accepted by the community?	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>	
3	Has the BCC project been beneficial to you and the community? If Yes, do you have any reservations in your child participating in the BCC?	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>	
4	As a parent or guardian do you feel the BCC project has been in any way segregative in the selection or participation of the children due to their status?	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>	
5	As a parent or teacher, do you think the BCC methodology has been useful to you in guiding and teaching the children?	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>	
	What recommendations do you make to improve the operations of the BCC to address some of the gaps that you are currently experiencing		

Annex E: Interview Checklist Questionnaire – Beneficiaries

S/N	QUESTION	ANSWERS	EXPLANATIONS
1	For how long have you known the Barefeet and the BCC Project?		
2	How were you introduced to the BCC Project and who introduced it to you?		
3	What benefits are you getting from the BCC Project? Give clear examples of how the Project has helped you.		
4	Do you feel that the BCC platform gives you adequate opportunity to express yourself? Does the BCC adequately represent you? Please explain.	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>	
5	Have you noticed any failures in the system/approaches in the implementation of the BCC project? Please explain these challenges.	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>	
6	Are you adequately involved in the implementation and basic decision making in the BCC Project? i.e. right to elect representatives on the Children’s Council, monitoring of the project etc	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>	
7	Do you think the BCC project has made a difference in the lives of other children? Give examples.	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>	
S/N	QUESTION	ANSWERS	EXPLANATIONS
8	Do you think that the children that have been	Yes <input type="checkbox"/>	

	<p>elected on the Children's Council, have adequate skills built in them by the Project to represent you?</p>	<p>Partially <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	
9	<p>In case this project was to continue, which areas would you recommend for improvement?</p>		

Thank you for your time.

Annex E: Interview Checklist Questionnaire – Children’s Council Members

1. When were you elected as a member of the council and how?

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2. What specific tasks do you perform at BCC?

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3. How do you relate with the project staff as BCC members?

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4. What benefits do you get by being a member of BCC?

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5. What challenges do you experience as a member of BCC?

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6. Do you feel well equipped to do advocacy work and promote child rights?

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7. How has your membership to BCC influenced your way of life?

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8. What training do you receive when you are elected on the BCC? Is the training adequate?

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9. What are the current challenges you are experiencing in executing your role as a member of the BCC?

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10. What recommendations would you make to improve the Barefeet Project?

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