



Mkombozi
Empower. Engage. Enable.

Monitoring Report:
January – June 2008

Mkombozi – Monitoring and Planning: Period: January – June 2008

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Definitions and Acronyms

Drop-out: A child who has left primary school prior to completing Standard VII, either of his / her own accord or that of his / her caregivers

Out of school child: a school age child who not attending either primary school or the Tanzanian Government's school programme for out of school children called MEMKWA

MEMKWA: The MEMKWA programme has been developed by the Ministry of Education as an intervention to fast track out of school children so that they can either be mainstreamed into primary school or sit public examinations via a MEMKWA centre. Mkombozi is the first NGO registered as a MEMKWA provider and coaches teachers in 10 other MEMKWA centres in Kilimanjaro Region.

Inquiry Based Curriculum: Mkombozi has been piloting an inquiry based curriculum in its MEMKWA centre, which derives from that used for Primary Years by the International Baccalaureate Organization (www.ibo.org). The curriculum works to build inquiring and collaborative learners and is accredited as a global example of good practice. In addition to delivering this curriculum to street children in residential care and on the streets we have started a training programme with MEMKWA facilitators from 10 centres to enable them to deliver a more integrated and participatory approach to student learning. We now wish to build on this experience by continuing the training of MEMKWA teachers, offering them coaching and mentoring support and continuing to advocate for the wider use of the curriculum model.

Resilience: has been described as the process of, and capacity for, successful adaptation despite challenging or threatening circumstances. "Resilience refers to a dynamic process encompassing positive adaptation within the context of significant adversity. Implicit with this notion are two conditions: 1) Exposure to significant threat or severe adversity; and 2) The achievement of positive adaptation despite major assaults on the developmental process." (Luthar 2000) The promise of this resilience perspective is that instead of a focus on negative symptoms and behaviors that are what define "mental illness" (which in many cultures carries great stigma and social resistance to dealing with it), it offers an alternative focus on the factors that support and promote a child's emotional and mental health. Resilience offers a perspective of focusing on enhancing a child's strengths and positive qualities through encouraging the protective factors that are key to supporting this positive development. These protective factors include: 1) the child's attachment to a healthy competent adult; 2) healthy attached relationships with peers; 3) the learning of problem-solving skills (including developing cognitive skills and understandings in order to better deal with stressful and uncertain adverse situations); and 4) the act of giving back to the community in which they live.

ACTT: Affordable Computers and Technology for Tanzania: Mkombozi's project that support sustainable computer

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programs in educational institutions, generating income for Mkombozi's programming through computer sales (refurbished by street youth who have been trained as hardware and software technicians) and other related services while providing computer maintenance skills to young Tanzanians.

CTLC: Community Technology Learning Centre: This is a free or low-cost, friendly place where people of all ages and abilities can learn about computers, use the Internet and develop technology skills. Many CTLCs are located in community centers, schools, libraries, or other convenient locations. Most share these key attributes: Public access, strong leadership/local champion, a social benefit focus, well-maintained, reliable computer equipment, peripherals, and connectivity. Mkombozi is in partnership with Microsoft and under its ACTT project is establishing CTLCs across Kilimanjaro and Arusha regions.

CPP: Child Protection Policies

CYP: Children and young people,

ICT: Information communication technology

ISAP: Intake Screening & Assessment Procedures

LGA: Local Government Authorities (District and Municipal Councils),

MoEVT: Ministry of Education and Vocational Training,

MoF: Ministry of Finance,

NGO: Non-Governmental Organization,

NNOC: National Network of Organizations Working with Children in Tanzania,

NSGRP / MKUKUTA: National Strategy for Growth or Reduction of Poverty,

PER: Public Expenditure Review,

PEDP: Primary School Development Plan,

SEDP: Secondary Education Development Plan,

SDQ: Strengths and Difficulties Questionnaire

SMT: Senior Management Team

TEN/MET: Tanzanian Education Network,

UNCRC: United Nations Convention on the Rights of the Child,

WDC's: Ward Development Committees.

