

**Final Evaluation Report
Project 10766 KINSHASA**

***"FIGHT AGAINST POVERTY
AND PROSTITUTION"***

**THE SALVATION
ARMY/RDC**

Evaluation carried out
from May 27th to July 02nd, 2019

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and

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i. List of acronyms and abbreviations.

Initials	Description
IGA	Income – generative activity
AVEC	Village Association of Savings and Credit
CADEC	Assembly of Churches of God Community in CONGO (DRC)
CBCO	Baptist Community in Congo
DéCo	Communautary development
GPRSP	Strategy Paper for Growth and Poverty Reduction.
ECC	Church of Christ in Congo
NORAD	Norwegian Agency for Development Cooperation
SDGs	Sustainable Development Goals
MDGs	Millenium Objectives for development
NGO	Non Governmental Organization
THQ	Territorial Headquarters
DRC	Democratic Republic of Congo
TSA	The Salvation Army
UNDP	United Nations Development Program
VSLA	Village Saving and Loan Association
HZ	Health Zone

ii. Acknowledgement.

At first, we would like to express our thanks to the sponsors of this assessment, the TSA NOR Project in the DRC and the donor NORAD for the confidence they have placed in us in entrusting us with this heavy task.

We also thank individuals and all those who have volunteered to work with us on this mission and in particular:

- To TSA NOR who freely accepted the choice focused on our team for making this assessment;
- To all members of the TSA project team in Kinshasa for the preparation and excellent cooperation during the implementation of the assessment and for their openness and sincerity during the various meetings and discussions;
- To all the people we met, especially the beneficiaries and resource persons for their availability and openness;

No human work being perfect, this report cannot be an exception. It can contain, without any doubt, some degree of subjectivity. Nevertheless, we hope to have understood and correctly interpreted the information received, as far as possible, because we were able to submit the preliminary results to the appreciation of those concerned.

We hope that this report will be a useful tool for future projects, to the benefit of the grassroots partners.

The evaluators,

Alexandre ALEKI

Jean Baptiste MAGANGA

iii. Affirmation.

Our work was conducted in accordance with the Terms of Reference given by Norad/Digni and the report is written following the structure recommended by the sponsor of the evaluation.

iv. Executive summary.

The DRC has just emerged from a troubled period that lasted more than a decade. With funding from several donors, some organizations and churches, they were able to support each in its range and depending on the resources mobilized, some Organizations and Community Based, for sustainable development of their members.

It is in this context that TSA NOR, with funding from NORAD through Digni, supported the project 10766 KINSHASA Fight against Poverty and Prostitution under review, implemented by TSA RDC, from 2014 to 2019.

This external evaluation, requested by TSA NOR, was conducted from May 27 to July 2, 2019 by a team of 2 evaluators.

The main aim of this evaluation is to examine the impact of the project by considering the level of achievement of the purposes and results of the project to establish its relevance, effectiveness, efficiency and sustainability and document lessons learnt.

The methods used included document analysis, semi-structured interviews with different groups and individuals, including members of the project team and key local partners of the Vocational Center, and field observations. The approach taken was therefore participatory.

a) Findings and overall assessment of the implementation of the project

We present below the condensed results of the evaluation on the achievements of the project team in relation to the objectives of the five-year project and the main intermediate results expected at the end of its implementation.

For more visibility, we give an overview focused on the management of large areas including the implementation of institution, operations, human resources, equipment and other assets of the project, time, and to a lesser extent, finances.

a.1. Regarding the management of the Center, considered here as an institution implementing the project.

✎ *Findings*

It is well known in the community, but is not officially recognized. However, by personal effort, the Center was able to register at the Ministry of Social Affairs, which allows girls to present their training to a state jury with a view to obtaining a certificate issued by the political administrative authority (mayor), and the aforementioned ministry representatives.

Its reach extends mainly in the geographical area called MPASA (including 3 Districts: MPASA 1 MPASA 2 and 3 MPASA called Bibwa otherwise) in the Municipalities of the Nsele and Kimbanseke.

It has the minimum means for the fulfillment of the mission assigned to its works through a team of service providers led by a Project Manager. It is supervised at General Territorial Headquarters (THQ) level by the Women and Development Department and Project Office.

Nevertheless, the capacity of the center proves less compared to the number of young prostitutes in general and especially those who want to be trained by the Vocational Training Center.

The various project stakeholders include local churches, change agents, the police and the Familia Health Center. However, we found that there are in the midst many other private and official institutions with which the project can work together for essential data gathering and sharing of experiences, and even to work in synergy.

The Training Center depends on THQ. It is put under the responsibility of the Women and Development Department and project office. However, we felt that this training center operates somewhat autonomously, with only limited on the ground monitoring by THQ.

★ **Recommendations**

Rec. 1. Obtain official recognition for the Training Center;

Rec. 2. Strive to collaborate with several institutions from the area working in the same field of intervention, such as the College of the Dove, CRAEN NGOs, located close to the Mpsa center, the Office of the Health Zone of Nsele, Services "population and Community Development" communal Nsele Office, etc., for regular exchanges of experiences and useful data;

Rec. 3. If possible, increase the capacity of the Vocational Center to at least double the agreed annual effective. Otherwise, it will be necessary to think about finding an alternative for the many girls who are prostitutes and/or poor in general, who wish to benefit from the training offered by the Center.

Rec. 4. THQ, through the Women and Development Department and the Project Office will conduct periodic monitoring, at least quarterly, to ensure proper development of the Project and correct possible flaws at the right time.

a.2. Concerning the management of project activities.

☒ Training

The Training Center provides vocational training for young ex-prostitutes in dressmaking, aesthetics and literacy. The 3 sections have already produced respectively 156, 97 and 43 finalists, a total of 296 out of the 347 registered.

On one hand, the majority of the young finalists are now trying to take charge of themselves using the starter kits they have received from the Vocational Center. Others, on the other hand, are returned to their former task for not having managed to raise an income with the training

☒ Awareness.

The Center also provides awareness of young prostitutes, parents and other members of the churches to get rid of prostitution, to know and respect the rights of children and to become advocates of gender equality. Outreach activities are often done in churches (8 churches per quarter). This allows the project to reach a large number of people.

However, each group of beneficiaries only participates in one session of less than one hour per year. And, the fact that these beneficiaries are scattered in several districts, monitoring becomes difficult to achieve. It is sporadically done but in a simplistic way. The results are more quantitative (number of people affected: more than 3,000 per year). We cannot show clearly the change that has been brought about.

☒ Savings.

The project planned to promote the VSLA approach to bring community members to save money to finance their income-generative activities. Nowadays, hundreds of women members of some churches partners have committed to do this recently. However, most of them have a different understanding of the project: the ones we encountered were not a saving

and loan association. They are just members of the church who accept to save money.

✎ *Market gardening.*

To facilitate access of the families of the young prostitutes from training to nutrition and income in order to meet their daily requirements, the project planned to promote gardening: it provides tools and agricultural inputs and provides occasional training sessions.

