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**Country:** Tanzania  
**Project title:** Education of Street Children, Phase V  
**Project number:** AF 1182 / TZA 1013-06  
**Allocation amount:** 113,000 €  
**Project holder:** Dogodogo Center Street Children Trust (DCSCT)  
**Project duration:** 05/2006 – 12/2007

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**Evaluation Report**

for

**Deutsche Welthungerhilfe e.V.**

submitted by

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**JIGSAW – Services for Development**

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## **1 Summary of the main results and conclusions**

Deutsche Welthungerhilfe/German Agro Action (DWHH/GAA) supports Kigogo Home (KH) for former street children as a project of Dogodogo Center Street Children Trust (DCSCT) since 1998, meanwhile in its fifth phase of funding. The evaluation intends to assess the project's achievements over the past two years and to discuss its effectiveness and future potential in assisting former street children, mainly through education. The more immediate purpose is to compare project plans with the present situation in its quantitative and qualitative dimensions. Based on the results of this comparison the assessment will discuss recommendations on further development of the project. The evaluation report will follow the given structure as laid out in the Terms of Reference.

Over recent years DCSCT has consolidated its various programmes of social work, education and vocational training in three major locations at the drop-in centre in downtown Dar es Salaam, at Kigogo Home (KH), and at its MTC in Bunju. These activities are strongly inter-linked and have to be seen in the context of an increasing number of children living in the streets of the country's major cities as well as in the capital. Caused by social disintegration, rural to urban migration and a widening gap between those integrated in the economy/labour market, and those, struggling to cope with rising living costs against widespread poverty, children are increasingly pushed from their homes or take to the streets as a visible indicator of these dynamics in Tanzanian society.

### **1.1 Project holder analysis**

Nobody seems to have as yet undertaken a proper survey and clear analysis of the street life conditions for children in Dar es Salaam. However, DCSCT has gained vast experience through its social workers, teachers and counsellors, who are in day-to-day interaction with approx. more than 150 children, telling their different stories.

DCSCT is organised as a registered Trust with a professional head office and several departments to implement the various projects and core activities with the children. It has a current staff strength of 57 altogether, out of which 17 are women and 40 men. The gender ratio may be considered justified in projects working exclusively with boys. However, KH may benefit from a few more female staff on the care side.

DCSCT follows an approach to foster self-help capacities in the boys through education, personal development and vocational qualification to enable the former street children to stand on their own feet socially and economically, after graduation from either school or training. Hence, the outreach programme, e.g. in the streets and markets focus on awareness building towards the hazards of street life (crime, (drug) abuse, HIV/AIDS and destitution) with a perspective of re-integration through education and family reunification.

Once children are willing to return to school and a "normal" structured life, they may be accepted to either KH or vocational training depending on their capabilities, age and willingness to study. KH guides the boys through the schooling process of primary education (7 years), and if possible secondary school (4 years) or vocational training courses (1-2 years) until graduation.

The possibilities of DCSCT to organise courses and projects largely depend on its fundraising possibilities, in which the executive board members play a vital role. They have managed

to raise funding from diverse, mainly foreign sources such as Norwegian Church Aid (NCA), TROCAIRE, Deutsche Welthungerhilfe (DWHH/GAA), Danida and others. Local support has come to some extent from TCC, SATF and Tanzanian donations in cash and kind. For the future it may be useful, to build more fundraising and public relations capabilities as an integral part of operations within headquarters.

## **1.2 Analysis of situation and target group**

Background information on street children in Dar es Salaam is very scattered and little research has been done as yet to assess the real numbers and livelihoods of children in the street. An estimate of 5,000-6,000 children provides an often quoted reference figure, which can, however not be substantiated. The Head of the Social Welfare Section at Kinondoni Municipality, which also supervises the Dogodogo institutions, estimates a much higher number. With around 126,000 vulnerable children identified in the area alone, which make up the wider group of potential street children, there is a larger problem ahead.

At present, DCSCT extends its outreach activities through a project funded by Caritas New Zealand and reaches children in several places of the city. Hiding away from police and keeping low profile during the day, they still can be found doing petty jobs as hawkers around the main *Kariakoo* market, at taxi stands and parking lots etc. They will mostly come out in the evenings to group and find safe sleeping places in corridors and road corners. There are in particular children from split families and violent domestic conditions, who ran away and cannot return to an abusive home without a considerable effort of reconciliation. Overall, it can be confirmed that the project's target group is carefully identified, and the relevant groups of underprivileged children are being reached.