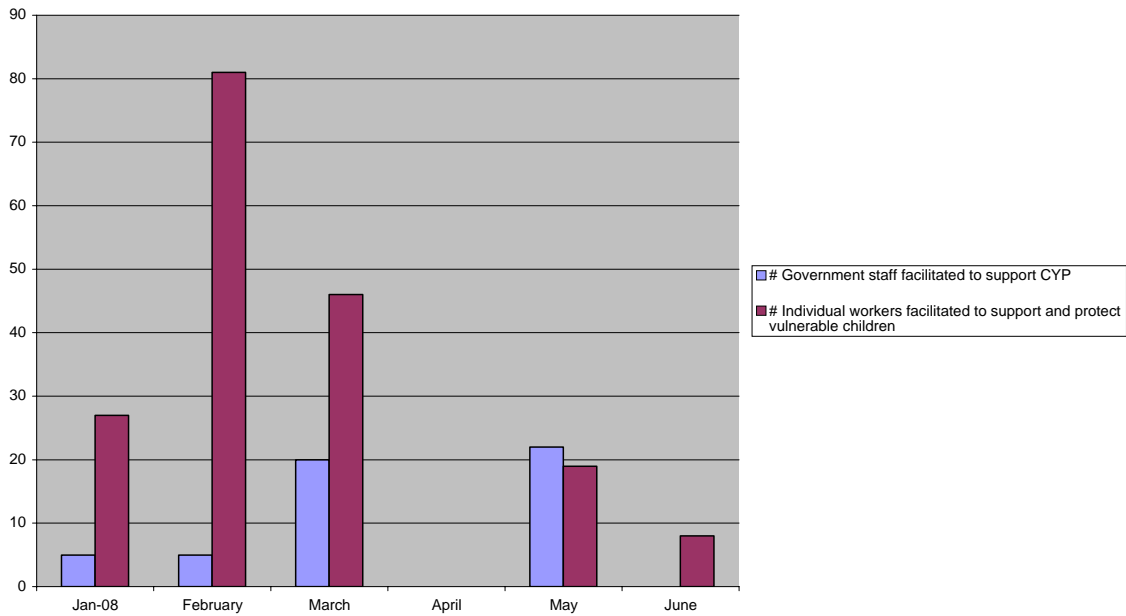
Critical Success Indicators:

The following graphs give an overview of the numbers of beneficiaries reached and critical success indicators at Mkombozi between January and June 2008. Importantly, our Children's Database will come online within the next month and will enable us to get information at a glance on the numbers of children receiving interventions.

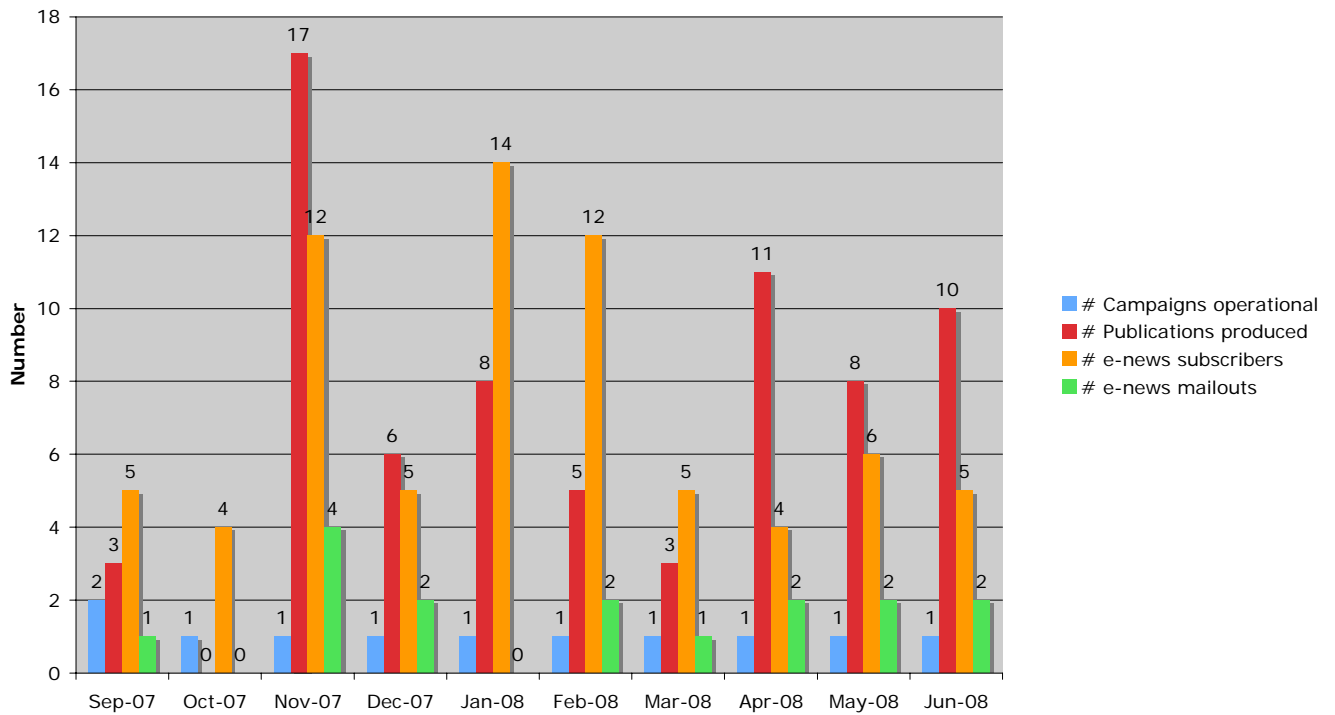
Community Engagement:

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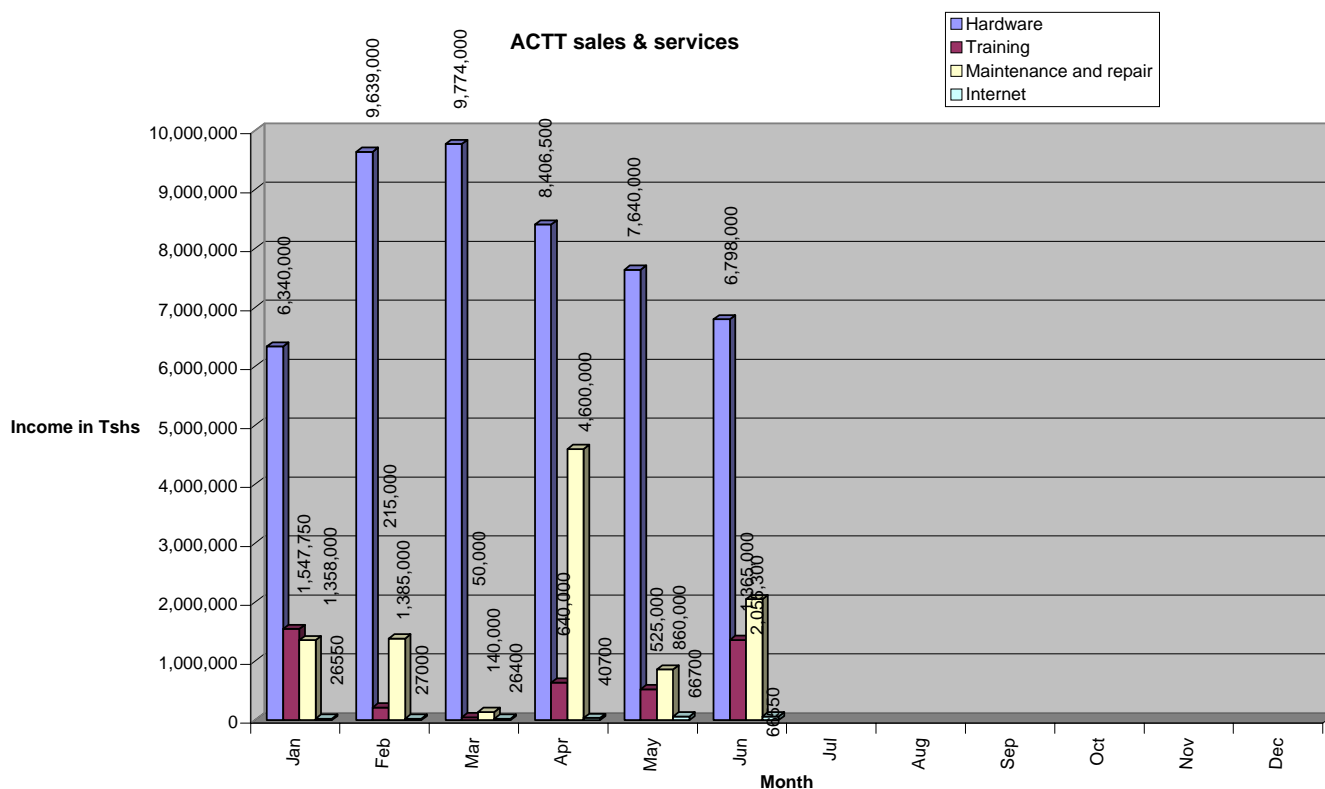
Community Engagement



Communications metrics (measured monthly)