We found that gardeners, while outside the Mpsa area, but still in the municipality of N'sele covered by the project, are geographically very distant from each other. And some of them are not relatives of the former prostitutes in training.

In addition, the training provided is not within reach of the beneficiaries: they are not only theoretical, but also quasi-scientific, so not practical.

Monitoring is irregular and very basic when it is realized. Therefore, data collection was not done correctly to calculate crop yields, the amount of production, profitability or revenue generated. Data gathered is primarily based on the testimonies of the gardeners.

All we can say is that market gardeners continue to work, produce and sell vegetables. The productivity of inputs and training will be evident in the coming days.

✎ *Community Workshops.*

The project plans to create, in 5 years, 25 community workshops, equipped, around which should be 25 finalist associations. This is to properly install these former prostitutes, enabling them to work together effectively and sustainably, and improving their education.

So far, ten workshops were set up, but only two remain active. In these two there are each 4 young ex-prostitutes. These are not cooperating, they work each for herself.

These workshops function as production units of the Vocational Center and, from time to time, some training in dressmaking and aesthetics is provided for the learners. There is here, as for market gardening, a small deviation, and a lack of coherence with the spirit of the Project.

★ *Recommendations.*

Rec. 1. Provide the Vocational Center with appropriate pedagogical support for the easy assimilation of different lessons (books,

picture boxes, posters, data sheets, comic strips, models, etc.);

- Rec. 2.* Schedule sensitization and dialogue sessions at least 4 times a year, quarterly, to allow for a good understanding and ownership of the topics covered;
- Rec. 3.* Ensure reasonable monitoring of a number of well-identified persons, and conduct structured surveys to ensure the lasting changes in behavior;
- Rec. 4.* Establish regular briefing meetings to allow the team to become a coherent group to share the project implementation process, content and response methods and techniques;
- Rec. 5.* The THQ, through the Women and Development Department and the Project Office, will have to monitor periodically, at least quarterly, to ensure that the project is progressing well and to address any shortcomings at the appropriate time;
- Rec. 6.* Market gardening, chosen as an income-generative activity and the fight against malnutrition, should concern the parents of targeted young prostitutes and take place in the project's area;
- Rec. 7.* The capacities of the Assistants will have to be reinforced for a good implementation of the Village Saving and Loan Association (VSLA) approach.

a.3. Regarding the management of Human Resources of the project.

★ Findings

The project currently has 10 managers and agents: 1 Project Manager, 2 assistants, 1 agronomist, 1 host, 3 instructors and 2 guards.

From our observation, the project staff was not sufficiently prepared or trained to carry out and execute the project with dexterity. The high level of studies of some staff members has not been sufficiently exploited and has not played to allow the optimal functioning of the institution.

Among other things, we observed the following facts:

- The teaching materials are very basic;
- The contents of field training sessions were the academic type while the beneficiaries are almost illiterate majority. Interventions are therefore affected negatively by this;

- Learners and other beneficiaries of the project have not received a serious follow-up to ensure the correct application of the achievements of the project interventions.
- The monitoring and evaluation has not been technically strong. Where it was realized, it was weak. Therefore, the data on the achievements have been collected in a very basic manner, mainly focusing on testimonies of beneficiaries, so they were not very reliable.
- The logical consequence is that project staff, apart from those in charge of training young prostitutes at the Center, seem to be performing less than expected.
- As for the leaders of change, these dedicated individuals and volunteers, their collaboration with the Vocational Center is very active, but their relationship with it is unconventional. This is a tacit engagement between the Vocational Center, the Change Leaders and their churches, to fight together for a common cause. Their actions are not clearly coordinated by the project, for greater effect and significant impact.
- There was untimely switching of the Project Managers at the Vocational Center level, without proper handover. This approach does not promote mastery of the overall project management. The manager who arrives learns from his/her collaborators what he/she has to do. As such, this decreases, ever so slightly, his/her authority and efficiency.

From time to time, the Project uses external resources including sewing machine repairers and consultants to perform certain tasks. With these people, the Project has only tacit agreements, no signed documents.

If the work of the repairers cannot be disputed, the results of the consultants and trainers are difficult to prove.

★ Recommendations

- Rec. 1.* Identify training needs and develop a Staff Capacity Building Plan;
- Rec. 2.* Establish a support system for monitoring and evaluation to ensure the consolidation of the results and their sustainability, and the collection of reliable data on project achievements and beneficiaries;
- Rec. 3.* Ensure recycling of adult training providers, by extension, in awareness raising, technical accompanying and monitoring and evaluation techniques;
- Rec. 4.* Organize workshops for the production of appropriate pedagogical material for the training provided and/or acquire them where they can be found;

- Rec. 5. Update and give each person his job description, clearly defining what must be done, the amount of work to be done and the time required to do so;
- Rec. 6. Contract with Leaders of Change while maintaining the volunteer spirit that characterizes it, and coordinate their interventions in relation to the assignment of the TSA Project;
- Rec. 7. Give Terms of Reference and always sign a Contract with any external party to the project for the requested services.

a.4. Regarding the management of equipment and other project assets.

★ Findings

The Vocational Center has the bare minimum to run: buildings (housing for Project manager, office space, three classrooms, a small storage room and sanitation, etc.), a motorcycle, a laptop, tables, chairs, cabinets, desks, sewing machines, etc. The teaching tools are sufficient although some sewing machines often break down.

Note that the saturation of MPASA market by steadily increasing presence of dressmakers and aestheticians, require the project to anticipate the evolution of the training and the modernization of learning.

The lack of adequate teaching aids (pictures box, Posters, Syllabics tailored to the training needs and other documentation for trainers and learners) does not promote optimal training.

★ Recommendations

- Rec. 1. Consider upgrading, so slightly, the Vocational Center for a more consistent training and then identify new needs (goods market studies and project services in the project scope) to create other sections;
- Rec. 2. To provide the Vocational Center of appropriate pedagogical supports for the easy assimilation of lessons (books, picture boxes, posters, fact sheets, comic books, models, etc.);

a.5. Regarding time management.

★ Findings

The productivity of project staff is below the expectations of the project. This situation is caused by the fact that the production of schedules of activities is not systematic. This would allow a good distribution of tasks and the required duration for the completion of each of them.

The 116 active Change Leaders (dedicated volunteers, who allow the project to raise awareness among a large number of people), contribute to some extent to addressing the above mentioned omission.

★ Recommendations

- Rec. 1.* Produce weekly and in a participatory way the activity calendar in line with Project timeline, and fairly distribute tasks between project team;
- Rec. 2.* Ensure the monitoring of change leaders.

b) Conclusion

b.1. Relevance

Overall, the Project is relevant because it comes in response to well-known problems / needs all of which are felt by a large number of residents of N'sele districts (Mpasa neighborhoods).

b.2. Effectiveness

Vocational training activities are effective: they generate immediate results, quantitative and qualitative, observable and measurable, consistent with the objectives of the Project.

