



End of Project Evaluation

FINAL REPORT

Project Name: Protecting Children Through Child Friendly Churches

Implemented By: VIVA Network Zimbabwe

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EXECUTIVE SUMMARY

The Protecting Children through Child Friendly Churches Project was implemented between February 2022 and July 2023 with an overall goal that “vulnerable children are protected from abuse and exploitation through child friendly churches countering harmful norms and practices”. The project was designed to contribute to reduce abuse and exploitation of children in target communities that included Mbare, Hatcliffe, Hopley, Mabvuku/Tafara and Epworth. In this evaluation, the consultant assessed programme performance guided by the OECD-DAC criteria (focusing on relevance, effectiveness, efficiency, impact, and sustainability).

Guided by the OECD-DAC criteria for assessing programme performance, the evaluation adopted a participatory cross-sectional study design that employed a mixed methods approach, performing a comparison of project data at baseline (beginning of project) and endline (end of project) to measure the change obtained.

The project was implemented during a period of escalating child rights violations, with harmful norms prevalent in the community. The project's focus on fostering child-friendly churches and countering harmful practices aligned with the urgent need for intervention. The project surpassed most of its targets with an overall percentage success for outcomes being 102%. Both children and key informants confirmed that churches are now a haven for children. Working with volunteers in the project was an effective strategy which ensured participation of unpaid personnel in the project rather than relying on few office workers. The project's impact is far-reaching, creating positive change at multiple levels. It fosters child-friendly environments within churches, empowers stakeholders, and influences behavior change in harmful norms and practices. Collaboration with local authorities and denominational councils enhances its influence at the community and national levels. Several positive sustainability factors exist, including committed volunteers, local empowerment, strong church leader engagement, and behavior change. However, potential threats include limited volunteer mobility and resource dependency, which must be managed effectively.

The project demonstrates strong potential for sustainability and has made significant strides in addressing child protection issues. It leverages committed volunteers, empowers local communities, and fosters behavior change. However, challenges like volunteer mobility and resource dependency require careful attention. The evaluator recommends the project to provide additional training for champions, scale up the project to reach more communities, encourage family involvement in child protection efforts, offer increased support for mentor parents, strengthen grassroots activities involving apex bodies, explore sustainability initiatives, such as income-generating projects and allocate more resources towards administration costs to ensure effective project management.

1 INTRODUCTION & BACKGROUND

1.1 OBJECTIVES AND SCOPE OF THE EVALUATION

The TOR stipulated six (6) key tasks to be performed:

1. Evaluate the impact of the project in the sites of operation at stakeholders, partners, and individual beneficiary levels, including both direct and indirect beneficiaries.
2. Assess the success of the project in meeting its outcomes, milestones, objectives, and targets with reference to impact and sustainability.
3. Identify lessons learned and make recommendations on any changes to project strategies and/or methodologies that may be valuable for any subsequent and/or similar project, including how greater impact and cost efficiency might be achieved.
4. Assess the extent to which project activities and achievements are sustainable and identify key contributing factors which enhance and/or hinder these prospects.
5. Assess the effectiveness of the implementation approach i.e., working with and through community structures. To reveal the effectiveness of working with and through community structures the benefits derived from this approach in terms of organizational development and beneficiary reach.
6. Assess the extent to which children and young people participated and or benefited through the project's activities. To identify lessons and gaps to provide informative recommendations on child participation in future projects of the same nature.

1.2 PROJECT SUMMARY

The Protecting Children through Child Friendly Churches Project was implemented between February 2022 and July 2023 with an overall goal that *“vulnerable children are protected from abuse and exploitation through child friendly churches countering harmful norms and practices”*. The intervention aimed to protect children through a church-based approach to prevent abuse and exploitation. The intervention applied a two-dimensional community-based strategy as follows:

- i. Mobilizing and empowering 150 churches to become agents of change through established child protection structures and compliance with child protection minimum standards for them to be certified as Child Friendly Churches.
- ii. Mobilizing four national denominational councils to actively promote church-based child protection amongst thousands of churches nationally.

The four denominational councils included: Evangelical Fellowship of Zimbabwe (EFZ), the Zimbabwe Catholic Bishops' Conference (ZCBC), the Zimbabwe Council of Churches (ZCC) and the Union for Development of Apostolic and Zionist Churches in Zimbabwe Africa (UDACIZA)

Ultimately, the intervention targeted to benefit 22.500 children through 150 churches.

1.3 PROJECT TARGETS

The project was designed to contribute to reduce abuse and exploitation of children in target communities that included Mbare, Hatcliffe, Hopley, Mabvuku/Tafara and Epworth. Through the project, at least 22,500 children were to directly experience enhanced protection through child protection structures implemented by 150 churches. These structures include church child protection policies, Child Protection Committees, Child Protection Champions, Child Protection Action Groups and Mentor Parents. Children were to mainly benefit from churches becoming agents of change countering harmful norms and practices at church and community levels.

Table 1: Outcome Level Targets and achievements

Indicators of targets at Outcome Level		Target
No.		
Outcome 1: By July 2023, vulnerable children are protected from abuse and exploitation through protective churches		
1.1	No. of children benefiting from church-based protection measures	22500
1.2	% of children feeling that churches provide protection against abuse	50 % increase
1.3	No. of child abuse cases identified within target churches the past 6 months	50 % reduction
1.4	No. of churches certified as Child Friendly Churches	150
Outcome 2: By July 2023, four denominational councils/alliances are actively countering harmful norms and practices amongst churches nationally.		
2.1	No. of churches reached with advocacy messages through denominational councils	2500
2.2	No. of policies related to child protection implemented by denominational councils (child protection policies, procedures for handling child abuse, volunteer codes of conduct etc.)	3

Table 2: Output Level Targets and achievements

No.	Indicators of targets at Output Level	Target
Outcome 1: By July 2023, vulnerable children are protected from abuse and exploitation through protective churches		
Output 1.1 By July 2023, 150 churches have sound child protection policies.	No. of churches with Child Protection Policies	150
	No. of churches with a child abuse handling plan	150
Output 1.2 By July 2023, vulnerable children are empowered and protected through Church Child Protection Champions	No. of children actively interacting with Church Child Protection Champions	2250
	No. of active Child Protection Action Groups	15
	No. of child survivors of abuse and exploitation directly assisted	150
Output 1.3 By July 2023, 250 vulnerable families are strengthened through mentor parents	No. of families supported by mentor parents	250
	% of families feeling empowered to protect their children	50% increase
	No. of active church-based Family Support Groups	15
Outcome 2: By July 2023, four denominational councils/alliances are actively countering harmful norms and practices amongst churches nationally.		
Output 2.1 By July 2023, four denominational councils are actively empowering	No. of denominational councils reaching out to at least 30% of their church members to counter harmful norms and practices.	4

churches to counter harmful norms and practices through advocacy and awareness raising	No. of people reached by radio messages broadcasted at national radio	4.6 million
Output 2.2 By July 2023, churches are actively promoting child protection through awareness raising	No. of churches visited by Department of Social Services and Police to enhance child protection systems	45
	No. of children reached by churches through the Good Treatment Campaign	22500
	No. of posters and flyers distributed through churches	15000
	No. of people reached through Road Show Campaigns conducted with churches	30000

1.4 PROJECT ENVIRONMENT, IMPLEMENTATION AND REPORTING

1.4.1 Project Environment

During the time of project implementation, Zimbabwe was facing widespread poverty due to hyperinflation, sharp price rises of food and basic commodities, price distortions, local currency depreciation and the sizable economic impacts of COVID-19. Negative coping mechanisms including child marriages, child prostitution, child labour, violence, and child sexual abuse were notable. The intervention took place in a fragile context of the impoverished settlements of Zimbabwe's capital, Harare (incl: Mbare, Hatcliffe, Hopley, Mabvuku/Tafara and Epworth). The environment was multicultural, consisting of returning deportees, border jumpers, climate, and rural-urban migrants, and hiding criminals, all which increased child vulnerability to abuse and exploitation.