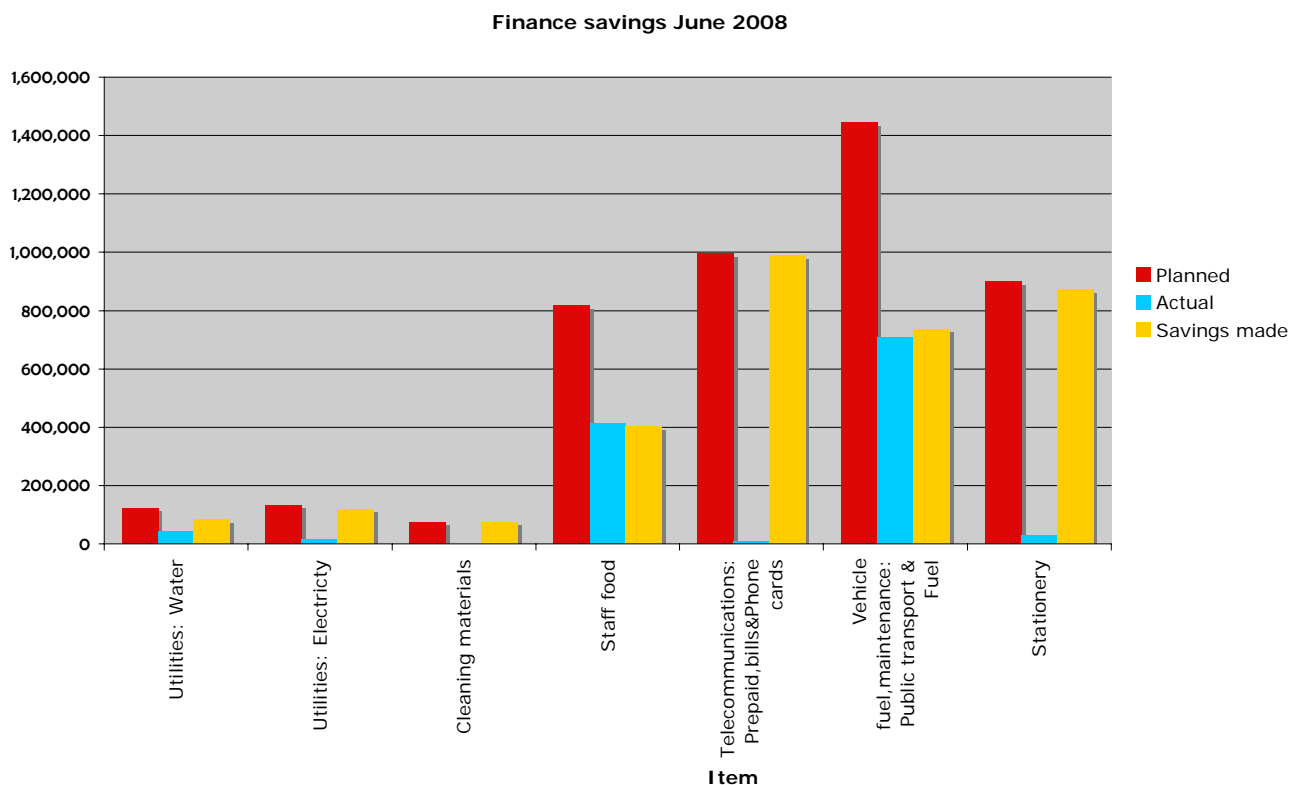
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SUMMARY HEADCOUNT REPORT AS OF 30th May 2008

	Full-Time	Contract	Volunteers	Vacancies	TOTAL
EXECUTIVE	0	1	0	0	1
CHILDRENS PROGRAMS GROUP	29	0	0	0	29
QUALITY ASSURANCE	1	0	0	2	3
EXTERNAL RELATIONS	1	1	1	1	4
COMMUNITY ENGAGEMENT	3	0	2	0	5
HR, FINANCE, & ADMIN GROUP	13	1	0	2	16
ACTT	12	0	0	0	12
TOTAL STAFF	59	3	3	5	70
ARUSHA LOCATION	11	2	1	3	17
MOSHI LOCATION	48	1	2	2	53
TOTAL HEADCOUNT	59	3	3	5	70

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Obj 1: Improved quality of basic education offered to out of school children in MEMKWA centres,

1. Children's Programmes

1.1 Provision of MEMKWA

Planned targets / Results. 50 CYP receive MEMKWA at Mkombozi residential centre annually.

Extent to which targets were achieved:

22 CYP and an additional 4 CYP from Moshi streets attended MEMKWA at Mkombozi residential centre on a full and part time basis respectively these past six months. We were to achieve and ensure a cordial relationship between the part-time CYP, educators and children at the residential care. The number of CYP enrolled into formal schooling improved as compared to the previous year with a reduced number of CYP i.e. 3 dropping out of MEMKWA.

The MEMKWA educators experienced some challenge in controlling the class due to different behaviour exhibited by the part-time CYP from the streets and the CYP at the residential care. There was occasional fluctuating attendance by the part-time CYP. It was also challenging for staff to handle the difficult experiences the children had before coming into the classroom. The rain and cold weather also had an effect to the MEMKWA program.

Activities / tactics planned for coming 6 months

- Purchase more textbook similar to those used in formal schools for our resources centre.
- Undertake a study tour is related to the syllabus.
- Undertake training for educators on PYP by the International School Moshi (ISM) in Arusha.

