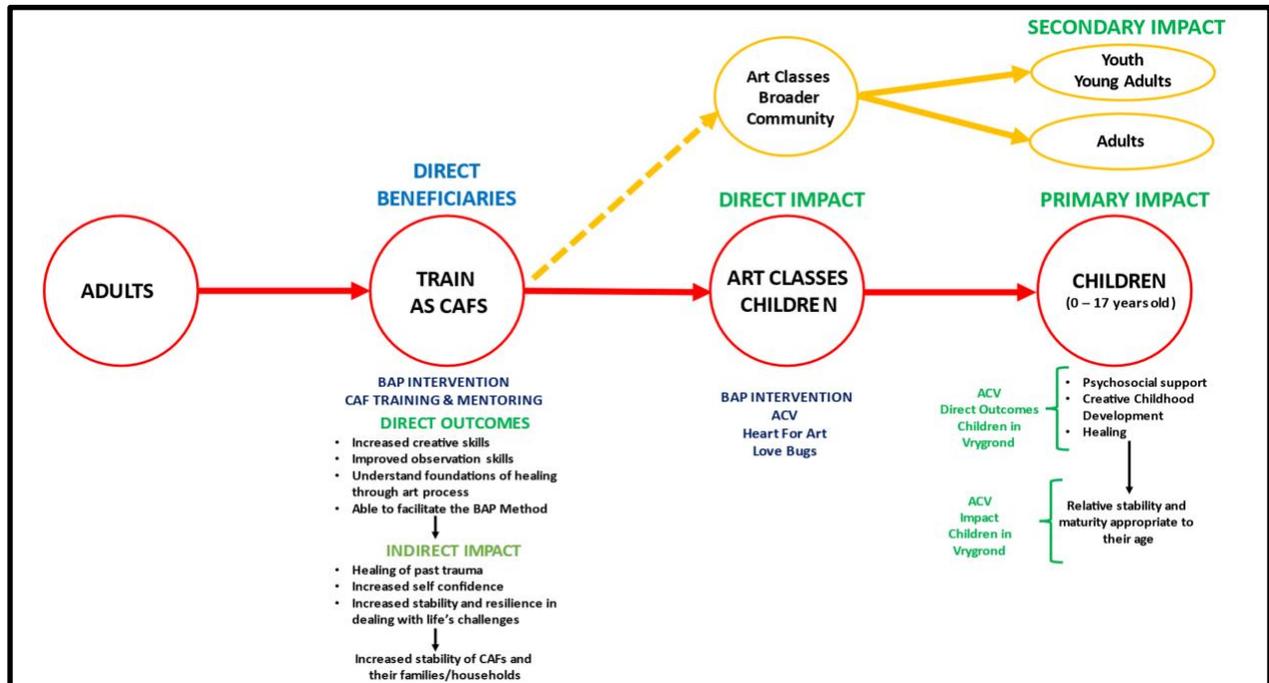


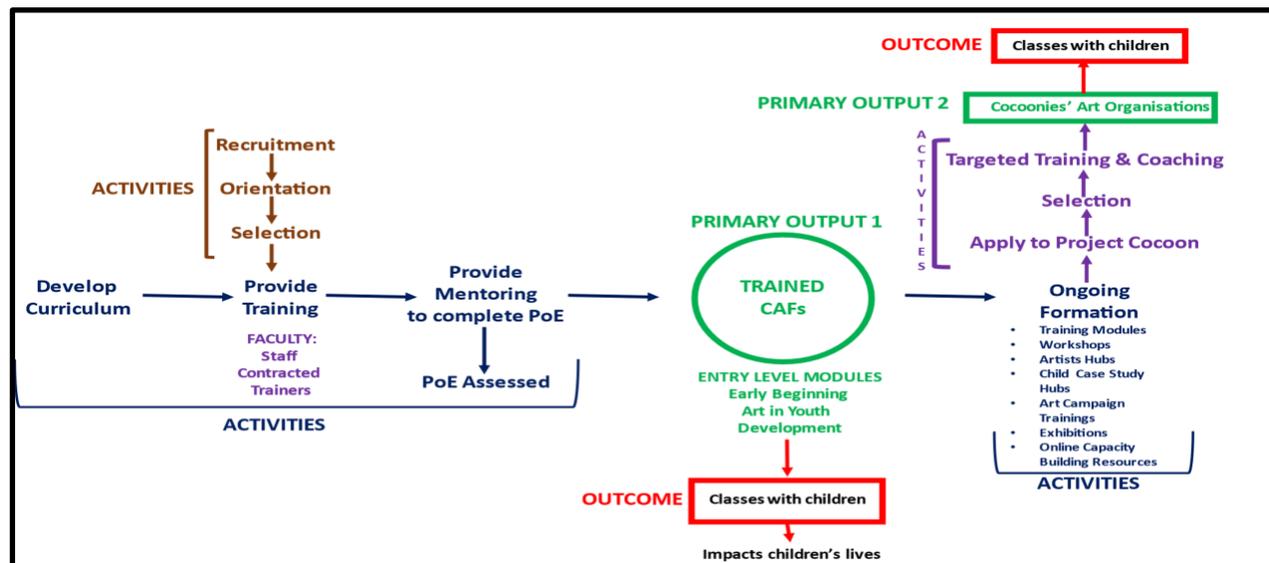
BAP EXTERNAL EVALUATION NOVEMBER 2021 SUMMARY OF OUTCOMES

External Evaluator – Jane De Sousa – Dramatic Solutions

The overall assessment of BAP is that BAP has a clear vision, theory of change, strategic plan and implementation model which are all in alignment. BAP is implementing its strategic plan and mostly achieving its objectives. The organisation has a comprehensive M&E system which collects the data it needs to measure its indicators and the achievement of its objectives. The organisation also has clear and comprehensive policies and procedures which enable the efficient and effective governing of its operations.



BAP'S MODEL SHOWING RELATIONSHIP BETWEEN BAP'S INTERVENTIONS, OUTCOMES AND IMPACT



BAP'S MODEL SHOWING RELATIONSHIP BETWEEN BAP'S ACTIVITIES, OUTPUTS AND IMPACT

RECOMMENDATION: BAP'S EXPANSION

There are two extremes on the continuum of organisational expansion: too bold and quick resulting in maximum spread and minimal depth within the organisation's activities and impact; and too cautious and slow resulting in minimal spread and maximum depth within the organisation's activities and impact. BAP should remain aware of these extremes when considering the expansion of the organisation and aim for the middle way, that is, increased spread while maintaining achieved depth.

RECOMMENDATIONS: CAF TRAINING AND MENTORING

- **CAF RECRUITMENT FACE-TO-FACE ONLY AND ORIENTATION EXTENSION**
Orientation sessions are a useful tool in the recruitment of suitable CAFs. In order for them to be optimally effective, they should be conducted face-to-face at every opportunity that they can be.
- **REVIEW TRAINING OFFERED TO CAFs**
CAFs appreciate the quality and variety of training and Hubs provided. BAP should conduct a statistical analysis to determine the spread of CAFs attending these. The number of training events offered is high and should only be reviewed once the spread of the CAFs across training has been established. BAP can then determine if there is a need for this number of training events among the active CAF or if the number of training events should be reduced.
- **INCLUDE PEER LEARNING IN ENTRY LEVEL MODULES**
CAFs who do not have a group when starting the BAP entry training module (a maximum of 4 in each module intake group) struggle to identify opportunities to complete their 24 hours implementation. BAP could include a session in the entry training modules in which experienced CAFs share their experience on how to organise their implementation hours.
- **RELOCATE BAP TRAINING OFFICE AND VENUE**
