



MKOMBOZI 2007-2011:

Strategic objectives and indicators of success

Mkombozi's guiding, overall objective for 2007 to 2011 is to move ahead in a determined and proactive way as a leading NGO in the field of child rights and to change the public perception of vulnerable and street children.

Indicators of achievement of the overall objective:

- Mkombozi places rights and empowerment of children / youth at the heart of all that it does.
- Mkombozi offers exceptional services for children and young people, in particular, the highest quality and most effective services at the least possible cost.
- Mkombozi is an exemplary organisation that others choose to follow.
- Mkombozi breaks new ground, innovates and creates new paths for NGOs in Tanzania.
- Mkombozi embraces risks that other organisations fear.
- Mkombozi challenges the traditional organisational hierarchy so that every staff member is a 'leader' who brings 100% of him/herself to work each day.
- Mkombozi encourages staff to trust each other, self-motivate and take pride in their work.
- Mkombozi enables staff to flourish and to make a difference in the world each day.

Specific objectives for the 5-year period:

1. Improved quality of basic education offered to out of school children in MEMKWA centres.
2. Street children and youth demonstrate increased mental and physical resilience and ability to function in the community, in their education and in the workplace.
3. The skills of child welfare practitioners and agencies that have a duty to protect children strengthened to address the mental health of children and young people.
4. Increased planning, funding and implementation of children's protection and development services in Moshi Urban and Arusha Urban Districts.
5. To use information communication technology (ICT) to sustain and spread Mkombozi's practice with vulnerable children and young people.

Indicators of success for each specific objective:

- 1.1 620 (120 children a year) receive MEMKWA / PYP education at Mkombozi's residential centre and on the streets in Moshi and Arusha.
- 1.2 Children studying in MEMKWA centres demonstrate improved resilience as evidenced by increased problem solving skills, attachment (connection and involvement with a caring, competent adult) and constructive management of their environment (helping them to manage adversity which is external and internal) as measured by the Strength and Difficulties (SDQ) scale.
- 1.3 18 MEMKWA facilitators in 9 centres trained by Mkombozi to deliver the Primary Years Programme (PYP) curriculum and practice manual.
- 1.4 60% reduction in dropouts amongst children participating in MEMKWA centres and 30% improvement in the completion of students participating in MEMKWA courses.
- 1.5 150 street children and youth access legal, health and life skills information from a mobile support unit in Arusha and Moshi each year and 900 receive information on their rights and responsibilities from advertising hoardings designed by Mkombozi.
- 1.6 MEMKWA at Mkombozi's residential centre no longer offered as street children move into mainstream schools or other MEMKWA providers.

- 2.1** Maintenance of appropriate BMI for their age amongst children in care at Mkombozi and 60% reduction in doctor and hospital referrals for infections (skin, respiratory, parasitic).
 - 2.2** 120 volunteer mentors from the communities of Arusha and Moshi are recruited, screened, trained and paired with vulnerable children, thereby helping to strengthen children's resilience and coping skills.
 - 2.3** Children who are mentored demonstrate improved resilience as evidenced by increased problem solving skills, attachment (connection and involvement with a caring, competent adult) and constructive management of their environment (helping them manage adversity that is external and internal) and hope as measured by the Strengths and Difficulties (SDQ) and HOPE scales.
 - 2.4** Children and young people learn harm reduction strategies and participate in sport, music and creative art to enable them to identify their interests, cultivate their talents and build both skills and mental resilience.
 - 2.5** Children who participate in Mkombozi's sports and play programmes demonstrate increased resilience as evidenced by improved coping and social behaviours and improved educational performance, as evidenced by improved attendance in classes, improved grades, and completing and moving to higher class levels.
 - 2.6** 250 children reunited with their families and supported in rebuilding familial relationships.
 - 2.7** 150 Street youth equipped with the knowledge, skills and attitudes to become self reliant and either employed or self-employed away from the streets.
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- 3.1** Baseline research conducted into the levels of resilience and protective factors employed by children who have faced extreme stress and vulnerability (children on the streets, children at Mkombozi residential centre and children still at home).
 - 3.2** Mkombozi pilots models of support for CYP (group counseling, modified social stress model (MSSM), harm reduction models) in its psychosocial support programming. These models documented in a practice handbook of the methodology used by Mkombozi with street children.
 - 3.3** 260 childcare practitioners enabled to use the principles of harm reduction, group counseling and psychosocial support in their work with vulnerable and street children as a specific focus on building resilience focused practices.
 - 3.4** 2 Ward Development Committees and school committees and conflict mediation committees in 9 wards sensitised to build their awareness of child abuse and supported to develop ways to address abuse and standards for protecting children from harm.
 - 3.5** Kilimanjaro and Arusha Social Welfare Departments and 15 NNOC and TEN/MET member organisations sensitised and build their awareness of abuse, supported to develop ways to address abuse and standards for protecting children from harm.
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- 4.1** Mkombozi engages in a strategic and focused advocacy campaign that results in the allocation of sufficient funds for MEMKWA in one targeted district (in 2007/8), and funds for fostering (in 2008/9) and for child protection services (mentors, counseling support for abused children etc) (in 2009/10).
 - 4.2** Mkombozi's capacity to engage with the policy frameworks strengthened, enabling Mkombozi to identify contradictions between the policy statements and the reality on the ground and enabling Mkombozi to leverage the policies in advocating for effective local planning processes that reflect the needs of vulnerable children.
 - 4.3** Moshi Urban District and Arusha District supported to develop clear targets in education and services provision for vulnerable children and to budget for these in the annual planning and financing cycle and Input from village level and WDC's reflected in final budget plans submitted by the LGA to MoF.
 - 4.4** Development, piloting and practice of procedures for a foster care programme with the Arusha and Moshi LGA and Social Welfare Departments as an appropriate alternative to institutional care for street children.
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- 5.1** 13 community-based technology learning centres (CTLCs) established with necessary infrastructure and systems.
 - 5.2** 14,005 children and young people trained in basic ICT.
 - 5.3** ACTT strengthened to become self-sustaining and integrated into Mkombozi's programming.
 - 5.4** The potential of ICT in development actively promoted by state and non-state actors in collaboration with ACTT.