1.2 Street Work

Planned targets / Results. Contact identification and ISAP'S completed for 70 CYP on the Moshi and Arusha Streets

Extent to which targets were achieved:

Table 1: Contact, screening and assessments on the street

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Gender	Number of contacts made with CYP on the streets	Number of ISAP'S filled on the streets	Number of intakes to Mkombozi children's program services	Number of referral to other services providers	Number of CYP in contact /conflict with the law and services
Female	0	0	4	11	0
Male	7	47	12	13	10
<i>Total</i>	<i>7</i>	<i>47</i>	<i>16</i>	<i>34</i>	<i>10</i>

In this reporting period 47 ISAP's were completed for CYP in both Moshi and Arusha streets. To improve our services to the children on the streets, we hired a NFE educator and a part-time Acrobatics teacher for training of CYP in Arusha. A draft manual for street work was also developed.

In the course of working, we realize that more part time CYP on the street of Arusha come from Ngramtoni and Mbauda. We thus need to plan for intervention in these areas to curb the influx of children on the street from these two areas. There is currently a challenge on staff having one-on-one with CYP on the streets due to the rising number of CYP on the street and the limited number of staff members we have. The sporadic incidences of Police round-ups and harassment of children on the streets in Arusha and Moshi made some CYP to relocate out of the town centre, hampering our outreach and street work programme. The current weather i.e. cold and rain, is a major hindrance to undertaking any street work.

Activities / tactics planned for coming 6 months

- To identify and build strategic relationship with our 'street informers' to gain more credible information regarding happenings on the street for our action.
- Re-scheduling street work effectively among the current available educators.
- Strategic planning to be undertaken on the use of mobile unit for CYP on the streets of Moshi.
- Carry out follow up visits for CYP in Remand Home and prison at least twice a month.
- Improved use of ISAPs form for CYP we work with.
- Increase collaborative efforts with other civil society organizations running programs similar to ours.
- To establish direct work with Lawyers for legal aid especially Legal and Human Right (LHR) and East African Law Society (EALS).

1.3 Mobile School

Planned targets / Results: 150 CYP per year attend mobile school or mobile unit in Moshi and Arusha and receive NFE on the street.

Extent to which targets were achieved:

In the previous six months, the mobile school was out in the streets of Moshi and Arusha twice weekly i.e. on Tuesdays and Thursdays, to provide education to the CYP on the streets. In Arusha data shows that 218 CYP received NFE from the mobile unit. This surpasses by far the number we expected to reach in six months. In Moshi on the other hand only 88 CYP we acquired and made use of a recent QuickBooks software and changed store procedures while incorporating received the NFE on the street. In both cases it was noted that the participants were only male or boys. A social worker accompanied the street educators once a week to the streets to share information on caseloads and explore the possibility of family reunification for the children on the streets.

Activities / tactics planned for coming 6 months

- Pilot mobile school out of the town centre in Arusha to areas such as Mbauda and Ngramtoni to identify vulnerable CYP and make interventions before they come to the streets.
- Plan and conduct a learning exchange visit to experience on street education and other interventions provided by GOAL Kenya.
- Arrange for additional volunteers to support the activities of Mobile school and sports in Arusha.
- Continue assisting our youth secure employment and plan for a sports day in Arusha.

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- Pilot for our nurse to visit the streets of Arusha at least twice a month to offer health education to CYP on the street.

1.4 Mainstream Education

Planned targets / Results

- 100 vulnerable CYP attend formal school per annum.
- 10 children per annum enrolled in formal school from Mkombozi's MEMKWA centre
- 15 new children enrolled in formal school per year.

Extent to which targets were achieved:

In the past six months the following results was realised vis-à-vis the set annual target;

- 28 boys are presently receiving education in primary schools.
- 38 boys and 2 girls are attending secondary school education. So far 68 CYP are enrolled in primary and secondary schools i.e. 68% of the target was realized in the reporting period which is a good indicator of progress.
- 2 additional boys are in high schools and 4 youths are attending vocational training.
- 6 CYP were enrolled into formal school from Mkombozi MEMKWA centre, whereas 2 CYP were enrolled in high schools through education to empower campaign.
- All Mkombozi STD VII candidates who last year sat their final exams passed well and joined secondary school early this year.
- Also in this period 2 youth commenced independent living after securing and being in employment for over six months thereby freeing space for others to receive support.
- A library with computers has been set in the NFE class at the residential centre use.

The following tables illustrate a gender parity summary of the above data.

Table 2: 100 CYP per annum attend formal school.

Gender	Primary school	Secondary school	Vocational
Female	0	2	0
Male	28	38	4
<i>Total so far</i>	<i>28</i>	<i>40</i>	<i>4</i>

Table 3: 10 CYP enrolled into formal school from Mkombozi's MEMKWA.