Awareness raising affects many individuals. But the chain of results is difficult to establish because of a lack of reliable data that should come from monitored sensitized individuals.

The VSLA approach is only at the beginning. But it turns out that women affected and engaged are still limited to the savings. The amount collected to date by one of the groups, 200,000 FC, is still insignificant. We had the impression that the project team does not master the topic, because since the start of the process of this innovation it is still at a very low level.

Concerning gardening, the supported people produce, consume and sell vegetables. Only, we cannot see clearly the part of the project for lack of data.

As for community workshops, efficiency, compared to the assigned objective is less.

b.3. Efficiency

Overall, cost efficiency of the project approaches was not considered. Nevertheless, we can state that the use of other means, such as Change

Leaders, is effective in view of their nature, number and quality of the results generated in accordance with the objectives pursued.

b.4. Consistency

The overall results are obtained logically related to the objective of the Project. Except, market gardening and community workshops that derogate from this principle because their results do not work in accordance with the spirit of the project: the achievements are not consistent with the objective.

b.5. Sustainability

Sustainability of the Vocational Center is, at this stage, doubtful. At the current state, as soon as the subsidies will stop, the Vocational Center also cease to exist. This is the same for the Community Workshops which lies under the same conditions.

As for income-generating activities undertaken by young ex-prostitutes, they can persist if, and only if, these entrepreneurs have mastered their management, find a market and manage to retain their customers.

The market gardeners can still continue their operations as usual (they all existed as such since before the Project). What can stop them is tenure insecurity. The land on which they work does not belong to them. They are either tenants or usufructs.

b.6. Impact

Project achievements currently benefit particularly the direct beneficiaries: young ex-prostitutes (level knowledge, practical knowledge and assets), participating in awareness sessions (knowledge level) and gardeners (acquisition of inputs).

Among the immediate communities of the said direct beneficiaries, we can quote with assurance, some families of young ex-prostitute graduates. These honor them by abandoning prostitution and contribute, so slightly, to the budgets of their respective families.

As for the surrounding society, it is no longer shocked by the life of these young people.

July of 2019

Alexandre ALEKI and Jean-Baptiste MAGANGA

1. Introduction / Background

The Salvation Army in the DRC (TSA DRC) is a church with more than 280 corps and more than 40,000 members, present with corps and outposts on the ground in the 26 provinces of the DRC.

TSA DRC is carrying out several projects in the Democratic Republic of Congo to help solve a number of the problems that plague the population.

It is in this context that the Norwegian Salvation Army (TSA NOR) often comes to support the Congolese branch TSA DRC, thanks to the resources obtained from Norwegian Agency for Development Cooperation NORAD through Digni. The current project, Kinshasa 10766, "The fight against poverty and prostitution," made from 2014 to 2019, is one of the projects supported by TSA NOR.

The long-term goal of the project is to contribute to the prevention and reduction of prostitution, sexual and gender-based violence and discrimination, provide a way out of prostitution for girls and victims of sex trafficking, and improving the living conditions of former prostitutes and their families.

For this second project period (2014-2019), the TSA sought to exploit the work and experience of the first phase of the project. These included to continue and expand the work of Mpsasa Center and focus more directly on poverty and hunger, considered the root causes of prostitution in municipalities Kimbanseke and N'sele, where Mpsasa is.

Before the conclusion of new plans for further vocational training initiatives of the territory, TSA NOR saw fit to commission an external evaluation to assess the effects of interventions for the period in reference (2014 -2019) in order to draw lessons for the future, so the two partners agreed to conduct this evaluation in June 2019.

The main aim of this evaluation is to examine the impact of the project by considering the level of achievement of the purpose and results of the project to establish its relevance, effectiveness, efficiency and sustainability and document lessons learned.

The team is composed of Mr. Alexandre ALEKI and Mr. Jean Baptiste MAGANGA. These two experts have accumulated significant experience in the field of strengthening grassroots and intermediary organizations in the DRC. Their mission lasted 35 days, from May 27 to July 02, 2019.

2. Description of the methodology of the evaluation.

The evaluation followed the logic of support and learning: the collaborators and other stakeholders (The accompanying institutions and other partners) were consulted to make a work of collecting the necessary data, analysis and reflection based on defined objectives. The evaluators therefore used the participatory approach and the approach followed was to:

- 1) Read the documents and data available: basic project document, logical frameworks, activity reports, and reports of interim evaluations, etc.;
- 2) Meet the Project Team and speak individually with management and providers: depth discussions with the team of the TSA/DRC about the project (origin, approach, methodology, strategic choices, objectives, results, etc.) in order to have a correct understanding of the project and its implementation status;
- 3) Carry out field visits to different areas of intervention to:
 - o Visit the beneficiaries and / or their families
 - o See the achievements;

These visits and meetings will allow not only to observe the project's achievements but also to meet with the beneficiaries of the project activities and other members of the communities concerned.

- 4) Interviewing representative(s) of other stakeholders and other external resource persons (government, NGOs, networks).
- 5) Organize small partial restoration workshops with stakeholders on the ground, to present the evaluation, discuss the preliminary findings and reflect on the findings and future actions: it came to a debriefing with various stakeholders and partners of the project. The feedback helped to readjust make analyzes and draw the first relevant conclusions of the mission
- 6) Organize the final workshop of consolidated return for validation of evaluation results to the sponsor, TSA NOR.

Stakeholders were therefore involved in providing evaluators all necessary documentation, agreeing to answer questions, giving testimony and participating in critical reflection on the achievements (successes and failures). They were also involved in the formulation and validation of evaluation findings.

The evaluation used the different tools and techniques commonly used for such an exercise.

An interim evaluation report was submitted at the end of the mission. After receipt of comments and criticisms of TSA DRC, the final evaluation report was presented to TSA NOR.

This final report reflects the exchange, and main results (guidelines) were produced and presented for exploitation and development of alternative approaches.

3. Limitations

The main constraints experienced by the evaluating team are including:

- ✘ The absence of baseline data. The study conducted in 2016 has been very poor and very unreliable to inform us about the more or less exact starting situation to be referred to, in order to clearly and easily identify change brought by the Project;

4. Findings

The findings will be organised and aligned with the purpose and objectives of the assessment and will include the following;

Here we will try to take up the major findings of the TSA Project implementation from 2014 to 2019. Our work will mainly check whether the results of the actions correspond to the objectives of the project. So, we make an assessment, as systematic and objective as possible, of the project implementation and results.

This assessment focuses primarily on the following criteria: Relevance (measuring performance against objectives), coherence (harmony or logical connection between the results and the project objectives), effectiveness (measuring results with the activities and methods used), and efficiency (measurement of performance against inputs).

We also appreciate its impact, that is to say, the result that the intervention produced, and the sustainability of achievements.

4.1. Relevance of the project

Speaking of the project itself, it is undeniable that it was designed to counter a disgusting and disastrous phenomenon, which is prostitution, and one of its root causes, namely: poverty.