1.4.2 Project Implementation

The legal responsibility of the project was carried by VNZ's board of directors while direct implementation of the project was upon the Network Coordinator with the support of the Program Manager and two Field Officers. The Network Coordinator was involved in all high-level advocacy and strategic activities while the Program Manager was responsible for supervision of the Field Officers as well as monitoring, evaluation, and learning. The Field Officers runs day-to-day operation and implementation of activities. At community level churches were directly leading mobilization and coordination of Child Protection Champions, Mentor Parents, Family Support Groups and Child Protection Action Groups, implementation of child protection policies and systems as well as awareness raising activities. Children and families were involved through Family Support Groups and Child Protection Action Groups to influence priorities of the groups and inform the project about child rights violations. Church apex bodies, government departments and local stakeholders were involved as strategic project implementation partners. Children were mainly recipients according to the project's original design, however this evaluation found that children actively participated in the project as will be outlined in the findings in section 3.7.

1.4.3 Project Monitoring, Evaluation and Learning

VNZ and VD employed a Monitoring, Evaluation and Learning (MEL) system constructed around the OECD-DAC Principles for Evaluation of Development Assistance. In addition to ensuring regular review of the projects Relevance, Effectiveness, Efficiency, Impact, and Sustainability, the system allows partners to adjust strategies or objectives to contextual changes, threats, and opportunities while providing a framework for systematizing and institutionalizing experiences

along the way and at the end of the project. During the project period, VD conducted one monitoring visit.

Reports were submitted by VNZ to VD on a quarterly basis and subsequent follow-up meetings were held with participation of program and finance staff from both partners. The reporting format used is a self-evaluation tool to allow the local partner to reflect on progress on achieving targets and give space to propose adjustments of the project based on contextual changes. The progress report format includes LFA progress statements, measuring progress via LFA indicators, outputs and activities, financial progress including summary of accounts and expenses, as well as considerations on delays, challenges, changes, and lessons learned.

2 EVALUATION METHODOLOGY

2.1 EVALUATION APPROACH

The evaluation applied a framework guided by the OECD-DAC criteria for assessing programme performance (focusing on relevance, effectiveness, efficiency, impact, and sustainability). The Consultant adopted a participatory cross-sectional study design that employed a mixed methods approach, performing a juxtaposition of project data at baseline (beginning of project) and endline (end of project) to measure the change obtained.

2.2 EVALUATION METHODS

The evaluation commenced with inception meeting(s) between the Consultant and VIVA Network and partners to ensure that the Consultant and the VIVA Network had a shared understanding of the TORs. ERC then developed the evaluation tools in line with project indicators, purpose, and objectives of the study as well as key evaluation questions. Prior to field data collection, a training workshop was held with the enumerators who were then deployed to gather primary data from project target areas. Evidence coming from the group discussions, beneficiary interviews, desk collated outputs and stakeholder discussions was triangulated against each other to form a clear picture of the outputs, outcomes, lessons, and impact of the project.

2.2.1 Desk Review

The evaluation conducted a desk review of project documents including the project proposal, logical framework analysis (LFA), progress reports, beneficiary databases and selected means of verification documents defined in the LFA.

Table 3: Reviewed Documents and Findings/Comments

No.	Document Reviewed	Purpose of Review	Comment/Findings
1	Project Proposal	Project context, intervention design, expected outcome and theory of change.	Proposal well-articulated the context and demonstrated a clear and strong intervention approach.

2	Project Logical Framework	Project results framework, monitoring systems, targets, and implementation strategy.	Project activities, outputs, outcomes were clearly outlined with well-defined success indicators and means of verification.
3	Project Budget	Financial budget, % distribution of funds across activities, administration, and investments.	A detailed budget was designed before project implementation, there was a fair distribution of funds with the greatest percentage being allocated to activities. Financial implementation, monitoring and reporting followed the budget.
4	Project Implementation Action Plan	Original project timelines, reporting deadlines, partnership agreements.	A signed partnership agreement between VNZ & VD was provided. The agreements had clearly marked reporting deadlines. Project implementation followed this agreement.
5	Project Monitoring Reports	Adherence to timelines and deadlines. Qualitative project progress check (output & outcomes) and financial progress.	Consultant received project monitoring reports (narrative & financial) shared with VD for 5 out of the 6 quarters covered by the project. The 6 th quarter report was not available, the agreement indicated that this was replaced with the final project report. However, consultant was provided with an indicator assessment report which showed progress for all the 6 quarters.
6	Database of Key Stakeholders	To draw sample for evaluations (key informants). Evaluation of project sustainability (impact level).	A comprehensive database was provided, evaluator randomly selected and reached external stakeholders. The provision of this database pointed to a project collectively implemented with cooperation and/or support of external stakeholders
7	Database of Beneficiaries	To draw sample for evaluations (right holders / target groups). Evaluation of project achievements @ output level. Evaluation of project sustainability (impact level).	A database of children who benefited from the project could not be availed due to confidentiality and child protection systems in place. However, through the local champions, consultant requested to meet a few child beneficiaries who participated in focus group discussions without disclosing their identity information.
8	Specific Activity Reports	For review of monitoring tools, effectiveness of local implementation and reporting.	Consultant received a copy of the activity reporting template used during implementation of the project along with various feedback forms utilized during the meetings with volunteers working with the project.

2.2.2 Community Appraisal

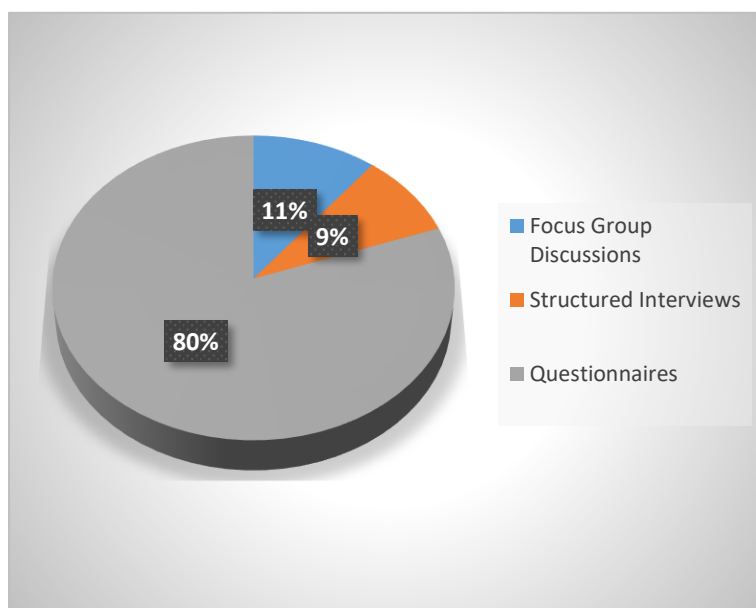
A participatory community appraisal was conducted through Focus Group Discussions (FGDs) conducted with children, Key informant interviews (KIIs) conducted with key informants and survey questionnaires conducted with parents and/or guardians of children from project communities.

Table 4: Sample Distribution & Response Rate

No.	Respondents Category	Male	Female	Total		Target	% Response Rate
1	Households: Parents and Guardians	33	103	136		150	91%
2	Key Informants: Government, Stakeholders, Apex Bodies, etc.	4	11	15		15	100%

3	Children: Beneficiaries from churches participating in project	7	11	18		15	120%
	Overall Sample	44	125	169		180	94%

Figure 1: % Distribution of respondents by Tools Administered



Quantitative questionnaires contributed 80% of the evaluation data (respondents were randomly selected parents and guardians of children in project target communities). 11% of the respondents participated in focus groups (children from churches participating in the project) and 9% were key informants (key stakeholders and duty bearers working together with VNZ in project implementation).