Gender	CYP enrolled into formal school from MEMKWA
Female	0
Male	6
<i>Total so far</i>	<i>6</i>

Table 4: New children enrolled in formal school.

Gender	New children enrolled in formal school
Female	2
Male	0
<i>Total so far</i>	<i>2</i>

Table 5: Children receiving education support in Arusha.

Gender	Youth in secondary school	Youth in primary school	Youth in college	Youth in private school	Children who dropped out
Female	1	2	6	0	0
Male	0	0	1	0	1

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Total so far	1	3	7	0	1
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All the activities highlighted above went well as a result of staff dedication and team based way of working.

Activities / tactics planned for coming 6 months

- Reviewing targets of 15 CYP who plan to be enrolled into formal school.
- Explore possibilities for securing boarding secondary schools placements for our CYP, this will give them more time at school and improve their grades.

2. Community Engagement

2.1 Facilitating improved student teacher interactions

Planned targets / Results: 18 MEMKWA facilitators in 9 centres are trained by Mkombozi to deliver the Inquiry Based Model (IBM) and practice manual.

Extent to which target was achieved:

We visited the entire 9 targeted MEMKWA centres in February to ascertain the progress so far made on implementation of the previous two trainings on IBM and to assess the new training needs of the participants. We developed needs assessment forms to be completed by teachers to help us plan a training. A workshop was held for the teachers on 31st March - 2nd April to introduce the IBM approach to the primary school teachers and taking the MEMKWA facilitators forward in their learning. 45 participants were involved including head teachers, 2 MEMKWA teachers and 2 Government teachers from each of 9 target schools in addition to 3 Mkombozi NFE teachers. The following topics were covered:

- From the Inquiry Based Model: the nine concepts, the organising themes, the trans-disciplinary skills and practice exercises.
- Other topics that were covered included: Clarity on MEMKWA objectives, classroom management / alternatives of corporal punishment, Lesson planning, Assessment and how to deal with special needs children.

Generally everything about the training went well from the turnout pegged at 95% of the invited participants. The facilitation was very participatory and with lots of experience sharing, on schools strategy for assisting MEMKWA students and other vulnerable children. Participants came well informed about the topics to be trained. What did not go very well, is that some three head teachers did not attend the training, coincidentally the same teachers do not work effectively with us, we also just realised that the training venue was not conducive for such participatory workshops. We ran out of IBM handouts and the Swahili version is still under translation, thus affecting handouts dissemination. We are yet to assess from the children how beneficial these workshops with teachers are to them.

The success of the MEMKWA activities is attributable to early preparation and good facilitation that made the workshop run smoothly and prior consultations with the participants beforehand to assess their training needs resulted in ownership and active participation at the workshop.

Our aim of involving head teachers and Government officials in this training is future sustainability that will ensure IBM trainings continue in other schools and the trained head teachers would play a pivotal role to ensure that objective is realised with support from Mkombozi. Implementing IBM approach is challenging for most teachers as they have other priority tasks such as completing the Government set education syllabus and conducting lessons as prescribed by the Ministry of Education. We noted that most teachers are really interested in having more such trainings, which is very encouraging. As we prepare for future trainings we need to establish beforehand the suitability of the venue for such participatory workshops. We also need to continue our consultative meetings with more school head teachers to ensure their attendance of our training workshop and implementation of IBM in their respective schools. Assisting vulnerable children in our schools requires joint collaboration between the teachers, parents and the community at large as we have since learnt for example in Mwenge and Kimanganuni Primary schools, the local community really supports and provides the children with their basic needs thus ensuring they are able to attend school continuously thus sustaining our interventions.

There is need for us to provide work place coaching for the implementing schools as this will provide us with an opportunity to assess the impact of working with the teachers from children's perspective. In addition Community Engagement needs to find out the benefit to the entire school from working with few teachers thus the proposal to train head teachers who are able to inculcate in their staff change of attitudes, which in turn reduces abusive behaviours such as corporal punishment and increases positive reinforcement that supports IBM and interactive approaches.

Activities/tactics planned for coming six months

- Collect data of the number of children enrolled in the MEMKWA centres by end of June.

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- Hold a training workshop on 24th – 26th July 2008 on Acro Yoga facilitated by Paige Ellensen and a team from Kenya. The workshop will support participants on how to use art, yoga and other fun activities to empower children and support good learning.
- In August and September provide one-on-one coaching to teachers in their classrooms and assess the programme impact from a child's perspective.

4. External Relations

4.1 Public space information on how to protect yourself as a child – please see objective 7.

Obj 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,

1. Children's Programmes

1.5 Youth livelihoods and 1.6 Group & transition housing

Planned targets / Results: 15 youth per year equipped to enter employment.

