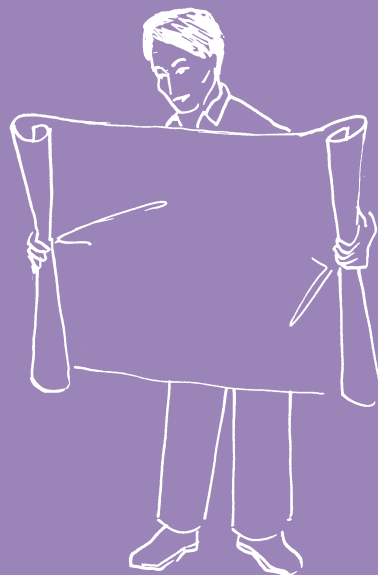


Working With Street Children

MODULE 10

Implementing a Street Children Project

A Training Package on Substance Use, Sexual and Reproductive Health including HIV/AIDS and STDs



WORLD HEALTH ORGANIZATION
Mental Health Determinants and Populations
Department of Mental Health and Substance Dependence
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Introduction

A street children project involves planning, implementation and coordination in order to achieve intended goals. The process must be systematic and continuous. A successful street children project requires community effort. Establishing a Community Advisory Committee is an important step in this direction.

The efforts made throughout the implementation of a street children project must be properly documented. Appropriate recording and reporting systems can contribute to effective project management and avoid duplication of efforts. Baseline assessment information and a record of the implementation process also help in the evaluation of the impact of the project.

This module introduces you to the essential steps in the implementation of a street children project and highlights the importance of documenting your work.

Learning objectives

After reading this module and participating in the learning activities you should be able to:

- ✓ Describe the steps that should be followed when implementing a street children project.
- ✓ Outline a strategic plan for a selected street children project.

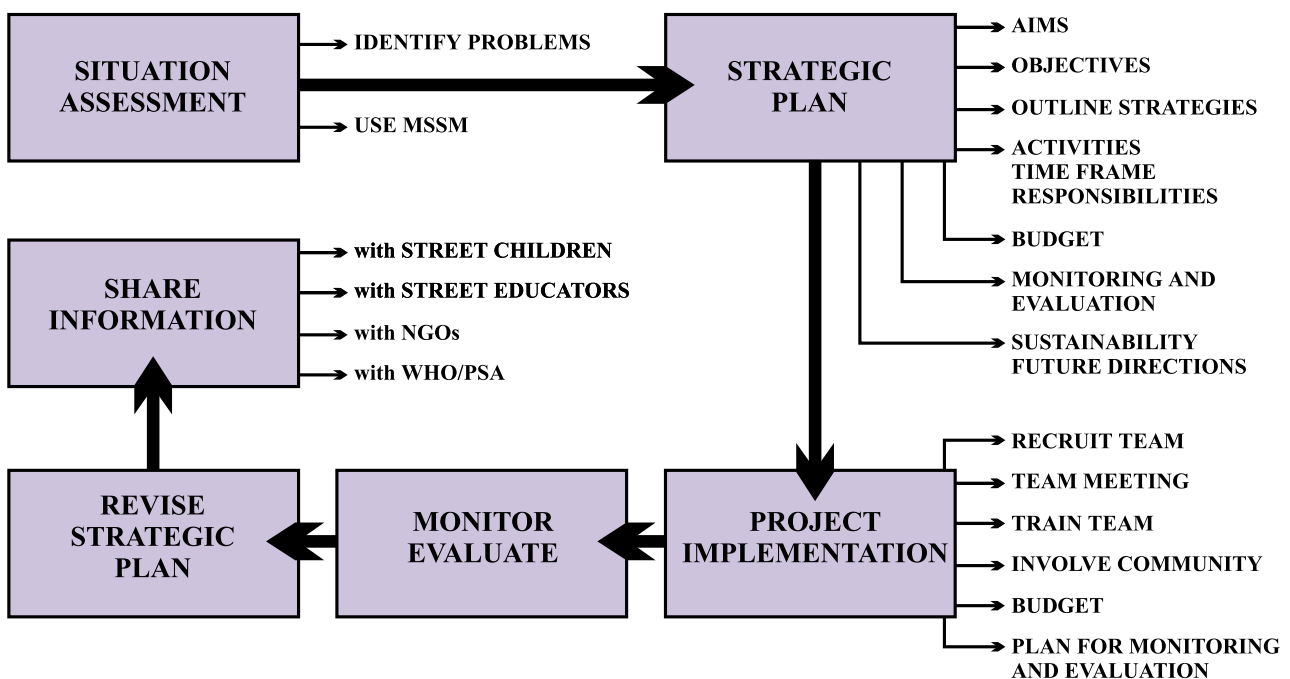


Lesson 1 - Developing and implementing a project for street children

● Steps in implementing a street children project.