Table 6: % Distribution of Parents/Guardians by Age groups

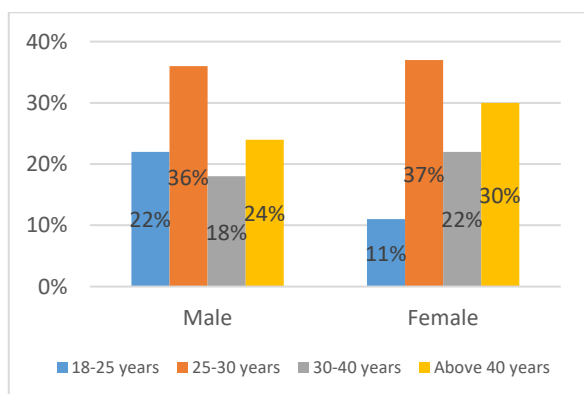
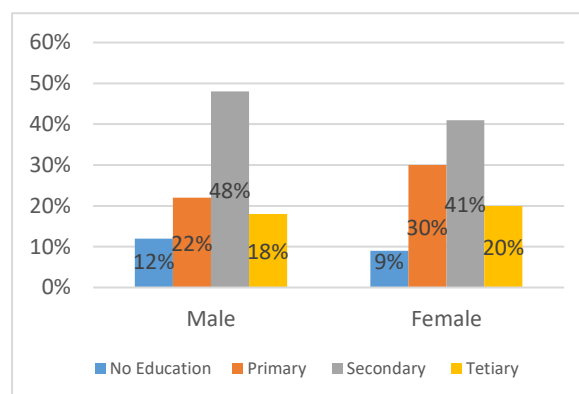


Table 5: % Distribution of Parents/Guardians by education



2.2.3 Research Ethics

The evaluation prioritized research ethics including the following:

- Informed consent was obtained from all participants, including parents/guardians and children. They were fully informed about the research purpose, procedures, and their rights, and their consent to participate was voluntary.
- Strict confidentiality measures were in place to protect the privacy of participants. Data were anonymized, and any information that could potentially identify individuals was removed or kept confidential.

- Data collected from children and other participants were presented in a way that ensured anonymity. Individual responses could not be linked back to specific individuals.
- Child-friendly and age-appropriate methods were used when engaging with children. The research team was trained to create a safe and comfortable environment for children to express themselves.
- Protocols and guidelines for safeguarding children were rigorously followed. All interactions with children prioritized their safety and well-being.
- The research team demonstrated respect for cultural differences and diversity among participants, ensuring that research methods and communication were culturally sensitive.
- The research aimed to benefit the community by providing valuable insights and recommendations while minimizing harm to participants. Any potential risks were carefully considered and avoided.
- The research process was transparent, with participants provided with clear information about the research objectives, methods, and how their data would be used after the research.

2.2.4 Child Participation

11% of the evaluation respondents were children aged between 7 and 12 years. During the evaluation process, Child Participation was diligently upheld to ensure that children are free to provide information and that they are heard on their own terms. Consultant implemented child-friendly methods and approaches that prioritized the well-being, safety, and rights of the children involved. All interactions and data collection activities with children were conducted in a sensitive, respectful, and age-appropriate manner. Informed consent from parents/guardians was obtained, and children were given the option to decline participation or withdraw at any point without consequences. Furthermore, strict ethical guidelines and protocols were adhered to, ensuring confidentiality and anonymity of children's responses. Data collected from children were aggregated and presented in a way that prevented any identification of individual participants, further safeguarding their privacy.

3 EVALUATION FINDINGS

3.1 INTRODUCTION

This section presents the key findings of the evaluation and provides a discussion of the findings. The findings were gathered through a mixed methods approach desk review, key informant interviews, focus group discussions and structured questionnaires. The first section summarizes the demographic information about participants of the evaluation. The key evaluation questions were grouped into five (5) categories: relevance, effectiveness, efficiency impact and sustainability; the findings are presented below in the respective categories.

3.2 RELEVANCE

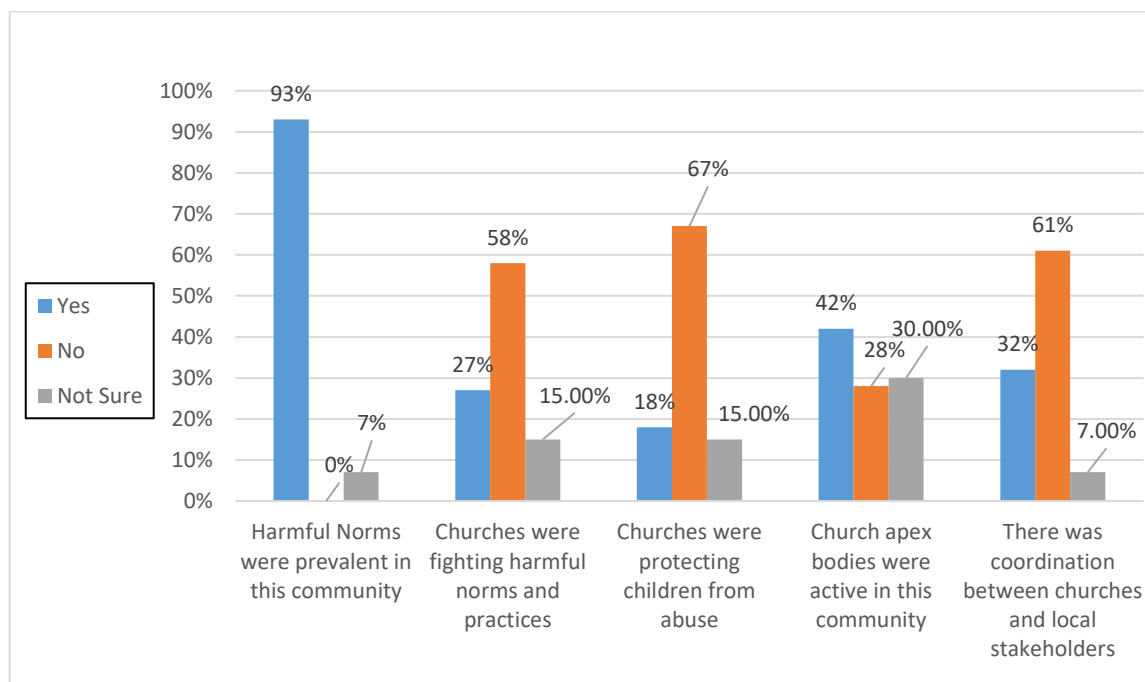
The evaluation assessed the alignment of the project's goals, objectives, and activities with its target audience or stakeholders. The evaluator investigated whether the project addressed genuine needs, whether the project objectives were relevant and if the activities and outcomes were aligned with the identified needs and priorities.

3.2.1 Consolidated findings on Project Relevance

Table 7: Respondents' views and perceptions on relevance of project

Source of Data	Findings
Structured Interviews (Key informants: Government Agency, Church Apex Bodies, Church Leaders, Child Protection Champions, Mentor Parents, VNZ, VD)	- Project was implemented at a time when child rights violations were escalating in target communities. - Project led to the identification of child abuse cases that were happening in target churches. - There was low cooperation between child protection stakeholders. - Most abuses faced by children were understood to result from harmful norms and practices, i.e., sexual abuse, drug abuse by children. - Majority of churches had no proper child protection systems such as church constitution articulating child right issues. - Majority of church leaders confirmed that they had no idea of most of the child protection standards introduced by VNZ. - Establishment of church-based systems is seen as lifelong empowerment of the church at grassroots level. - Churches have begun to run child protection initiatives after participating in the CFC project
Focus Group Discussions (Children from churches participating in the child friendly churches project)	- All children indicated that previously, they were not considered as key participants in their churches. - Children now feel that their participation is not valued, and their views are being welcomed at church. However, while at home the situations vary as some parents were described as less tolerant. - Comparing themselves to the period before the project, children said they now feel encouraged, free, and relaxed. Almost half of the children indicated that because of these discussions and involvements they would like to be leaders in their churches and communities. - Children said they are not participating in awareness campaigns against child abuse and participating through peer-to-peer education

Figure 2: Questionnaire Responses on Relevance of Project at project launch



As shown in Figure 2 above; at the project's inception, it was evident that harmful norms loomed large, affecting a staggering 93% of the community. This sobering statistic highlighted the pressing need for intervention. With only 27% of the churches actively engaged in combatting these detrimental norms and practices, pointing to a great need for the intervention as designed. The capacitation of churches was key, as only 18% of the churches were shielding children from abuse when the project commenced. These findings collectively underscore the project's pertinence and its potential to make a substantial and enduring impact in shielding vulnerable children from abuse and exploitation through the establishment of child-friendly churches.