Note, at first, that the project was and is in line with the Millennium Development Goals (MDGs: Goals 1, 2, 3 and 6) and the Sustainable Development Goals (SDGs: Objectives 1, 2, 3, 4 and 5).

All Programs prioritized by the Democratic Republic of Congo have aligned and complied with these.

The PRSP 2 produced by the Congolese Government in 2011 indicates that urban poverty in the DRC included about 7 in 10 households, and the report produced by the UNDP in 2009, entitled "City of Kinshasa: summary profile of poverty and living conditions of households" indicate that the poverty index in the City, Province of Kinshasa is 41.6% and that in the category of inactive households (unemployed and retired), non-agricultural informal households, and informal agricultural households that we find the most poor.

It is this category of people found in wide numbers in the suburbs of the city of Kinshasa including MPASA.

MPASA is a geographical part of the Nsele district in the City Province of Kinshasa. This area is composed of 3 neighborhoods: MPASA 1 (19,277 inhabitants), MPASA 2 (17,824 inhabitants) and MPASA 3 otherwise known as Bibwa (24,824 inhabitants).

The three neighborhoods have together 61,925 inhabitants (of whom 14,358 men, 15,963 women, 15,604 boys and 16,000 girls).

As everywhere in the DRC, the situation of women in MPASA (they constitute 51.61% of the population) is far from being brilliant and empowerment remains very low. They are like everywhere discriminated on all aspects (power and governance, political participation, socio-economic status, sexuality, health and education, decision making, etc.).

Therefore, the future of the girl remains uncertain. It is this vulnerability that leads girls and young women into prostitution and exposes them to rape and violence.

The area of intervention of TSA NOR Project includes three quarters of the MPASA mentioned above, adjacent neighborhoods MUBA-NSE, KINKOLE-PECHEUR where the market gardeners are located and the Kimbanseke districts where the project intervenes sporadically with some churches for awareness raising.

The project is thus an adequate response to these problems in the geographical area MPASA, N'Sele in Kinshasa, where many girls and young women whose average age ranges from 12 to 30 years practice as a business prostitution.

In connection with Objective 1 of the project, "promote good attitudes and responsible sexual behavior in order to fight against trafficking for sexual and gender-based sexual violence", the project managed to convince a number of girls and young women who engage in prostitution to change their

lifestyle and adult members of some churches to learn and take ownership of the rights of children and women.

With the change leaders identified in communities (152 with 116 active according to reports) and dedication to the cause, about 439 young prostitutes (including 350 MPASA and 89 to Kimbanseke) have been made aware of the vocational training in 2019, and are predisposed to learn a noble profession. Of these, only 70 were able to access TSA Project Vocational Center this year.

The others are on the waiting list and will receive professional training in current school years to come, if and only if, in the meantime, they do not lose motivation and strength to wait.

A quick survey of 323 people found in 4 churches MPASA reveals that there is in their plots, or in neighboring plots at least 311 young prostitutes.

In connection with Objective 2 of the project, "To provide welfare services, medical and psychological care for children and young girls sexually exploited, prostitutes and their families", the fundamental reason given by young girls and women who engage in prostitution, even by parents, is essentially the struggle for survival: to raise money to meet their basic needs.

The root cause of this phenomenon, we have emphasized, is parental poverty. Access to adequate food, decent housing, employment, other social services, and children's education is very difficult. This precariousness is grounds for girls and women, although harmful, to engage in prostitution, and boys in banditry and rape.

The establishment of the Training Center by TSA DRC in MPASA contributes to the "shaping" of some of the young girls and women by acquiring useful knowledge and immediately usable and new behaviors. They acquire the capacity and support to loyally carrying a small business while giving up prostitution. Each year since the beginning of the project, the Vocational Center helps strengthen the autonomy of about 80 girls.

School year	2014		2015		2016		2017		2018		2019		TOTAL	
Number of prostitutes	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Learners	Finalists
SECTIONS														
Dressmaking	40	35	27	24	36	30	38	32	43	35	59	49	243	205
Aesthetic	18	17	18	13	27	25	23	20	30	22	12	09	128	106
Literacy	-	-	-	-	-	-	23	21	24	22	22	16	69	59

TOTAL													440	370
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Source : Source: Training Center Trainers

The approach used is also relevant. In addition to its staff, the Vocational Center has cooperated with change leaders recruited from partner churches in the identification and awareness raising of girls and women prostitutes. It also collaborated with the Familia Health Center for voluntary HIV/AIDS testing.

In connection with Objective 3 of the project, "To provide alternative ways of life for girls who have fallen victim to sex trafficking and for female sex workers and their families, to prevent a return to their former activities. And improve the socio-economic situation of families through nutrition courses and gardening schemes, in order to prevent young girls from entering prostitution."

Prostitution is considered trade, despite its impact on the girl / woman, their families and community. To eradicate or at least mitigate it, it was necessary to find alternatives.

This reality has led TSA to think, not only to train young people to perform small profitable trades (Income Generating Activities), but it also equipped the finalists with starter kits. It has therefore been given to each of the students some basic equipment:

- To the one who made dressmaking, a sewing machine, scissors, etc.
- To the one who made aesthetic: Dryer, locks, sails, etc.

In addition, it decided to attack the evil by the root also considering getting parents to undertake the same, including practicing gardening. The latter is considered both as a source of food and income for the family.

To easily start this business, it was expected to supply each family from prostitutes, agricultural equipment and inputs (watering can, hoe, spade, rake, plastic boot, seeds).

The number of beneficiaries of this support families is approximately thirty per year. These beneficiaries inhabit the MOBA-NSE-districts and Kinkole PECHEUR where their market garden sites are located.

Family number reached per year:

Sites	Year	2014	2015	2016	2017	2018	2019	Total
1) MUBA-NSE				30		30	30 ¹	90

¹ Ce sont les mêmes femmes qu'en 2016

2) <i>Carrière à KINKOLE-PECHEUR</i>		30		30			60
3) <i>Carrière / Mpassa</i>	30						30
TOTAL							180

Source : Input distribution reports, done by the agronomist.

As we can see, the problem is real and far-reaching, the intervention needs for its resolution are immense. The contribution of the TSA Project, although limited, helps to mitigate.

4.2. Effectiveness of the project

The main activities of the TSA DRC Project revolve around raising awareness door-to-door and to partner churches, vocational training at the Vocational Center, support for some women who are doing savings and families which practice gardening.

4.2.1. Dressmaking training.

The objective set for this component is to bring learners to know how to sew clothes after 12 months of theoretical and especially practical exercises.

Therefore, the trainer goes through the following content:

- ✘ History on the cutting and sewing;
- ✘ Presentation tools;
- ✘ The maintenance of a sewing machine;
- ✘ Threading;
- ✘ Realization of straight lines and curves;
- ✘ Cut and sew a child's dress;
- ✘ Cut and sew a woman's blouse.

The tools/pedagogical supports are, among others, manual sewing machines, tables, slats, scissors, measuring tapes, etc., as the absolute minimum. As a pedagogical support, the trainer uses a syllabus.