Table 6: Youth and Adults trained in Self Reliance activities

Gender	Trained in job preparation	Social workers trained as TOTs in job preparation	Youth linked to employment in the private sector	Youth trained in acrobatic and craft
Female	15	1	2	5
Male	13	2	7	7
<i>Total</i>	<i>28</i>	<i>3</i>	<i>9</i>	<i>12</i>

Table 7: Street Based Toolkit Training.

Gender	Trained in SBTK	Trained in business	Dropped out from business	Did not finish the SBTK course	CYP who have been self reliance after 3 months
Female	5	5	0	0	5
Male	8	9	1	5	8
<i>Total</i>	<i>13</i>	<i>14</i>	<i>1</i>	<i>5</i>	<i>13</i>

Planned targets / Result: 20 business mentors trained in 2008.

Table 8: Business mentoring

Gender	Business mentors trained	Social workers trained to facilitate business mentors	Youth linked to business mentors	Youth who have received loan	Youth undertaking stable business
Female	2	1	2	5	2
Men	5	1	7	8	8
<i>Total</i>	<i>7</i>	<i>2</i>	<i>9</i>	<i>13</i>	<i>10</i>

Planned targets / Results: Enable youth to develop skills in arts and craft.

Table 9: Youth Transitioning into Independent Living

Gender	CYP given life skills training	CYP given skills training through partners	CYP transitioning into group housing, shared house with peers or living independently	CYP receive start up living grants
Female	7	23	5	5
Male	7	4	8	9
<i>Total</i>	<i>14</i>	<i>27</i>	<i>13</i>	<i>14</i>

Planned targets / Results: Youth in group housing (Moshi and Arusha).

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Table 10: Youth in Group Housing

Gender	New Youth in group housing	Youth moved to independent living	Drop out from group housing	Total youth in group housing old & new ones
Female	1	0	1	6
Male	3	2	0	15
<i>Total</i>	<i>4</i>	<i>2</i>	<i>1</i>	<i>21</i>

Extent to which targets were achieved:

In the past six months, we have successfully trained 20 youth (10 each from Moshi and Arusha respectively) on SBTK and also trained additional 10 business mentors. 13 youth from those we trained in the reporting period have successfully started their own businesses and moved to independent living, at the same time 7 youth have been linked to employment in private sector. The following additional training was also successfully conducted in this period.

- Additional 28 youth were trained in job preparation.
- 7 youth participated in paper making course.
- 5 youth were trained in acrobatics.
- CYP were also provided with life skills training on photography, HIV/AIDS, recycling, conflict resolution, budgeting, and memory book.

We also provided counselling support; this service greatly assisted about 4 CYP to cope with their emotional needs. Our Mentorship Manual was finalized with the assistance of SKI and piloted in the mentors training reported before.

In the course of working, Due to scarcity of job vacancies we have only been able to link 7 out of the 28 CYP trained with jobs. We also regret that 5 youth were unable to finish SBTK course. Other challenges include a shocking revelation where we discovered that one of our girl from the group housing was expectant. Our youth employed at General Tyres suffered a set back when they were sent on unpaid leave after temporary closure of the company.

Activities / tactics planned for coming 6 months

- Source out from other new companies employment opportunities for our youth.
- Complete compilation of the 2nd module of job preparation training handbook.
- Train additional 13 youth on SBT, 20 youth in SBTK and 10 mentors.
- Provide training to 8 youth in acrobat and 10 youth in arts.
- Facilitate the moving out of 13 youth from our Moshi and Arusha group housing.
- Ensure pregnancy test is carried for girls before admission into group housing.

1.7 Physical & mental health provision

Planned targets / Results.

- Maintenance of appropriate BMI amongst children in care at the Centre.
- Provision of medical services to vulnerable CYP, either through direct care or lobbying for referrals and payment by government health agencies.

Extent to which targets were achieved:

During the reporting period 40 CYP (all males) at the Centre had their BMI recorded. This excludes CYP in group housing. The data is yet to be analyzed to determine what improvement to be made in CYP health. Also in the past six months, 548 vulnerable CYP received medical care on both the streets of Arusha and Moshi, 20 hospital referrals were made from Moshi streets. We were only able to reach an agreement with Mawenzi hospital in Moshi to waive consultancy and laboratory fees for the CYP we refer to the hospital though we were required to pay for drugs provided. For the children residing in the centre there was close to about 50% reduction of hospital expenditure illustrated by the hospital bill as only 150 (2 females and 148 males) at the centre were referred to hospital for treatment. We were also able within the reporting period to provide 120 health education classes fortnightly to the CYP in the streets of Moshi and additional 150 health education classes for the CYP at the centre.