3.2.2 Evaluator's Comments on relevance

The finding that the project was implemented during a period of escalating child rights violations in target communities underscores the project's relevance and urgency in addressing critical issues. The identification of child abuse cases within target churches highlights the project's effectiveness in uncovering hidden problems and addressing them directly within the church community.

The observation of low cooperation between child protection stakeholders was a concerning issue that needed to be addressed for more effective child protection efforts. The recognition that most child abuses stem from harmful norms and practices, such as sexual activities and drug abuse, emphasizes the importance of the project's focus on changing cultural and behavioral aspects that contribute to child vulnerabilities. The revelation that most churches lacked proper child protection systems, including articulated child rights in their constitutions, highlights the project's role in filling critical gaps in child protection infrastructure.

The fact that many church leaders were unaware of the child protection standards introduced by VNZ underscores the need for comprehensive training and capacity-building efforts within churches. The perception that the establishment of church-based systems represents lifelong empowerment at the grassroots level is a positive sign. It indicates that the project has successfully instilled a sense of ownership and responsibility within the church community.

Child Participation and Empowerment:

The transformation in children's roles within their churches, from feeling undervalued to being welcomed and encouraged to express their views, reflects the project's positive impact on child empowerment. The desire of some children to become leaders in their churches and communities showcases the project's potential for nurturing future leaders who can champion child rights and protection. The engagement of children in awareness campaigns and peer-to-peer education demonstrates their growing agency and active involvement in combating child abuse.

3.3 EFFECTIVENESS

Measuring effectiveness involved evaluating the extent to which the project achieved its stated goals and objectives. The evaluation assessed the actual achievements of the project in relation to what was planned. Extra attention was also given to unplanned results of the project activities.

3.3.1 Effectiveness at Outcome Level

At outcome level, the project performed very well, with an overall achievement of 102%. The least performance was on the percentage of children who felt that churches provide protection against abuse, scoring 44% against a target of 50%. This is still a high achievement given that such a change requires a longer period to achieve. There was a too high achievement on number

of children benefiting from church-based protection measures. It was noted that this was mainly because the volunteers who were recruited and trained as child protection champions were also involved in working with children at their churches. This meant that the trained champions reached all children that their respective churches had.

Table 8: Percentage achievement of targets at outcome level

No.	Indicators of targets at Outcome Level	Target	Achieved	% Success
Outcome 1: By July 2023, vulnerable children are protected from abuse and exploitation through protective churches				
1.1	No. of children benefiting from church-based protection measures	22500	47723	212%
1.2	% of children feeling that churches provide protection against abuse	50 % increase	44%	88%
1.3	No. of child abuse cases identified within target churches the past 6 months	50 % reduction	57%	114%
1.4	No. of churches certified as Child Friendly Churches	150	153	102%
Overall % Success for outcome 1				104%
Outcome 2: By July 2023, four denominational councils/alliances are actively countering harmful norms and practices amongst churches nationally.				
2.1	No. of churches reached with advocacy messages through denominational councils	2500	2460	98%
2.2	No. of policies related to child protection implemented by denominational councils (child protection policies, procedures for handling child abuse, volunteer codes of conduct etc.)	3	3	100%
Overall % Success for outcome 2				99%
Overall % Success at Outcome Level				102%

3.3.2 Effectiveness at Output Level

At output level, the project performed well beyond the expected targets. The evaluation notes that the involvement of child protection champions in church leadership structures played a pivotal role in achieving the bulk of activities timeously. This was mainly because there was very little to no resistance to the initiatives by the project directly or through the child protection champions. Children, families, and leadership easily cooperated with the child protection champions.

Table 9: Percentage achievement of targets at output level

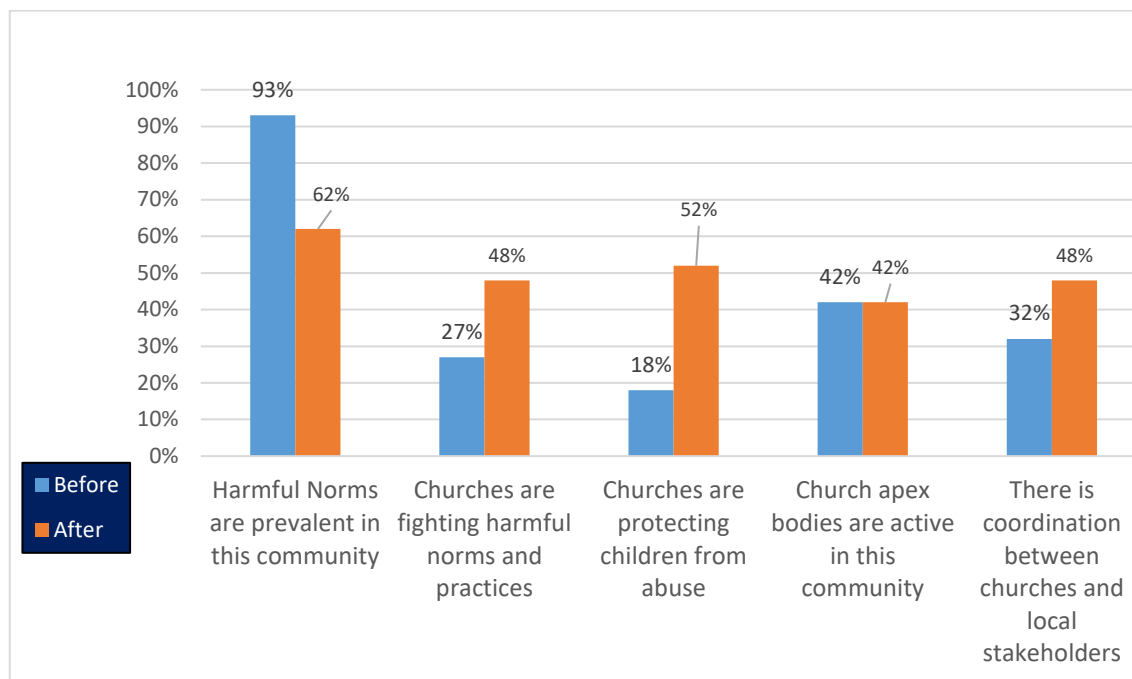
No.	Indicators of targets at Output Level	Target	Achieved	%Success
Outcome 1: By July 2023, vulnerable children are protected from abuse and exploitation through protective churches				
Output 1.1 By July 2023, 150 churches have sound child protection policies.	No. of churches with Child Protection Policies	150	153	102%
	No. of churches with a child abuse handling plan	150	153	102%
Output 1.2 By July 2023, vulnerable children are empowered and protected through	No. of children actively interacting with Church Child Protection Champions	2250	14844	659%
	No. of active Child Protection Action Groups	15	15	100%
	No. of child survivors of abuse and exploitation directly assisted	150	161	107%

Church Child Protection Champions				
Output 1.3 By July 2023, 250 vulnerable families are strengthened through mentor parents	No. of families supported by mentor parents	250	177	71%
	% of families feeling empowered to protect their children	50% increase	60%	120%
	No. of active church-based Family Support Groups	15	17	113%
Overall % Success at Output Level for outcome 1				172%
Outcome 2: By July 2023, four denominational councils/alliances are actively countering harmful norms and practices amongst churches nationally.				
Output 2.1 By July 2023, four denominational councils are actively empowering churches to counter harmful norms and practices through advocacy and awareness raising	No. of denominational councils reaching out to at least 30% of their church members to counter harmful norms and practices.	4	4	100%
	No. of people reached by radio messages broadcasted at national radio	4.6 million	3.55 million	77%
Output 2.2 By July 2023, churches are actively promoting child protection through awareness raising	No. of churches visited by Department of Social Services and Police to enhance child protection systems	45	77	171%
	No. of children reached by churches through the Good Treatment Campaign	22500	58507	260%
	No. of posters and flyers distributed through churches	15000	19050	127%
	No. of people reached through Road Show Campaigns conducted with churches	30000	38364	128%
Overall % Success at Output Level for outcome 2				144%
Overall % Success at Output Level				150%

3.3.3 Effectiveness as perceived my target community.

The evaluation noted that the project baseline survey did not cover project-wide variables, instead, it focused on the state of churches in relation to child friendliness. To mitigate this, the evaluation utilized a **before and after** survey approach to evaluate the project's effectiveness. Figure 3 below shows the findings, while there are recorded changes on all other issues, there is no change in percentage of people feeling that church apex bodies are active in their communities. Interviews with representatives from apex bodies confirms the same as they highlighted that no new direct initiatives were done by the apex bodies during the project period.