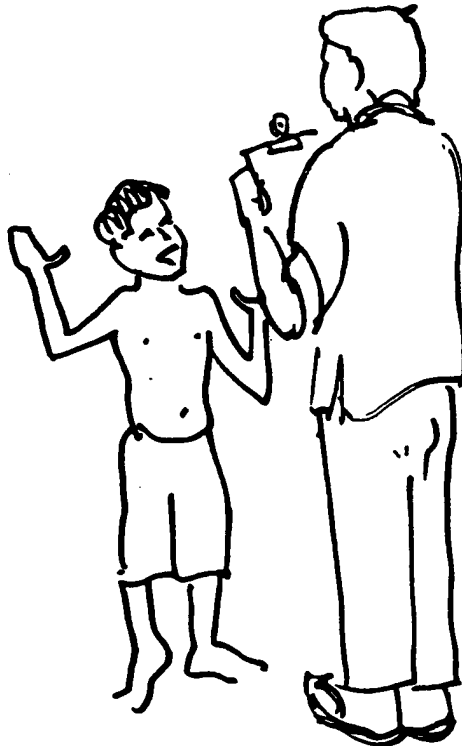
Implementation of a street children project should be systematic and must follow a series of steps. The main steps in the implementation process are:

- **Situation assessment:** this leads you to decide on the problems that need to be addressed.
- **Strategic plan:** this states the objectives and outlines the strategies, activities, and resources (human and financial) that are needed and a plan for implementation of the activities.
- **Project implementation:** this is the process of conducting all the activities.
- **Monitoring and evaluation:** monitoring is a process of continuous assessment of the project, while evaluation measures the impact of the project at defined time points.
- **Revising the strategic plan:** lessons learnt through monitoring and evaluation could be used to rewrite the plan, and improve it in terms of relevance and feasibility.
- **Sharing information:** information obtained from the project should be disseminated so that others may benefit from it.



Step 1. Conduct a situation analysis.

Assessing the situation to determine priorities for intervention is the essence of the strategic approach to planning. Situation analysis helps you to understand street children as individuals and the social environment in which they live. This would enable you to identify their problems, set objectives for interventions and to plan services and support. The **Modified Social Stress Model** could be used as a framework for carrying out the analysis. Methods for conducting a situation assessment are presented in **Module 5 (Determining the needs and problems of street children)**. Information should be gathered on a continuous basis as the initial situation may change.



Step 2. Develop a strategic plan.

The strategic plan is a document that serves as the framework for implementation of the street children project. It represents an agreement among the team members of the project about the target group that the project is supposed to benefit, the problems that are going to be addressed, and the approach to intervention. CAC members may be consulted during the process of developing the strategic plan as they have experience in providing various services and in long-term planning. Inputs from street children ensure that the programme actually addresses their needs, and it enhances the credibility of the project in the target group.

The main components of a strategic plan are:

- **Aim of the project.**
The aim should be based on the situation analysis. It should fit in with the basic mission of your agency and should complement the activities of other programmes that involve street children. A clear aim helps in setting the priority of activities to be undertaken.
- **Objectives of the project.**
This is an expansion of the aim of the project. The objectives will set the direction of the project. Each objective should be **Specific, Measurable, Achievable, Realistic** and must give a **Time-frame** to accomplish the activities (**SMART**).
- **Outline of the strategies.**
Outline of appropriate strategies and the components of each strategy should be drawn for each objective, e.g. if education is an objective, components of the strategy could be training in life skills, health education, peer education or vocational training.
- **List of activities, time frame and assignment of responsibilities.**
For each strategy, list the activities that need to be implemented and determine a realistic time frame for each activity. Activities should be placed in a chronological order. Responsibility for each activity should then be assigned.
- **Budget.**
Make a budget estimate of the cost of each activity. Indicate against each activity the resources that already exist, as it will help in decisions regarding the final allocation.
- **Develop a plan for monitoring and evaluation.**
The plan for monitoring and evaluation of a programme should be made at the time when the goals and activities of the programme are being planned. Developing a monitoring and evaluation plan later may become difficult if the objectives were not stated in an objective and measurable manner. Monitoring involves a day to day follow up of activities. It is an ongoing activity that helps in the identification of problems that need to be corrected. A set of indicators is usually required for appropriate monitoring. Evaluation requires comparing the information collected at the start of the project to information obtained after the implementation of the project.