The social workers and counsellors of DCSCT work and address these boys based on a sound concept build trust and (with elder children) own initiative to get away from street life, before taking them to KH home and sending them to school or vocational training. This process may take any time up to a year to assess the appropriate individual support measures, e.g. intensive counselling and home visits for verification or immediate reunification.

At present KH is offering a home to 58 boys and rented accommodation at Mabibo House for 8 boys, who visit secondary school. The demand is certainly higher, even when taking into account that many private institutions, orphanages and homes seem to exist. Additionally, the MTC in Bunju presently hosts 62 boys in various trainings, with an orientation class for 34 newcomers and another 12 in external training. Altogether 138 boys are under DCSCT's guardianship at the moment.

Unfortunately, the vast experience and knowledge of the children's needs and background conditions goes fairly undocumented and without a comprehensive description of its framework and approach, which would facilitate analysis and project steering. DCSCT would benefit from developing its existing documentation and monitoring system to effectively coordinate and initiate an internal knowledge management. However, no adequate funding to build up such research and documentation could be mobilised from funding agencies.

## **1.3 Analysis and assessment of project preparation**

DCSCT has worked out the plans of this fifth phase of funding based on its previous experience with DWHH/GAA funding. It builds on working with street children over the past ten years, which has been highly successful in terms of schooling and rehabilitation of boys from

street life. Various projects, e.g. MAAA, outreach, TCC, have been built around the main centres: a) Drop-in centre, b) Kigogo Home, and c) the Multipurpose Training Centre. A strategic plan and the project planning matrix outline the basic principles and core activities of the organisation and the project.

Annual budgets and planning are largely based on the expected funding available to DCSCCT. No thorough cost-analysis exists for the overall operations, or for the three centres. This makes a needs-based planning difficult. DCSCCT may find it helpful to reconsider its planning procedures with regard to sound cost analysis and develop a perspective plan for ongoing programme operations. This would also provide better oversight to possible donors for comprehensive funding.

On behalf of DWHH/GAA the annual amount of funds to Dogodogo over the previous eight years has markedly declined for various reasons. The present support of approx. € 56,000 per year feeds into the running costs for 30 children of KH and vocational training for ten trainees at KAMECO. It is not quite clear however, on which grounds the decision-making took place at that time.

#### **1.4 Analysis and assessment of project implementation**

The project is embedded into the outreach activities through DCSCCT drop-in centre in Dar es Salaam and the social work done with street children. These activities are currently run with additional funding, for those children using the drop-in centre as a preliminary stage for selection to a subsequent stay at KH. An orientation class (held at MTC Bunju) prepares 19 children to enter KH and 45 boys to MTC from next year onwards.

Project implementation at KH runs with a good quality standard of direct care in addressing the basic and individual needs of children:

- Kigogo Home is organised with a clear set-up to provide children with a framework of a structured daily life and schedule for orientation; most children did not grow up with such guidance.
- Food is built on a nutritious and balanced diet with a weekly menu. As many children enter the Home poorly nourished and often hungry, they are provided with adequate feeding. If funding allows, more fruits might be added now and then.
- Cleanliness and order appears to be a basic principle, which the children themselves seem to accept without too much pressure from the in-charge. They have to keep their dormitories and joint facilities clean on a rotational basis, which at times seems to be a challenge. Children may be further encouraged by giving them responsibilities (dormitory in-charge) to keep lockers, furniture and clothes functional.
- The storekeeper, in collaboration with financial administration and in-charge overlooks materials, food availability and maintains the relevant stock control files. Storage of material however, leaves ample room for improvement, as staple food, e.g. grains, flour, sugar etc. should be stored adequately in either plastic or metal bins, to be inaccessible for rats or insects. Some shelves may help to keep vegetables and other foodstuff for a few days.
- The dining hall may benefit from shelves or an almirah to keep books and games, or other recreation materials, which are almost non-existent.