Figure 3: Perceived Effectiveness of Project



3.3.4 Evaluator's Comments on Effectiveness:

The project's effectiveness, as demonstrated by the evaluation findings, underscores notable achievements at both outcome and output levels. At the outcome level, the project performed exceptionally well, achieving an overall outcome score of 102%. While it's worth noting that the project fell slightly short of the target for the percentage of children who felt that churches provide protection against abuse (scoring 44% against a 50% target), this outcome should be viewed positively, recognizing that such a change typically requires a longer period to fully realize. Importantly, the project excelled in the number of children benefiting from church-based protection measures, largely attributed to the active involvement of trained child protection champions. These champions played a pivotal role in reaching all children within their respective churches, resulting in a commendably high achievement in this regard.

At the output level, the project performed remarkably, surpassing expected targets. A key contributing factor was the successful integration of child protection champions into church leadership structures. This integration facilitated the timely execution of project activities, as it encountered minimal resistance from the project's stakeholders, including children, families, and church leadership. The level of cooperation observed underscores the effectiveness of this approach in driving project outputs.

It is important to note that the project's baseline survey focused primarily on assessing the state of churches in relation to child friendliness, which presented limitations in evaluating project-wide variables. To address this gap, the evaluation adopted a before-and-after survey approach to gauge the project's effectiveness. While this approach revealed notable changes in various aspects, it is worth highlighting that there was no observed change in the percentage of people feeling that church apex bodies are active in their communities. Interviews with representatives from these apex bodies confirmed this lack of direct initiative during the project period.

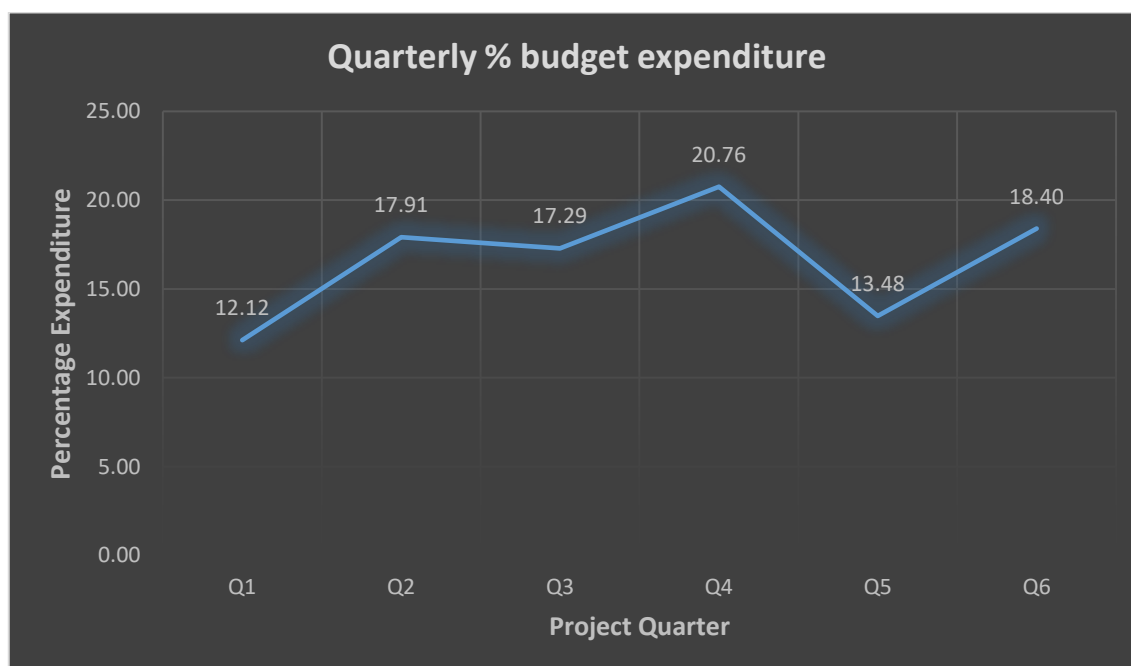
The evaluator applauds the networking approach utilized by VNZ. This approach contributed immensely towards the achievement of project targets and the overall effectiveness of the project. The establishment of action groups, linking of champions with the referral pathway and the visiting of churches with government's DSD, built positive lasting relationships and created strong partnerships necessary in the coordination of efforts leading to the reduction of abuse and exploitation of children in target communities.

3.4 EFFICIENCY

The use of resources versus the results defines efficiency. The evaluation examined how well resources (such as time, budget, and personnel) were utilized to achieve the project's goals. It assessed whether the project was cost-effective and time efficient.

3.4.1 Financial Analysis

Figure 4: Analysis of project quarterly expenditure



The project's financial analysis reveals varying expenditure levels across quarters. On average, the project spent approximately 16.33% of its budget per quarter. Quarter 1 saw the lowest expenditure at 12.12%, this aligns well with the nature of activities of the first quarter, the project was still setting up while the highest expenditure was in Quarter 4, utilizing 20.76% of the budget. The percentage expenditure in Quarter 4 reflects well on the concentration of activities during the same quarter. Overall, the fluctuations in percentage expenditure per quarter correlated with the activities of the corresponding quarters. However, an analysis of the project's results trend shows that results consistently increased by quarter, thus, suggesting that project activities produced long term effect on results attainment.

3.4.2 Efficiency of Project Implementation

The project was efficiently implemented. It was guided by a clear well-defined theory of change, a detailed logical framework, and a budget with notes. Documents obtained during the evaluation provided strong evidence of the project being implemented efficiently. This was

further confirmed by the level of knowledge and experience demonstrated by the volunteers trained by the project as well as the local stakeholders involved.

3.4.3 Efficiency of reporting, monitoring and evaluation

The project had a multi-layer reporting and monitoring system. The evaluator noted that the trained volunteers had a dual reporting system, reporting to their local leaders as well as to VNZ's Child Friendly Churches coordinator. VNZ designed, oriented, and required all volunteers to create and share reports monthly. The project field officer reported to the programs manager who together with the network coordinator generated quarterly reports shared with Viva Denmark. An evaluation or review meeting was then conducted between VNZ and VD after each quarterly report was submitted.

3.4.4 Efficiency of project personnel

- ***Timeliness of project milestones.***

Based on the project documents, interviews with project implementation partners, stakeholders and beneficiaries, the project was implemented within its timelines with the bulk of milestones targets being met. The project had delays in achieving its targets against timelines, starting to show success in the 3rd quarter, however, our analysis show that activities implemented in the first 2 quarters were foundational to systems that would generate measurable results.

- ***Budget adherence.***

Our financial analysis of the project shows that the implementing partners adhered to the budget. All activities were implemented within their originally set budgets, the same applies to the administration and salaries budgets. Where budget adjustments became necessary, approval was sought with the funding partner before changes were made, e.g., bank charges increased significantly during the project implementation period, creating a deficit on this specific budget line.

- ***Stakeholder satisfaction.***

Interviews with stakeholders show that VNZ created a good reputation throughout the implementation of the project, specific reference was made to VNZ's survey that they did with target beneficiaries during the project design phase. The CFC methodology was applauded as a unique and effective method by all stakeholders reached by the evaluator. Respondents also applauded a complaint handling and reporting system set up by VNZ which allowed the volunteers to have 3 (three) different ways of reporting their complaints where they arose.

- ***Engagement and participation of children and families.***

Engagement and participation of children and families was mainly reported as part of the project personnel's work with Child Protection Champions and Mentor Parents. There was consistent reference to activities such as the Good Treatment Campaign, Christmas Parties, Road Shows and Child Protection Workshops run together with churches and communities.