Other considerations for a strategic plan.

- **Project sustainability:** A project is said to be sustainable if it has the potential to stay operational as long as the need for it exists. Projects become more sustainable if they have community support and are integrated within or are associated with the local sectoral structures. Support for your work may grow as the community learns more about street children and their needs.
- **Future directions:** In a strategic plan, there is a place for ideas about long-term goals and potential projects that can be implemented in the future.

Step 3. Implement the project.

This is the stage where you actually start or expand projects and services for street children. Presented below are things that can be done:

- **Recruit a team of interested people:** People have different skills and they have access to different types of resources. People from different institutions (e.g. health), organizations and ordinary community members can be recruited as team members.
- **Hold an organizational meeting for team members:** Provide information on the project in order to gain support. All issues should be discussed and clarified. Unless the team goes through the process of reaching a consensus before real work begins, members of the team may constantly be pulling the project in different directions. Plan meetings in advance to ensure that all the invitees attend. Everyone on the team should have a copy of documents concerning the situation of street children in your community.
- **Train team members:** Depending on the background of the team members, you may have to provide training on specific topics e.g. development of educational materials, community development, referral procedures, and specific interventions such as counselling or group therapy techniques. Training activities could be repeated for volunteers or staff who join the project later. If there are few training resources in the beginning, limit the team to those who already have some skills and experience of working with street children.
- **Involve the community:** Community support is crucial for any project or intervention to be successful. The Community Advisory Committee can be instrumental in changing the community's attitudes towards and knowledge about substance use and other problems among street children. Involving street children representatives at all stages of project implementation could be quite useful.
- **Budget:** Make a budget estimate of the cost for each activity. Indicate against each activity the resources that already exist, as it will help in making decisions about the final allocation.
- **Develop a plan for monitoring and evaluation:** The plan for monitoring and evaluation of a programme should be made at the time when goals and activities of the programme are being planned. Developing a monitoring and evaluation plan later may become difficult if the objectives were not stated in an objective and measurable manner. Monitoring involves a day to day follow up of activities. It is an ongoing activity that helps in the identification of problems that need to be corrected. A set of indicators is usually required for appropriate monitoring. Evaluation requires comparing the information collected at the start of the project to the information obtained after implementation of the project.

Example

WHO/Community Youth Project, Zambia.

Situation assessment showed that street children abuse substances. Use of substances was attributed to:

- Boredom: where youths have nothing to do (out of school, no recreation centres, no employment).
- To forget about their problems: after taking substances, they could sleep for long hours so as to forget about their problems.

The project team decided on the following things in a meeting:

- **Aim of project:** To promote the welfare and health of youths that use substances because they have nothing to do.
- **Target Group:** Youth in the age range of 16-24 years living in and around the Matero Compound (a major suburb of Lusaka, the capital city).
- **Approach:** Since a Community Advisory Committee can help in providing advice to the youth, promoting projects, and influencing the government, it was decided that a Community Advisory Committee should be formed. Elections for the Community Advisory Committee were conducted.
- **Operational Place:** Proposals were made for two areas in Chingwele Park Office and Matero Office. Participants also asked for time to survey for other suitable places.
- **Commitment of the Government:** Representatives of the government assured the participants that the government would establish youth centres and start resettlement schemes.

Step 4. Monitor and evaluate.

- **Monitoring.**

Monitoring enables you to check the quality of activities and whether the project is on course. Corrective measures can therefore be taken in time. The ongoing nature of monitoring helps in taking care of problems that had not been visualized at the beginning of the project, and new problems that may have arisen after the completion of the initial situation analysis.

- **Evaluation.**

Evaluation is a process by which you find out whether your project is having an impact on the target group. External assistance (external experts) may be required for unbiased evaluation. Street children, street educators and community members can provide unique perspectives and should be involved in the evaluation process. The impact of the project can be determined by comparing information obtained recently with the baseline information. Every project should be evaluated from time to time.

Step 5. Revise the strategic plan.

Once you have received information about the progress of your project or projects, it may be necessary to revise (and rewrite) the strategic plan. This should be an on-going process.

Example

An outreach project on prevention of substance use may fail if the area is infested with drug dealers who use and sell substances to street children. The project should then be modified and the activities should be carried out at a centre for street children.