- The home provides the children with two sets of school uniforms and a pair of shoes annually, extra clothes are available for change and recreation time. Hence, basic clothing is adequate. However, boys clothes need frequent repair and an extra set of (non-school) clothes and shoes would do no harm.
- To accompany the boys through a primary and secondary schooling process makes up the major part of work of the education department. School visits and facilitation with teachers and students at 16 different schools is a time-consuming but necessary task, as well assisting the boys in learning and tuition. The progress of each child is carefully followed and recorded.
- Counselling of individual children is also carried out in a professional way. As children often make up stories and are not trusting the situation they are in, the counsellor may need several interviews, home visits and verifications. Performance and development of the child are recorded in individual case files.
- Staff is professional and sufficiently experienced to cover the needs of the children. The in-charge and head of education are both teachers with long years of pedagogical experience. Support staff, such as cooks, drivers, security are equally sufficient. A storekeeper and brother on duty during night times supervise the quiet hours. The home environment and the respective needs of the boys (orderliness, mending, emotional backup etc.) may benefit much from another woman on duty. If possible, a “housemother” should be appointed during day times to assist the in-charge in running the home more efficiently.
- Health supervision of the children lies in the hands of staff who refers the children to nearby medical services if needed. No sickroom can be provided with the existing scarce space. Though former street life in Dar es Salaam may have been hazardous, leaving the boys with untreated injuries, respiratory problems etc. their overall health status at KH seems to be good.
- Overall, premises and facilities have already reached their capacity limits in terms of space and management. A thorough cost analysis is necessary to consider the viable size of KH with an adequate ratio of children, running costs and staffing pattern. It would be useful to integrate at least the boys, who are currently staying at Mabibo, to improve per capita cost of KH, which at present amount up to approx. € 170 / child / months. This ratio is unfavourable and should be brought down.
- The training of ten boys in metal works and mechanics at Karogwe (KAMECO) had been completed in July 2007 for the current (fourth) batch of trainees. They still have to sit through their examinations, and results will come out in January 2008. It appears that most former trainees have found employment in their respective home areas and in/around Dar es Salaam. If affordable, this on-the-job-training should continue.

A third core programme of DCSCCT (not part of DWHH/GAA funding) builds around the Multi-purpose Training Centre (MTC) at Bunju, some 35 km outside Dar es Salaam. It offers carpentry and tailoring training as well as a 18-months multi-media course, and computer training to students associated with DCSCCT. The MTC has been in operation since 2003 with good success, but is still in a process of building up to its full potential. Other NGOs with related areas of work, e.g. Child in the Sun, are also sending their children to fill vacant places,

and the MTC plans to allow paying trainees from the surrounding semi-rural areas to join as day pupils, in order to contribute to the financial viability in a mid-term perspective.

A key concern from this evaluation is the fact that the organisation is not in a position to systematically follow up on its former students and thus cannot transparently document its impact and success. Occasional communication with former students remains orally registered with staff and Board, but their experiences do not feed back to the programme. However, the former students are a precious human resource for Dogodogo's future, as they may come back for helping other students, donations and facilitation to the labour markets. It is strongly recommended to re-consider, how the students can be better linked and remain in touch with Dogodogo. An alumni group, newsletter, annual open day, and a recording of individual histories etc. may help to build up such a tracking system.

## **1.5 Project management**

Project management gains its current strength from a coherent joint leadership of the executive board and project coordinator. DCSCCT nevertheless meets various challenges for its financial viability of Kigogo Home as well as for the drop-in centre and the vocational training programme in the future.

Staffing is largely adequate but has a rather high ratio (2,5) of staff (57) to (138) children – this includes watchmen and support staff. The ratio may look slightly better when taking them out. - Pending more detailed figures, the consultant estimates current cost-effectiveness at around 160 children to the current staff strength. This in turn would need either another 10-12 children at Kigogo Home or, more realistically, enhanced number of trainees at the MTC.

Further training and upgrading of certain skills, e.g. home management, social work, may be useful for staff as an ongoing integrated activity, which has to be included into respective budgets as well. As most donors nowadays require relevant networking and advocacy activities, these also should be adequately budgeted.

DWHH/GAA does not adequately contribute to the organisation's overheads. In its presentation and fundraising to the German public it advertises many of those activities, to which it does not contribute, e.g. networking & advocacy, HIV/AIDS.

DCSCCT has managed to build a good relationship with other projects, individuals and Government Departments to facilitate its operations. This loose network needs ongoing communication and collaboration at all working levels to make it sustainable. These activities should be integrated in the overall approach and conceptualisation with adequate funding and indicators formulated to become an effective tool in DCSCCT's day-to-day operations.

Overall, as the organisation professionalises, it should integrate some activities, for example on public relations, fundraising, which are presently handled by and large by the executive board, further into its operational management structure.