3.4.5 Evaluator's Comments on Efficiency

The project demonstrates a commendable level of efficiency in its implementation and financial management. The financial analysis reveals a well-managed budget, with an average quarterly expenditure of approximately 16.33%. The project's expenditure patterns align logically with the nature and concentration of activities during each quarter. Importantly, the analysis of results

trends indicates that project activities produced a consistent increase in outcomes over time, emphasizing the long-term effectiveness of the project.

Efficiency is further evident in the project's implementation. It was guided by a clear theory of change, a detailed logical framework, and a well-documented budget. The presence of these structured guidelines is supported by strong evidence, including documents obtained during the evaluation. Additionally, the project benefits from a knowledgeable and experienced team of volunteers who have been trained by the project, as well as active engagement with local stakeholders.

The project's reporting and monitoring system is multi-layered, with clear reporting responsibilities. Volunteers maintain a dual reporting system, ensuring transparency and accountability at the grassroots level. The project's adherence to monthly and quarterly reporting schedules and review meetings with stakeholders, such as Viva Denmark, further underscores its commitment to efficient reporting and evaluation practices.

In terms of project personnel, milestones were generally achieved within timelines, with the initial quarters laying the foundation for subsequent measurable results. Budget adherence was evident, with adjustments sought and approved when necessary. Stakeholder satisfaction was notably high, with positive feedback received regarding the project's methodology and complaint-handling system. Engagement and participation of children and families were consistently reported as integral aspects of the project's work with Child Protection Champions and Mentor Parents, as well as through various community-based activities.

3.5 IMPACT

Our impact evaluation looked at the broader and long-term effects of the project on its target audience, stakeholders, and the wider community. It assessed the real-life changes brought about by the project. Special attention was given to structural changes on systems, approaches and methodologies applied by churches and the community.

3.5.1 Impact on target audience

The evaluation noted that VNZ conducted a survey on child friendliness of churches at the beginning of the intervention and repeated the same during the sixth quarter of the project. There was a notable increase in the number of churches rated as child friendly from 25 in the first quarter to 148 in the sixth quarter. While the evaluation noted that VNZ developed and supplied the churches with templates and drafts of needed documents, the churches went further to adopt, customize, and implement the systems. The utility of these systems was reported to have a church level impact that does not end with involved leadership but all that may come and lead in the future. Another notable development was that when it came to adoption and implementation of standard documentation like constitutions and child protection policies, the church leadership applied the same standards in all their assemblies, including some that are not in the project target area. To children, the evaluation findings suggest an increased protection from abuse and exploitation, as well as improved access to supportive and child-friendly church environments.

3.5.2 Impact on stakeholders and local systems

Church Leaders: Church leaders experienced changes in their roles and responsibilities as they were trained and empowered to establish child protection structures within their churches. The

leaders of involved churches testified being better positioned now to participate in local committees like the district child protection committees and district development committees.

Local Child Protection Agencies: Local child protection agencies and organizations benefited from the project's initiatives to create child-friendly churches. Collaboration between these agencies and churches established and motivated better coordination in protecting children at community level. The evaluation notes that there are now locally organized meetings that are being run outside the VNZ project.

Government Departments: Child protection departments of the government were directly impacted by the project initiatives. There was established a direct network between the DSD and the VFU to the extent that they now coordinate directly with the local churches without having to involve VNZ. A typical example is one in Epworth, the DSD officer shared an example where she had a child in need of care and support, and she called one of the church leaders who coordinated and provided the child with educational and food support.

3.5.3 Impact on the wider community

Awareness and Behavior Change: The project's efforts to promote child protection and counter harmful norms and practices in churches had a noticeable effect on the broader community. It led to increased awareness and changes in behavior related to child protection, not only within the church but also in the wider community. This is reflected in the knowledge found among members of the community who were not directly involved in the project. One respondent mentioned that people now knew that there were some child protection champions in their community and where need arose, they could call her.

Community Engagement: As churches became more actively involved in child protection, they also started to engage with the broader community in activities related to child welfare, influencing local norms and practices beyond their own congregations. In Epworth, churches organized and ran anti-drugs campaigns to protect children. One of the trained mentor parents in Hatcliffe went on to organize and run a child protection local conference in Domboshava, a community 50km away from Harare and the target community where the mentor parents were trained.

3.5.4 Provincial / National Level Impact

Behavior change advocacy: At provincial level, reports by VNZ showed that they ran child protection symposiums supported by this project. When interfacing with the DSD officials, they explained these conferences platforms that allowed the church to influence behavior change and countering of harmful norms from the top, down to the communities. This led to the inclusion of VNZ onto a provincial platform to fight drugs and substance abuse in communities. The project positioned VNZ as technical partner that the government can work with to reach churches and influence behavior change through such systems.

Denominational Councils: The project's collaboration with four national denominational councils (EFZ, ZCBC, ZCC, UDACIZA) creates a significant impact at the national level. These councils reach thousands of churches across the country. While the project noted that 3 of these councils, except for UDACIZA already had child protection systems in place, their involvement in conferences led to their actioning of changes in child protection practices. Further, UDACIZA went on to enter a partnership with VNZ to directly design an intervention to help them to work with their churches more effectively.

3.5.5 Evaluator's Comments on Impact

The project has made a significant and far-reaching impact across multiple levels, demonstrating its effectiveness in creating positive change within the target audience, stakeholders, local systems, the wider community, and even at provincial and national levels.

Impact on Target Audience:

The project's child-friendliness survey recorded a remarkable increase in the number of churches rated as child-friendly, growing from 25 in the first quarter to an impressive 148 in the sixth quarter. This substantial improvement underscores the project's success in fostering child-friendly environments within churches. Churches not only adopted but also customized and implemented the systems, indicating the practical utility and sustainability of the project's interventions. Children benefited from this transformation, experiencing increased protection from abuse and exploitation, and gaining improved access to supportive and child-friendly church settings.

Impact on Stakeholders and Local Systems:

Church leaders, as key stakeholders, have undergone significant changes in their roles and responsibilities. They are now better equipped to establish child protection structures within their churches and actively participate in local committees focused on child protection and development.

Local child protection agencies and organizations have benefited from enhanced collaboration with churches, resulting in improved coordination in protecting children at the community level.

Government departments responsible for child protection have experienced direct impact from the project. The establishment of a network between government departments and local churches has facilitated direct coordination, leading to tangible support for children in need.

Impact on the Wider Community:

The project's efforts to promote child protection and counter harmful norms have extended beyond the church community, leading to increased awareness and behavior change related to child protection in the broader community.

Community members, even those not directly involved in the project, have become aware of the presence of child protection champions in their communities, fostering a sense of safety and support.

Churches have initiated community engagement activities, such as anti-drug campaigns and child protection conferences, influencing local norms and practices beyond their congregations.

Provincial/National Level Impact:

At the provincial level, the project organized child protection symposiums that influenced behavior change and the counteraction of harmful norms, positioning VNZ as a technical partner for the government to collaborate with in reaching churches and influencing behavior change.

Collaboration with national denominational councils has had a significant impact at the national level. These councils, with their extensive reach, have been influenced to act in improving child protection practices within their churches.

UDACIZA's partnership with VNZ to design an intervention further demonstrates the project's influence at the national level, indicating its potential to foster systemic change within denominational structures.

Impact on other VNZ Projects:

The CFC project had a direct impact on other VNZ running projects such as the VIVA sport and the Reduce Abuse and Exploitation to Children Project. The CFC project became an overall catalyst for effectiveness of the organization. The capacitation of churches in responding to child protection issues made the organization to be more effective across all other projects. The CFC project established systems that improved identification, reporting and avoidance of child abuse and exploitation within and outside the network. These developments immensely contributed towards the achievement of Reduce Abuse and Exploitation to Children Project's aim of increasing access to justice for children. Some of the project beneficiaries confessed having benefitted in other VNZ projects through the referral pathways.

3.6 SUSTAINABILITY

The evaluation assessed whether the project's benefits and outcomes can be maintained over time without ongoing external support. Particular attention was given to understanding the established systems, their probability of continuity, the available opportunities for self-sustenance and the risks presenting before the same.