The great difficulty here is illiterate learners. Learning requires a lot of effort and above all time.

Note also regular failures of the sewing machines and scissors, after including the learning mistakes.

The total number of learners since 2014 is 205 graduates out of 243 registered learners.

The actual number of finalists who are active on the ground, after training, is difficult to know because the monitoring is not systematic. Nevertheless, obtained evidence indicates that some have created their own workshops, others sew at home with their parents, and others are still working through wages to holders of workshops.

It is also noted that some of the former learners are returned to prostitution because they have failed to make their business profitable.

4.2.2. Aesthetics training

The objective set for the aesthetics component is that learners know how to beautify women after 12 months of theoretical and especially practical exercises.

Therefore, the trainer goes through the following content:

- ✎ Course Overview (Aesthetics, hairstyle, beauty, preparing a wedding);
- ✎ Presentation of detailed plans of content;
- ✎ Presentation materials and products for use;
- ✎ Practical and theoretical training especially on aesthetics (manicure, pedicure, make-up removal, make-up, etc.), hairdresser (brushing, making pleats, straightening, coloring, weaving / braiding, etc.) and the organization and preparation of marriage (make-up of the bride, decoration, ornament, etc.);

Tools / materials and training products include: Hairdryer, lashes, cosmetics, etc., the absolute minimum.

As a teaching aid, the trainer uses some posters found in the community workshop.

The total number of learners since 2014 is 106 graduates out of 128 registered learners.

As for the dressmaking, in aesthetics also the actual number of finalists who are active on the ground, after training, is not known because the track is neither structured nor supported, so not systematic.

Similarly, obtained testimonies indicate that some of former prostitutes work at home with their parents and others working through wages to holders of workshops.

4.2.3. Literacy

The objective set for the Literacy section is to get learners to read, write and count after 12 months of theoretical training and especially practical exercises.

The training tools/pedagogical supports are the blackboard and chalk.

As a teaching aid, the trainer uses two syllabus (produced by Wisland College of Kinshasa, Level 1 and 2) and French books from primary school.

The training is to teach young illiterate girls to learn to read the French alphabet, counting, form words, form sentences, master writing and spelling, do exercises, assignments and pass quizzes.

The great difficulty here is that in one class there are children of different levels (illiterate and those who have already spent a few years in primary school). Which imposes gymnastics to the instructor who should enable everyone to learn something.

The total number of learners since 2017 is 59 graduates out of 69 enrolled learners.

Without proper monitoring, we do not know much of what these young people have become.

What is clear is that during the meetings with the members of the churches, it was emphasized that literacy of girls is not a solution to stop prostitution. It generates no income and does not in itself promote people to be hired.

This section should be a preparatory class for those who will afterwards learn dressmaking and aesthetics. So, literacy should be both functional/professional and conscious.

4.2.4. Sensitization

Awareness raising aims at changing mentalities (abandoning prostitution, respecting the rights of women and children).

It is provided by social workers of TSA Project and the trained change leaders, volunteers and members of the Churches that collaborate with TSA project.

Until then, awareness is made in a dozen churches one Sunday after worship for about an hour, once a year. It cannot produce a clear significant effect.

In this way one can touch at the same time about 300 faithful, in a Sunday. The irony here is that this approach cannot guarantee obtaining real results formulated in the project document. We have a large number of people who hear multiple messages at once, for a few minutes, after following a long preaching of their pastor. It is not obvious that they are following with interest and retain much of what is brought.

Sensitizers do not use mass educational support. Some just read the legal documents and other instruments to help themselves.

As can also be supposed, monitoring of such awareness is not easy because the members of a church are still scattered. They come from different districts and even other cities. In this case, it is hard to know if there really was a change of behavior on the part of individuals sensitized with regard to the relevant themes.

4.2.5. Saving

With regard to the introduction of the Village Saving and Loan Association approach (VSLA) the evaluators saw only one group which currently has 30 adherents (women members of the ECC church, 15th CBCO) to TALA-NGAI, Neighborhood MPASA 2 and heard about another church House of Israel (37th CADEC Community) in Kimbanseke whose supervisors or Change Leaders, seemed not to control useful data. Reports, supported by membership lists, show that there are currently 13 groups that are saving together, but they are all just saving.

As for the 30 women interviewed for MPASA 2, they unanimously declared that:

- ✎ The Pastor's wife came into contact with TSA Project in March 2019. So, the project team came to sensitize women on the merits of saving and what it takes to succeed.
- ✎ 30 women joined the idea, agreed to save each 2,000 to 10,000 Congolese Francs per week (every Tuesday). Since April 2019, twenty strives to fulfill this commitment: their crate contains about 200,000 FC today (120 US dollars). And this without clearly formulated individual objectives, or a collective goal shared: the key word is simply savings.

However, we were able to perceive the following, starting from the statements made by the 50 participants at the meeting with 30 adherents and 20 postulants:

- 1) This is not an association but an informal group of women, church members, who adhere to the idea of the project but with individual

- ambitions and consider the pastor's wife as their leader in this matter, as one of those trained by the Center on savings management;
- 2) There is no text giving operating instructions: not even Rules of Procedure;
 - 3) The pastor's wife is therefore the guarantor, facilitator and cashier of this informal group;
 - 4) There is no trust between members: nobody accepts that the money saved will be used to undertake the activity likely to increase funds or to give credit to others;
 - 5) The only bond between these women is the belonging to the same church, supported by the joint activity that is savings;
 - 6) Apart from the training day, no member of the Project team has gone to follow up the group.

This savings group shows that the collective mind that the Project wishes to promote was not created. Thus, we assume that this is only a prelude to adopting the VSLAs approach.

4.2.6. Market gardening

As noted above, the project operates in three market garden sites respectively in the MOBA-NSE and Kinkole-PECHEUR Neighborhoods in the City of Nsele. The support provided specifically include the delivery of agricultural inputs to selected 180 market gardeners (30 per site) and organization of a few training sessions, two per year. This training focused on the use of organic matter to fertilize the soil and on technical support for market gardeners.

We found that the trainings given are not so adapted to the level of the beneficiaries. It was more or less scientific theories, while the target audience needs more practical training, simple, useful and immediately usable. With such a public, rather it is recommended that a practical demonstration in the field is done, and that learners are followed up to ensure ownership and control of the introduced innovations.

No pedagogical material is used to facilitate the understanding of the topics covered.

The monitoring is sporadic while data collection is basic: almost all data on market gardening in the two sites visited, come from testimonies of the gardeners, rather than hard data.

Moreover, it is difficult to make a strong connection between gardening as practiced in the two sites visited with the project objectives: gardeners are in the N'sele districts but not in MPASA neighborhoods and, in their majority, they have no children supported by the Vocational center. It is explained by

the project team that in 2014 to 2016, the gardening included only the families of girls at the center but in the last years this is not the case, because many of the parents of the current girls were not involved in gardening.