Step 6. Share what you have learned!

Giving feedback should be a part of the project's structure. Clear and direct feedback reduces uncertainty, solves problems, builds trust, strengthens relationships and improves the quality of work. Sharing information is essential for networking with key persons and organizations and for enhancing support. Share the information with:

- **Street children** - They need to know what they have achieved and how they have failed. This could act as a motivating factor for them to work harder to improve their situation.
- **Street educators** - They need to direct their efforts at what is feasible and effective.
- **NGOs** - They may be able to extend their assistance and resources to your project.
- **WHO** - Mental Health and Substance Dependence (MSD) - They may be able to provide technical support and other resources.

Learning Activity



1. Adapting steps.

- Outline the steps that you have taken to implement a street children project.
- Compare your outline with the steps that have been described in the lesson.
- Determine steps which are useful and relevant in your present situation.

2. Formulating objectives, resources, activities, timeframe and budget.

See the example given in the table and complete the table.

General objective: To conduct a situation analysis about street children.

Specific objective	Activity (activities)	Time frame	Resources	Resource person(s)	Cost (budget)	Expected outcome
Develop a questionnaire for situation analysis	Questionnaire development	Jan. 1999 – Feb. 1999	Materials on previous assessments, reports	Health care providers, street children, other street workers	Transport= Stationery= Salaries =	Targeted, relevant and specific tool for situation assessment
Translate questionnaire, make copies						
Train Interviewers						
Conduct the situation assessment						
Analyse data						
Write report						

3. Outline of a strategic plan.

Make an outline of a strategic plan for a project that you would like to start. If you don't have information on some topics, use the case study Street Link presented in the WHO PSA monitoring and evaluation handbook, or make up ideas and facts that seem reasonable. The components of a strategic plan are listed below to help you.

Part I

- Overall Project Aim.

- Description of your organization.

Part II

Analysis of the problems that the project aims to address.

- Describe the local community (e.g. characteristics like composition, economic activities etc. and major problems and strengths).

- Describe the situation of street children (use the **Modified Social Stress Model** for organizing information).

- List the needs of street children.

- Describe the resources available to the project team.

- List resources not available to the project team.

- Description of your target group (e.g. characteristics like age, sex etc. and geographic boundary).

Part III

List objectives and activities.

General objectives:

Specific objectives:

Summary of activities:

Outline a plan for monitoring and evaluating activities:

Programme monitoring.

Describe ways these areas can be monitored in your project. For this exercise, select two topics from the following list for developing a monitoring plan.

- Project participants.
- Project activities that involve direct service to street children.
- The community advisory committee.
- Financial issues.
- Networking and advocacy.
- Training and staff issues.
- Opinions about the project.
- The effects the project may be having.

Selected topics for monitoring.

1. 2.

Identify characteristics (project variables) you would like to measure about each topic you have selected.

Write two questions (process questions) you think should be asked about each selected topic to provide a complete and accurate description of the quality and progress of activities in your project.

Identify ways in which these areas can be monitored in your project:

Project evaluation:

Describe how you would evaluate the impact of project implementation at the time of project completion.

Project variables:

Outcome questions:

Data collection:

Method of data analysis:

Part IV

Timetable for implementing activities (you can use the format in learning activity 1 on page 10 to outline activity timetable).

Activities	Month											
	1	2	3	4	5	6	7	8	9	10	11	12

Financial Plan (estimated cost, sustainability):

Future Directions:

Fund-raising.

Find out how other agencies in your community raise funds for projects and make a list of methods by which you propose to raise funds for your project.

Cutting costs.

Describe feasible ways by which you could cut costs in your project to ensure sustainability:

Bibliography and further reading

Flahault, D., Piot, M. et. al (1988). A. *The Supervision of Health Personnel at District Level*. Geneva, World Health Organisation (ISBN 92 4 154229 2).

WHO (1996). *Street Children, Substance Use, and Health: Monitoring and Evaluation of Street Children Projects (Draft)*. Geneva, World Health Organization (WHO/PSA/ 95.13).

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Key Messages

- **Community has much to offer by the way of resources for the street children. Project sustainability and community development depends upon your ability to build community support.**
- **Understanding and using a systematic process of implementing a street children project can contribute to its success.**
- **A strategic plan is a blueprint of all project activities and must always be developed.**
- **Plans for monitoring, evaluation and sustainability of the project should be an integral part of the project strategic plan.**



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