3.6.1 Sustainability Factors

A high probability of sustainability of the project's results was found to be based on the following findings:

- Since inception, the project worked with volunteers who consented and signed a commitment to volunteerism. The forms and contract used by VNZ for this purpose were clear on the expectations, roles, and responsibilities of volunteers. This was echoed by the volunteers interviewed in this evaluation, they confirmed a commitment to continue with the project initiatives.
- The project applied a modality of empowering local volunteers and building capacity in the local churches and community, this resulted in systems that do not require the presence of VNZ for them to identify, respond to and assist children facing abuse.
- There is a great buy-in and commitment among church leaders. The leaders reached by this evaluation committed to continue implementing established systems, this implies a strong foundation for sustainability.
- Child safeguarding structures are anchored directly at local church-level, ensuring protection of children even after the completion of the project.
- Long term sustainability has seemingly been set in motion by the reduced harmful norms and practices both at church and community levels. The evaluation observed a sense of behavior and attitude change.
- The project pioneered a system of collaboration between churches and local authorities. The evaluation noted a bi-directional demand for action, churches demanding delivery from government which government is also placing a demand for identification, referral, and reintegration on the churches. There is a notable cordial relationship between the DSD and VFU and the churches.

- Churches that participated in the project are committed to VNZ and members, while they obtained certificates as child friendly churches, they also have a certificate of membership which they renew annually. This also points to sustainability as the churches are a part of the wider network. A few of the churches mentioned participating in the network's AGM and strategic planning processes.

3.6.2 Threats to sustainability

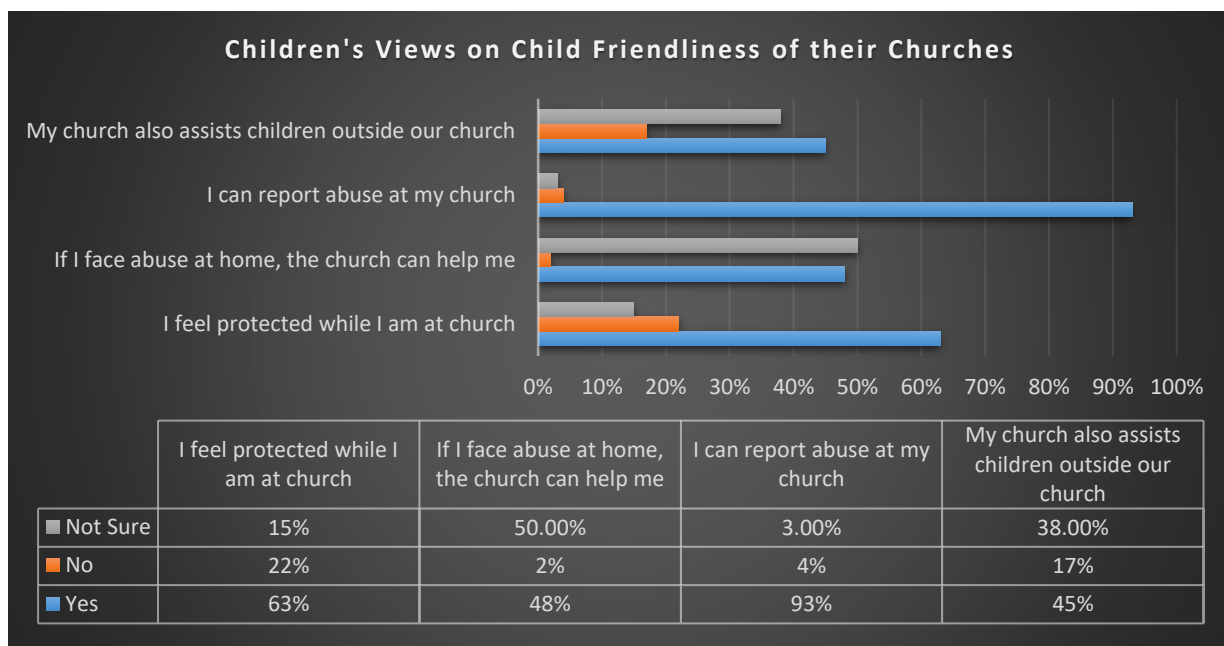
While the project has greater sustainability factors, there are also threats to the sustainability that were identified:

- The volunteers working with the project were certified specifically for their respective churches. This suggests that if they relocate to a different place (which is common in these vulnerable communities) then they will not be allowed to operate as Child Protection Champions, Mentor Parents or Advocates for child protection.
- During project implementation, VNZ availed resources for mobilization, refreshments, case management and follow ups. The withdrawal of VNZ will translate to an immediate cut on resource supply, this may demotivate the meetings by volunteers as well as the effectiveness of the case management activities.
- There appeared a great need for refresher trainings and further trainings of project volunteers. Ending the project at this point may lead demotivate some of the volunteers who seem be less confident in themselves, especially in handling cases and dealing with government officials and processes.

3.7 CHILD-SPECIFIC FINDINGS

This section presents finding that were obtained specifically and uniquely from children. The evaluation reports this to paint a clear picture of how children received, participated, and benefited from the project. Children's views on the design, effectiveness and possible improvements of the project are also presented.

Figure 4: Children's Views on Child Friendliness of their Churches



A significant majority of children, approximately 63%, feel protected while at church, indicating that the project has succeeded in creating a safe and secure environment for them within the church setting. This is a positive outcome, demonstrating that the project's efforts in promoting child protection within the church have been effective. However, it is notable that while a high percentage (93%) of children feel they can report abuse at their church, a lower percentage (48%) believe that the church can help them if they face abuse at home. This suggests that there may be room for improvement in the project's capacity to address and provide support for children facing abuse in their home environments. Enhancing the church's role as a resource for children dealing with abuse at home could be a focus area for future project developments.

Additionally, the data indicates that only 45% of children believe their church assists children outside of their church community. This may suggest a potential opportunity for the project to expand its reach and have a greater impact beyond its immediate congregation. Strengthening the project's engagement with the broader community and showcasing its commitment to assisting all children, regardless of their affiliation with the church, could further enhance its effectiveness and reputation as a child protection advocate.

Knowledge and Awareness:

- Children demonstrate an understanding of child protection policies and procedures within their churches.
- Many children are aware of how to report abuse and access support, indicating effective awareness campaigns.
- Many children demonstrate an enhanced awareness of their rights, attributed to the project's awareness-raising activities.
- Children also express knowledge of and confidence in accessing support services beyond the church in cases of abuse or rights violations, this reflects the project's effectiveness in connecting children with external resources, especially the Department of Social Development (DSD).

Empowerment and Participation:

- Children express a sense of empowerment and active participation in decision-making processes, children reported involvement in Child Protection Action Groups and Family Support Groups.
- Children report a strong sense of trust and open communication with project personnel and church-based volunteers. They feel comfortable reporting concerns and seeking help, indicating a safe environment.

Perceptions of Safety:

- Overall, children report feeling significantly safer at church, however, they do not feel the same within their broader community.
- The project's child protection initiatives have positively influenced children's sense of security while at church. However, there still exists a great need for this feeling of safety to be achieved in their homes and families.
- Positive shifts were observed in children's peer relationships, with stronger support networks and friendships within the church community. This is a testimony to the project's community-building impact.

3.8 GAPS POINTED OUT BY CHILDREN.

Limited Support for Abuse at Home:

Children expressed concerns about the project's capacity to help in cases of abuse at home. They felt that more could be done to support children facing abuse within their family environments, indicating a need for enhanced services in this area.

Community Outreach and Assistance:

Some children mentioned that they would like to see the project extend its assistance and protection efforts beyond the church community. They felt that the project could have a broader impact by reaching out to children in the surrounding community who may also need support.

Need for Greater Involvement in Decision-Making:

Although children confirmed being involved church activities, some children expressed a desire for greater involvement in decision-making processes related to child protection activities. They felt that their perspectives and input could play a more significant role in shaping the project's initiatives.

More Comprehensive Education on Child Rights:

Children indicated that while they had gained awareness of their rights through the project, they wished for more comprehensive education on child rights, including a deeper understanding of how these rights are protected and enforced.