4.2.7. Community workshops

The project planned to establish 25 workshops for sewing, aesthetics, and equip them. It also planned to raise the creation of 1 association of 10 girls per workshop during the 5 year's life of the project.

The purpose of these community workshops was to enable female graduates to continue practicing in association, under the supervision of project staff, what they have learned.

As results of these days, we should have 25 community workshops, so 25 groups of 10 girls. Thus, 250 girls regroup and would work together around these workshops.

However, the project has only implemented ten workshops, out of which only two community workshops in the Vocational Center are active, one on aesthetics and the other on dressmaking. The first is equipped with a headset, a head-rest, and two hairdryers. The second is equipped with 5 pedal sewing machines, some tables, and other small sewing tools.

The establishment and functioning of these 2 community workshops, out of 25 planned, do not match perfectly with the spirit project.

The Community workshop of the dressmaking has 4 girls, and the one of Aesthetics, 4 girls also. All are self-employed, with only a tacit agreement to pay each 500 FC per day and every day, even if there is no income (case of dressmakers). As for aestheticians, they are rewarded for the monthly sales volume of products and services to customers. The monthly fee varies from 30,000 currently to 45,000 FC (18 to US \$ 30 per month for each girl).

These girls, former trainees of the Vocational Center, former prostitutes, are not incorporated in associations. They work together, benefiting from the work tools installed by the Vocational center, but each one for herself.

Apparently, these 2 community workshops are more micro-production units for the Vocational Training Center.

However, they are also places where learners in training come from time to time attend their small courses.

We can remember here, that interventions of the project among its target groups are effective because they produce results.

Nevertheless, the results would be more significant and of better quality if the project team were adequately equipped and trained on the topics addressed and the appropriate methodology to be used by each of them, and if time management was careful to ensure systematic monitoring of beneficiaries after training and awareness raising.

In addition, no association was created by former prostitutes from the MPASA Training Center. Those who seem to succeed work by themselves and for their own benefit.

Similarly, the project failed to judiciously exploit the availability and dedication of the Change Leaders and volunteers.

4.3. Project efficiency

To measure the results of the project implemented against the input, we tried, as far as possible, to compare the productivity of all input against the project's achievements. However, desk reviews of project budgets and financial reports to assess efficiency of project expenditure was not conducted. This focuses on human resources and material resources respectively.

The results that are safe, visible and easily quantifiable are those produced directly by the Vocational Center: the number of aware prostitutes, those who have been trained and those who past the training, but also, to a lesser extent, the older ones who practice what they have learnt.

As for other achievements, including awareness raising, market gardening, savings, we can only at this point accurately speak of the number of people affected and the support provided.

⌘ *Human resources.*

The project currently has 10 managers and agents: 1 Project Manager, 2 social workers, 1 agronomist 1 host, 3 instructors and 2 guards.

The productivity of project staff is more or less below the expectations of the project. The results were a bit limited, among others, because of lack of dedication on the part of some staff, who give the impression of doing what they can at their own pace.

The literacy trainers and the other 2 trainers (cutting and sewing and aesthetics) are trying to do what they can with limited means. They work every working day and full-time.

The team struggles because of the untimely change of project manager, without any handover. Because of this the coordination of the project team has suffered, though some of the staff have tried to help keep work on track.

The presence and availability of 152 Change Leaders, with 116 still active in the community, helps to cover some of the challenges of the project team.

Dedicated volunteers allow the project to reach and educate a large number of people. The results of awareness raising would be negligible without the significant contribution of the Change Leaders. Nevertheless, the voluntary nature and lack of coordination of their activities does not allow the project to fully exploit their work.

From time to time, the project resorts to external people to accomplish certain tasks. We quote among other repairers of sewing machines and consultants to provide some training. With these people, the project has only tacit agreements.

If the work of these people cannot be disputed, the results of the trainers and consultants is difficult to demonstrate.

➤ *Material resources*

The Vocational Center has the bare minimum to run: buildings (housing for the Project manager, a local office, three classrooms, a small storage room and sanitation, etc.), a motorcycle, a laptop, tables, chairs, cabinets, desks, sewing machines, etc. We dare say that the teaching tools are sufficient although some sewing machines often break down.

Let us simply note that the saturation of MPASA market by steadily increasing presence of dressmakers and aestheticians require the project to anticipate the evolution of the training and the modernization of training tools.

The lack of pedagogical support (pictures box, posters, syllabus tailored to the training needs and other documentation for trainers and learners) does not promote optimal training.

From the above, the lack of quantitative and qualitative data did not establish an objective relationship and more or less accurate among financial resources invested and the number of beneficiaries of the project who have improved their living conditions.

4.4. Coherence of the project

The finding on the ground has led us to check the logic between certain procedures and guidelines, objectives and spirit fixed in the Project

document.

We observed the following facts:

- ✘ The project document was intended to support parents of young prostitutes to properly feed their children and ensure their schooling to keep them out of prostitution. However, recent recipients of support for market gardening are not in MPASA, where the project should focus said support for greater efficiency and, especially, for their children to not do prostitution. Moreover, some of the gardeners have been market gardening for over 20 years.
- ✘ From the Project document, it was also planned to create 25 community workshops and equip them, then work on the emergence of 25 associations, each with 10 girls, who were exploiting each one of the Community Workshops. In the actual implementation of the project, we found in the concession of the Vocational Center only two out of ten community workshops built, still active; one for dressmaking and the other for aesthetics. Each workshop is operated by 4 girls, working independently, paying a small fee of 500 Congolese francs per working day, each on its behalf. This fact gives the impression that it is a rather small self-financing source of the Vocational Center.

We may see here that results that can be generated here are not in line with the objectives, guidelines and spirit of the Project.

4.5. Project Impact - Including the Empowerment Assessment

Undeniably, the project of TSA DRC contributes a little to the fight against poverty and prostitution. The needs are enormous, but the contribution of the project is visible.

In 5 years, the training center was able to train and make autonomous 370 former prostitutes: 205 have learned dressmaking and 106 aesthetics. 59 others have learned to read, write and count, and a few of these have resumed normal course of studies in one of the schools in Kinshasa.

During the course of this evaluation, we were able to contact 26 former finalists of the Vocational Training Center (25 dressmakers and 1 aesthetician) and visit the achievements of 9 of them (8 dressmakers and 1 aesthetician) and their respective families.

Of the 26 former prostitutes encountered, 24, in turn, said they work and earn \$ 20 to \$ 100 per month. 18 exploit kits that they have obtained from the Vocational Center (therefore working on their own account), 6 working as

employees in private workshops. The other 2 could not start because, there are many workshops in their area so that they have no customers.

Parents expressed their satisfaction with the current state of their children: they have ceased prostitution; they have an income-generating activity; they meet their small needs and contribute from time to time with the family expenses.

Given these results, neighbors and acquaintances who made fun of the girls when they prostituted themselves, have ceased to do so, and some of them have decided to follow the example.