BAP has always been based in in the Muizenberg area which is far away from most CAFs and fairly inaccessible and expensive to travel to via public transport. BAP needs to relocate its training office and venue more centrally.
- **CAF MENTORING CIRCLES POST ENTRY LEVEL MODULES**
A way to retain a closer relationship with CAFs and provide the BAP Team with real data regarding CAFs' activities would be to create mentoring circles for CAFs attending each entry training module which CAFs then remain in post completion of the module. One mentor could work with 10 – 15 CAFs providing them with mentoring and peer support and BAP with accurate information.
- **REVIEW PURPOSE OF CAF SURVEY**
The CAF Survey is currently an exercise to determine CAF's 'active' status. The survey is an opportunity to connect with CAFs and understand their needs. BAP should shift the focus of the survey's purpose from 'gathering data from' to 'connecting with'. Considering the importance of the connection with CAFs and the need for accurate information, it is worth investing more time on this activity.
- **REWARD CAF'S ATTENDANCE OF ONGOING DEVELOPMENT**
Currently there are no consequences for CAFs who rsvp for training and hubs and then do not attend. To address this and encourage greater responsibility in CAFs', BAP could reward CAFs who rsvp and attend with packs of art materials.
- **TEST ASSUMPTIONS ABOUT CAF'S IMPLEMENTATION**
BAP tends to make the assumption that a CAF's level of activity in implementing classes with children and youth can be judged by their attendance of training and Hubs. It is important to verify the accuracy of this assumption.

- **PRACTICE WIN-WIN OR NO DEAL IN PARTNERSHIP WITH CAFS**
BAP enters into a Win-Win partnership with CAFs providing them with free training, mentoring and some art materials to implement with children/youth which assists BAP to achieve its vision. The BAP Team needs to accept that sometimes a position of 'no deal' will be reached with some CAFs and to stop wasting time and energy following up with No Deal CAFs.
- **SUPPORT THE FORMATION OF A CAF MOVEMENT**
BAP should explore supporting the emergence of a CAF movement through the establishment of the entry training module mentoring circles which could become CAF led. A social movement is different to a CAF Network structure with representatives and committees and more in alignment with the informal CAF Network that currently exists.
- **REVISION OF M&E SYSTEM**
The Output Journals appear to be a stress point in the current M&E system. A summary of key points to note could be added to the Output Journal which are reviewed in weekly team meetings and collated to form a monthly report. An annual audit of the Output Journals could be done to assess the quality of their completion.