## **1.6 Financing**

The current project phase with a budget of € 93,200 for a 20 months project period (5/2006-12/2007) ends on 31 December 2007. As the DWHH/GAA support contributes 46.7% to KH's budget, it is essential to consider a possible continuation at the earliest. This evaluation re-

commends such continuation of (more comprehensive) funding for three to four more years as to stabilise the development effects, which have been achieved.

DWHH/GAA support covers expenses of 30 boys while the remaining costs are shared predominantly between TROCAIRE, NCA, Danida and Plan. As funding periods differ and cost coverage is by no means secured for the future, it is suggested to undertake a thorough cost-analysis of KH's running and maintenance, including staffing, equipment and depreciation costs and to raise adequate funding.

In July 2007 DWHH/GAA assigned a short-term financial review team to DCSCT to check on accounts and financial management, as financial administration of the project has been transferred from Germany to its Regional Office in Nairobi. Necessary adjustments were agreed upon, and it seems that the training has helped with organising the future administration in a GAA-compatible manner without major problems.

### **1.7 Impact with regard to development**

It is not yet possible to measure outcomes and impacts of the project adequately as the project has no adequate funding to sustain a tracking and follow up of those students who have left the institution. Their whereabouts can only be assessed from oral information.

DCSCT should be encouraged to monitor whether their former trainees find employment, and, if possible, invite them to be attached to Dogodogo Trust in a long-term perspective. An idea to form a support network to DCSCT from former alumni appears to be realistic and could be actively promoted to build networking structures and help sustaining the initiative in the long run.

As DWHH/GAA itself refers often to DCSCT in its fundraising activities in the German public, it should take as well an interest in assisting effective project steering and documentation. It is not enough to support direct running costs to feed and educate the children, if the overall objective to achieve self-sustaining development effects shall be viable. As the project is heavily advertised to schools, the German public and to private donors, DWHH/GAA should also communicate these needs in its fundraising activities, to generate adequate understanding and support.

Having consolidated project activities from various locations into mainly three programme areas: a) Outreach and drop-in centre, b) Kigogo Home and schooling, and c) Vocational training at MTC, there is a need to look into the future for sustaining these key areas of work, financially as well as with a programmatic perspective.

The project leaders may find it helpful to take the time to outline their specific experiences and ways of working for the organisation in a clear perspective plan for the next five to ten years. As written orientation for the staff, supporters and as a fundraising instrument, such a perspective plan will certainly help to further consolidate the organisation. The existing strategic plan can serve as a starting point for this process.

### **1.8 Recommendations**

**To DCSCT:**

- 1.8.1 Take time out for the executive board and core staff (co-ordinators of various departments/programmes) to reconsider, what has been achieved so far and to develop a perspective plan for the next five to ten years.
- 1.8.2 If necessary, undergo project management training (PCM) with all core staff as a team building process and explore potential capacities and needs.
- 1.8.3 Review planning as formulated in the PPM to make it more precise in terms of quantity and quality. The core units of Kigogo Home and MTC should have their own cost-analysis and funding demands built on financial analysis.
- 1.8.4 If possible, analyse (or organise) street children research/survey to compare with own experience and adjust approach if needed.
- 1.8.5 Build up integrated project monitoring based on key documentation about children (case files, internal reporting, data consolidation) for more efficient use in programme steering.
- 1.8.6 Explore markets (undertake/commission market research) for linking vocational trainees to potential employers, start-up capital for own employment, or marketing provisions.

**To DWHH:**

- 1.8.7 Support Kigogo Home, based on thorough cost analysis, over the next four years with a degressive proportion (50%, 40%, 30%, 20%) of its overall running costs, including respective staff and overheads.
- 1.8.8 Assist DCSCCT to establish own fundraising tools (e.g. annual reports, alumni meeting, presentations, endowment fund?) based on financial analysis and planning over the next three years.
- 1.8.9 Enable DCSCCT to adequately manage the projects through project cycle management (PCM) incl. systematic documentation and support relevant training to staff.
- 1.8.10 Support DCSCCT in conducting/commissioning market research with a view to linking vocational training graduates of KAMECO and/or MTC effectively to marketable employment, banks etc.
- 1.8.11 If funds are available, support the next KAMECO training for 10 students, and phase out.
- 1.8.12 DWHH/GAA should indicate its willingness to process a proposal for the next project phase to DCSCCT based on the discussion outcome of the evaluation.