TABLE FOR EMPOWERMENT ASSESSMENT

		DEGREE AND LEVEL OF EMPOWERMENT				
		Level 1: Output	Level 2: Output	Level 3: Outcome	Level 4: Outcome	Level 5: Impact
		Individual or community	Individual or community	Individual or Community	Community and/or Society	Community/ Society/ Structural
THEMATIC RESULTS AREAS	Strengthening Civil Society (mandatory)		x			
	Good health (Combating STDs, HIV/AIDS)	x				
	Peaceful coexistence (combating GBV)			x		
	Economic empowerment		x			
	Equality (mandatory)			x		
	Total assessment of project			x		

- 1) The churches and their members who have benefited from the project's interventions have acquired useful knowledge for the improvement of their living conditions and capacities to act to do so. They contribute to the awareness of their respective communities in order to lead to behavioral change.
- 2) The girls affected by the outreach activities had knowledge about HIV/AIDS. They agreed to do voluntary testing. The result, for the

most part, turned out to be negative. That's where the action stopped today.

- 3) The work of the neighborhood police has been harmoniously complemented by community awareness sessions, intergenerational dialogues, made by the project. This has contributed significantly to lowering gender-based violence in the community. The change is documented in neighborhood police reports.
- 4) With regards to emancipation or economic independence, the prostitutes visited have acquired undeniable capacity for action, which enables them to progressively promote their autonomy: thanks to practical knowledge and acquired starter kits, many have created their small workshops and work in the family plots and others work as employees in private fashion houses or aesthetics. They earn small incomes to satisfy their basic needs and are the pride of their families and their communities.
- 5) The sensitization sessions held in the churches with different family members have allowed them to know more specifically the rights of women and children and to make the commitment to respect them. There is no scientifically documented data on change. Nevertheless, we have had many testimonies that prove that some families have internalized the information received.

In conclusion at this level, we can say that the project has had an impact at the individual level by considering the girls completing sectional sewing and aesthetics and who work on their own account and meet at least their basic needs of which dissatisfaction led them into prostitution.

At the community level, the families of the former prostituted girls, the churches, the leaders of change that they have made available to contribute to the implementation of the TSA DRC project and their members have improved their knowledge of the awareness-raising approach, women's and children's rights and gender-based violence. It starts to contribute to the change of individual and community behavior.

4.6. Project sustainability

4.6.1. TSA Vocational Center.

It was planned in the project document that TSA should contact the government authorities for the management of salaries of the project staff. This approach started, but then stopped after the second year. Therefore, when the project will stop with its subsidies, the Vocational Center also will stop automatically.

The idea of involving the parents of learners to operating costs seems very irrelevant since it is for the same reason that such parents did not send their children elsewhere and that they have become prostitutes.

4.6.2. Production units of the ex-prostitutes who completed training at the Vocational Center.

The majority of former prostitutes who completed training at the center, and even their parents, say they hold out and hope it will go better in days to come.

For others, finding customers and raise income from their small production units (Income Generating Activities) proves problematic.

The main reason given is that there are more and more competitors in the field. It is those who are especially experienced and those who are better known that round up all the customers.

This will only increase because there will always be more and more dress makers and beauticians trained. And ex-prostitutes who complete their training at the Vocational Center may struggle to assert themselves as they lack skills in management and especially in marketing, and in terms of appropriate equipment.

4.6.3. The behavior of former prostitutes formed at the Vocational Center.

The observations made above already lead some ex-prostitutes from the Vocational Center to irresponsibly manage received kits, which, for sure, exposes them to a high probability of return to their former activities, according to testimony received by the people we met in churches.

4.6.4. Gender-based behavior.

The implemented awareness sessions are not noticeable, the public is very broad, scattered through remote areas.

Statements made to the church to prove that the rights of children and women are now respected for acquiring new knowledge through the Vocational center, do not seem sufficient.

While the number of those who attended the various awareness raising sessions is known (The total of session by session), the number of those who actually changed their way of thinking and their way of acting is not possible at this stage.

A structured family survey of a representative number of people reached is essential.

4.6.5. Market gardening.

Market gardeners have existed since before the project and always tried to meet their basic needs, to the possible extent through this business.

The business is profitable for top performers who come out fertilize the sandy soil of their garden and apply many other growing techniques, following among others to their long experience.

It is difficult to clearly identify the value added by TSA Project. The available data cannot be used to determine the productivity of inputs and provided training by TSA Project.

Again, a structured survey will be conducted at the end of the year, because several market gardeners of the LINGUNDU site in MIKALA 2, City of Nsele, have received support from March (2019).

In addition, all the gardeners of all sites do not own the land they farm. There is insecure tenure: they have no document allowing them to practice their profession in these sites. It is a fact of existence; they are therefore exposed to eviction and this can happen anytime.

4.6.6. Saving.

The project plans to popularize the VSLA approach to allow direct beneficiaries and their families to organize to save a portion of the revenue generated and then finally grant credits to increase and/or diversify their IGAs.

The observation made on the ground is, currently, the group that we were able to contact MPASA 2 (TALA-NGAI) still has not adopted the idea of becoming an association in good standing. Adherent women show much more through their status as members of the church, for not working together.

In addition, the process of appropriation of this approach still suffers: women who are committed to it does not have the same understanding of it, and do not share the same expectations.

The road ahead is still very long for this to have an impact.

4.6.7. Community workshops

Both workshops do not seem to be profitable. They are mainly, at least for now, supported by project budgets. Therefore, once the subsidies will stop, they may close.

As noted in paragraph 7 which talks about the effectiveness of the project, girls, old finalists of the Vocational Center, former prostitutes, are not being incorporated in associations, thus being independent and with almost the same challenges as their former colleagues, who are struggling to find customers and to easily raise income from their activities. They may, at some point, drop to something else.

5. Lessons learned from the evaluation process

- 1) The indirect approach of using dedicated Change Leaders has attained many of the people in the target community in record time and at the lowest cost and has made it easy and quick to identify young prostitutes;
- 2) The gentleness, patience and self-sacrifice and love shown by the Vocational Center trainers who train young prostitutes and their teaching methods have greatly contributed to the conversion of mindsets;
- 3) The implication of the service providers in the writing of the proposals allowed them to know the project better than before, and have a clear knowledge of it.

6. Conclusion and recommendations

The long-term goal of the project is to contribute to the prevention and reduction of prostitution, sexual and gender-based violence and discrimination, provide a way out of prostitution for girls and victims of sex trafficking, and improving the living conditions of former prostitutes and their families.

After 5 years of implementation of this project, from 2014 to 2019, the following main results were achieved:

- 6.1. Related to Goal 1: Promote good attitudes and responsible sexual behavior to combat sexual trafficking and sexual violence.

6.1.1. Findings and conclusion:

Awareness sessions have reached a lot of people, women, men, girls and boys, especially in some churches of Nsele and Kimbanseke districts.

If the relevance of the expected results cannot be discussed, the effectiveness of interventions is difficult to prove, because it was realized that an intervention per year, for less than an hour, and monitoring was not properly done.