Lack of Positive Disciplining Methods:

Children expressed concerns about the absence of positive disciplining methods within their families. They noted that discipline was sometimes enforced through punitive measures rather than using positive and constructive approaches. Some children reported instances where they felt disciplined in a punitive manner, which left them feeling anxious, stressed, or unfairly treated. The absence of a clear and consistent positive disciplining framework was seen as a gap in the project's child protection efforts.

Children emphasized the importance of discipline that focuses on guidance, education, and building responsible behavior, rather than punishment, to create a nurturing and supportive environment. This gap underscores the need for the project to develop and implement a child-friendly disciplinary policy that aligns with the principles of positive discipline, emphasizing communication, teaching, and constructive reinforcement while addressing behavioral issues.

3.9 OTHER FINDINGS

Positive Impact on Church Community:

The evaluation highlighted the project's significant positive impact on the church community. Church members, including adults, acknowledged the project's value in promoting a safe and caring environment for children. This finding suggests that there is support within the church for the project's continuity and potential for further expansion.

Engagement of Government Departments:

The project successfully engaged government departments as strategic partners in child protection efforts. This finding demonstrates the project's ability to collaborate effectively with

government agencies, paving the way for the possibility of expanding its reach and influence at the governmental level.

Successful Advocacy and Awareness Campaigns:

The evaluation revealed that the project's high-level advocacy and awareness-raising activities were well-received and effective. This suggests that the project has the potential to expand its advocacy efforts to a broader audience, influencing policies and practices related to child protection.

Strong Involvement of Child Protection Champions:

Child Protection Champions actively participated in the project's activities and demonstrated a deep commitment to child protection. This finding indicates the potential for identifying and nurturing additional champions within and beyond the church community to amplify the project's impact.

Alignment with Global Child Protection Standards:

The project aligns with global child protection standards, including the UN Convention on the Rights of the Child. This alignment positions the project favorably for partnerships with international organizations and donors, potentially facilitating expansion through additional funding and support.

Positive Feedback from Families:

Families involved in Family Support Groups expressed satisfaction with the project's impact on their children's well-being and safety. Their positive feedback indicates the potential for increased family engagement and support, which can contribute to project continuity and growth.

3.10 CONCLUSIONS

3.10.1 Relevance

- The "Protecting Children through Child Friendly Churches" project was relevant as it was implemented during a period of escalating child rights violations in the target communities, demonstrating a timely response to a critical issue.
- The project's relevance is further underscored by its role in identifying child abuse cases within target churches, highlighting a timely response to real needs of children in target communities.
- The prevalence of child abuse cases resulting from harmful norms and practices, such as sexual abuse and drug abuse underscores the importance of addressing and countering these harmful societal norms through initiatives like this.
- Many churches' lacking proper child protection systems and church leaders' unfamiliarity with child protection standards indicate that the project's focus on establishing church-based systems and standards was the best approach at grassroots-level churches and effective at improving child protection measures.

3.10.2 Effectiveness

- The evaluation findings affirm the project's impressive effectiveness, particularly at the outcome and output levels. Notably, the project excelled in the number of children

benefiting from church-based protection measures, mainly due to the active participation of trained child protection champions, illustrating commendable achievements in this regard.

- The project's remarkable performance at the output level, surpassing expected targets, can be attributed to the successful integration of child protection champions into church leadership structures. This integration facilitated the smooth execution of project activities, with minimal resistance from key stakeholders, including children, families, and church leadership. The high level of cooperation observed highlights the efficacy of this approach in driving project outputs and achieving desired results.
- While the evaluation noted significant changes in various aspects targeted by the project, it's noteworthy that there was no observed change in the perception that church apex bodies were active in the communities. Interviews with representatives from these apex bodies confirmed this lack of direct initiative during the project period, suggesting the need for further engagement with these entities to enhance their involvement in child protection efforts.

3.10.3 Efficiency

- The "Protecting Children through Child Friendly Churches" project demonstrates a commendable level of efficiency throughout its implementation and financial management processes. The alignment of expenditure patterns with the nature and concentration of activities in each quarter reflects a logical and well-planned approach to resource allocation.
- Efficiency is further underscored by the project's meticulous implementation guided by a clear theory of change, a detailed logical framework, and a well-documented budget. The presence of these structured guidelines, substantiated by robust evidence, ensures that resources are optimally utilized. Active collaboration with local stakeholders also bolsters the project's effectiveness.
- The dual reporting system maintained by volunteers ensures that information flows efficiently at the grassroots level. The project's adherence to monthly and quarterly reporting schedules and its practice of conducting review meetings with stakeholders, including Viva Denmark, highlight its dedication to efficient reporting and evaluation practices.

3.10.4 Impact

- The project has achieved a significant and far-reaching impact across multiple levels, from fostering child-friendly environments within churches to enhancing the capabilities of church leaders and improving coordination among stakeholders. It has also influenced behavior change and awareness of child protection at the community, provincial, and national levels.
- The project's effectiveness is highlighted by its success in increasing the number of child-friendly churches, providing children with greater protection from abuse and exploitation, and promoting child-friendly church settings.
- The positive changes observed among stakeholders, local systems, and government departments underscore the project's comprehensive approach to addressing child protection issues.
- The project's influence extends beyond the church community, with community-wide awareness and behavior change initiatives, reflecting its potential to drive systemic change and foster a culture of child protection nationwide.

3.10.5 Sustainability

- The project has a good footing for sustainability through a committed team of volunteers who have signed commitments and expressed a strong desire to continue project initiatives.
- Local capacity-building efforts have created self-sustaining systems within churches and communities, reducing the dependence on external support.
- Strong buy-in and commitment from church leaders provide a solid foundation for sustaining project impact.
- Observable reductions in harmful norms and practices indicate a lasting shift in behavior and attitudes within both churches and communities.
- However, volunteers certified for specific churches may face challenges if they relocate, potentially hindering their ability to continue their roles as child protection advocates. Also, the withdrawal of project resources, including funding and support, could demotivate volunteers and affect the effectiveness of child protection activities.

3.11 RECOMMENDATIONS

The following recommendations are drawn based on the findings of the evaluation, experience from projects of a similar nature by other players and an analysis of the project's environment. Implementing these recommendations may enhance the project's reach, effectiveness, and sustainability in protecting vulnerable children from abuse and exploitation.

- Given the project's significant impact and potential for further positive change, it is imperative to continue its implementation in the current communities and consider expanding its reach to additional vulnerable areas. This will ensure that more children benefit from child-friendly church environments and enhanced protection from abuse and exploitation.
- To secure the long-term impact of the project, we recommend a strong monitoring of the institutionalization of child protection structures and practices within churches and communities. This includes checking how churches embed child safeguarding measures and ensure that trained child protection champions continue their vital roles while implementing a gradual withdrawal of support from the project.
- There is great need for continued ongoing and advanced training for child protection champions paired with expanding the project to reach a broader audience and additional communities. This can help them build confidence and competence in handling complex cases and engaging with government authorities effectively as the partners replicate this successful model and extend its impact to more vulnerable children.
- Integrate CFC with all VNZ child protection interventions. The evaluator notes that the CFC methodology is highly engaging and motivating to participating churches, this suggests that if well harnessed, the CFC approach may be catalyst to all other initiatives run by the network through or with its member churches. The Viva Sport project for example can be used to equip Child Protection Champions with special skills for them to reach out to children, identify children at risk and equip children with life skills that safeguard them from exploitation.
- There is a need to provide volunteers with continued support that enhance sustainability of positive attitudes change towards child safe keeping. This can be done through establishment of transformation centres within churches and communities that promote established child protect reforms.

- There is a need to ensure that the future design encourages churches to actively involve the families of children benefiting from the project. Family engagement can enhance the overall support system for children and reinforce child protection measures at home. This may be done through providing additional support and resources for mentor parents who play a crucial role in guiding and assisting families. This may include mentorship programs, training, and resources to help them fulfill their responsibilities effectively.
- Strengthen grassroots-level activities involving church apex bodies. Collaborate with these bodies to ensure their active participation in child protection initiatives at the community level. This can further enhance coordination and support.
- Explore sustainability initiatives such as income-generating projects within the project's framework. These projects can help generate resources for the long-term support of child protection efforts.