The above may also lead us to say that the results which we can present with evidence are more quantitative (number of people affected) than qualitative (rights of children and women). The productivity of resources used is low. And the rest, that is to say the impact on society and the sustainability of achievements, are not guaranteed.

6.1.2. Recommendations :

Rec. 1. Program outreach and dialogue sessions at least 4 times per year, every quarter, with the same public for proper understanding and create ownership of the treated themes;

Rec. 2. Ensure reasonable follow-up by a number of well-identified persons using a structured survey to ensure resulting in behavior change.

6.2. Related to Goal 2: Provide social protection, medical and psychological care to sexually exploited children and girls, prostitutes and their families.

6.2.1. Findings and conclusion:

For a successful implementation of the project, it was created a Vocational Center. It received the minimum necessary equipment and a team to carry out the planned activities. In addition, Change Leaders were identified mainly from partner churches, to implement awareness raising activities.

Again, the relevance is not to deny. The state of the area shows how poverty subjects population and forces girls into prostitution. Any action to counter these evils can only be relevant.

Most prostitutes and young women affected by the project activities have become aware and are predisposed to undertake other activities for support.

Almost all young prostitutes who have gone through the Vocational Center voluntarily underwent HIV testing/AIDS. Fortunately, none of them were found HIV positive.

Nevertheless, it appears that the project team's capabilities have not been strengthened, or else not enough, to carry the project and enter into the thematic they are meant to implement. Each member just uses his experience and competence.

Besides the dressmaking and aesthetics trainers, the others give the impression to manage to accomplish their respective missions. Admittedly, they manage to get out, but the results are not up to where they should be. As for Change Leaders, they said they had been trained in awareness raising. However, to hear them talk, we see that many do not master the methodology. However, they are still able to convince, which is the essential.

These are dedicated people and volunteers. Their collaboration with the Vocational Center is very active but their relationship with it is unconventional. This is a tacit engagement between the Vocational Center, the Change Leaders and their churches to meet together for a common cause.

In 2019 alone, they were able to raise awareness and convince 439 young people leave prostitution and learn a noble profession to support with dignity. Of these, only 70 were able to access TSA Project Vocational Center. The other 369 are on the waiting list.

As such, Change Leaders are not well coordinated for more effects and significant impacts. Thus, the human resources employed by the project can only be inefficient. The impact of their actions can only be low and sustainability unclear.

6.2.2. Recommendations.

- Rec. 3.** The Vocational Center has no official recognition. It will find it to avoid trouble in the long run;
- Rec. 4.** Identify training needs and develop a Staff Capacity Building Plan;
- Rec. 5.** If possible, increase the capacity of the Vocational Center to hold all the young prostitutes made aware. Otherwise, it will have to think of finding alternatives for many young people waiting for training;
- Rec. 6.** Organize workshops for the production of appropriate educational supports to the training provided and/or acquire them where they can be found;
- Rec. 7.** Consider upgrading, so slightly, the Vocational Center for a more consistent training and then identify new needs (market

studies and project services in the project's scope) to create other sections;

- Rec. 8.** Provide the Vocational Center of appropriate pedagogical support for easy assimilation of lessons (books, flip charts, picture boxes, posters, fact sheets, comics, models, manikins, etc.);
- Rec. 9.** Establish and regularly organize educational meetings to allow the team to become a cohesive group to share the implementation process of the project, the content and the methods and techniques of intervention;
- Rec. 10.** Produce weekly and in a participatory way the schedule of activities in accordance with the timetable of the Project and fairly distribute tasks between the team members;
- Rec. 11.** Ensure the monitoring of Change Leaders;
- Rec. 12.** Provide Terms of Reference and always sign a Contract with any external party to the project for the requested service;
- Rec. 13.** Strive to collaborate with several institutions from the area working in the same field of intervention, such as the College of the CRAEN, NGOs located a few meters away, the Office of the Health Zone (HZ) of Nsele, Services Population and Community Development office of the district of Nsele etc. for regular exchanges of experiences and useful data

6.3. Related to Goal 3: Provide Alternative Lifestyles for Sexually Exploited Girls and Prostitutes and Their Families to Prevent Return to Their Former Activities. And improve the socio-economic status of families through nutrition classes and gardening programs to prevent girls from prostituting themselves.

6.3.1. Findings and conclusion:

Since 2014 to date, the Vocational Center hosted and trained 440 young prostitutes. Of these, 370 (including 2019 numbers) were able to complete their training and received starter kits for their own small production units.

Most of these former young prostitutes testify that even though it is not much, they are able to meet their basic needs. Their respective parents confirm this.

Here, one can demonstrate the relevance, effectiveness (despite the fact that it is not optimal), efficiency (to a lesser extent) and the impact on families and communities of the former young prostitutes. As for sustainability, it depends on each of the youths to win and retain customers and manage their business and small equipment

Learners and other beneficiaries of the project have not received a good enough follow up to ensure the correct application of the benefits of the project interventions. According to statements of former young prostitutes, monitoring after training by the Vocational Center team is not only basic but also sporadic. The tool used for monitoring proves this.

Moreover, market gardener's training was the academic level while the majority of the beneficiaries are almost illiterate: the content is not practical neither simple nor immediately useable.

6.3.2. Recommendations:

- Rec. 14.** Establish a system for follow up and for monitoring and evaluation to ensure the consolidation of the results and their sustainability, and the collection of reliable data on project achievements and beneficiaries;
- Rec. 15.** The market gardening, chosen as an income generating activity and to fight against malnutrition, should concern parents of young prostitutes and should take place in the project's range of action;
- Rec. 16.** The capacities of the Assistants will have to be strengthened to a successful implementation of the VSLAs approach;
- Rec. 17.** Ensure the recycling training of adult training providers (andragogy), in awareness raising, technical support, monitoring and evaluation;
- Rec. 18.** There is an untimely displacement of the Project Manager at the Vocational Center, and this without handing over. This does not promote mastery of the overall project management. The manager (newcomer) learns from his/her employees what he/she has to do. This decreases, so slightly his/her authority and efficiency;
- Rec. 19.** Update and give each employee his/her Job Description determining what to do, the volume of work required, and the time needed to do so;

Rec. 20. While the accounting remains centralized at THQ, the training center must have and properly keep and maintain a cash Journal to record all revenues and expenses made locally;

Rec. 21. Create contracts with Change Leaders while safeguarding the volunteer spirit that characterizes them, and coordinate well their activities related to the mission of the Project;

Rec. 22. The THQ, through the Women and Development office and the Project Officer will conduct periodic monitoring, monthly or quarterly to ensure proper development of the Project and correct possible flaws at the right time.

SIGNATURES

Consultant

Alexandre ALEKI BANYWESIZE

Signature: _____

Date: November 27th, 2019

The Salvation Army/Democratic Republic of Congo Territory

Lucien LAMARTINIÈRE, Territorial Commander

Signature: _____

Date: November 27th, 2019;