Table 11: Health services provided in Moshi and Arusha for street and centre based CYP

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Gender	First Aid Moshi	Hospital referrals - Moshi	First Aid Arusha	Hospital referrals Arusha	Total
Female	0	2	0	66	68
Males	660	168	68	102	930
<i>Total</i>	<i>660</i>	<i>170</i>	<i>68</i>	<i>168</i>	<i>998</i>

Most of the CYP were diagnosed to be suffering from pneumonia, malaria, untreated wounds and worm infections.

Activities / tactics planned for coming 6 months

- Carry out research and put in place a system to manage confidential medical records (such HIV status) of CYP.
- Develop an organization HIV/AIDS Policy.
- Undertake fumigation of the centre in September and December 08.
- Purchase a computer for the Health room for entry and storage of medical information to ensure safety of such records.
- Repair health room cupboards and ensure safekeeping of medicines and medical equipment.
- Analyze data from BMI recordings.

Planned targets / Results. 100 CYP annually access mental health services, including support groups & one on one meeting with staff to increase their psychosocial wellbeing.

Extent to which targets were achieved:

A local clinical psychologist was contracted in Moshi to provide individual professional counselling to the CYP. In the last six months 16 CYP from Moshi benefited from the weekly professional counselling support. Other 100 CYP had one-on-one discussion with their case workers who provided psychosocial support. 25 case management was done in the preceding six months, as successful admission of 8 CYP in boarding school was also realised. We also facilitated fortnightly children's meetings for the residential centre for the last 4 months in Moshi.

Due to the different behaviours exhibited by the CYP, there is need for separate "safe house/placement" for abused/abusive CYP. There is also a bit of dilemma on how best to intervene and assist CYP who are in conflict with the law, as we experience challenge to have them continue with education and/or psychosocial support.

Activities / tactics planned for coming 6 months

- Establish a child friendly environment that is private for one-on-one sessions.
- Increase the number of one-on-one sessions for every CYP.
- Explore and come up with ways of ensuring that CYP in conflict with the law continues to receive counselling support.
- Establish critical "safe house/placement" for CYP who have been abusive or in abusive situation.
- Establish the procedures to respond to social wellbeing dilemmas.
- Re-establish a support group for CYP in Arusha.

1.8 Shelter & food

Planned targets / Results: 500 CYP receive basic services (toiletries, clothes, shoes, food, safe space and recreation) at the centre.

Extent to which targets were achieved:

Table 12: Shelter & food services

Gender	Food	Shelter	Referred to residential centre	Referred for other services	No. of intakes	No. of Drop outs
Females	5	5	1	2	0	0
Males	83	63	0	5	17	3

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<i>Total</i>	<i>88</i>	<i>68</i>	<i>1</i>	<i>7</i>	<i>17</i>	<i>3</i>
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15 CYP from the street of Moshi attended NFE at the residential centre, where they were also provided with 2 meals per day for 6 months thus a total of 5,490 meals provided to this group. Additional 36,720 meals were provided to 68 CYP i.e. (52 in the residential centre, 16 in group housing comprising 11 males in Moshi and 5 females in Arusha). This group was served with 3 meals per day for 6 months thus the total before provided. We also received a donation of foodstuff and toiletries from Moshi community.

The 68 CYP also received 278 tabs of Vaseline body jelly, 271 tubes of toothpaste, 136 toothbrushes, 617 bars of soap and 155 tins of kiwi shoe polish. We also provided 126 pieces of clothing to the CYP at the residential centre. The young children who had no beddings were issued with 10 blankets, 3 bed sheets and 17 mosquito nets accordingly. We provided 17 CYP with temporary shelter and a variety of other services as other 7 CYP were referred to other centre for assistance.

The following additional achievements were also realised;

- Flooding at the centre was successfully controlled through landscaping at the gate and within the centre.
- We customised the clothing voucher to include beddings.
- We hired a Night Supervisor to replace one leaving Mkombozi to pursue further studies.
- The residential centre is under the watchful eye of a night security guard from Ultimate Security Company.
- Renovations of CYP bathroom, showers, dining room, back and front porch, kitchen and back fence toilets were also undertaken.
- A Computer lab was established at the centre and fitted with 16 computers for children's use.

We had also planned to carry out the following activities; however we did not manage to fully implement them. These include:

- Children's participation in reviewing, translation and documenting the residential centre rules and regulations as well as identifying where they should be placed.
- Having a discussion with CYP on how they could participate in food preparation during weekends is yet to be done.
- Discussion with CYP in group housing regarding giving them more responsibility of managing their household budget such as purchasing foodstuff.
- Training of members of staff on positive discipline and proper use of reward systems.
- Training of all new staff and further capacitate old staff in ISAP and care plans.
- Upgrading of computers to ensure they are in good working condition.

It was very unfortunate but we expelled 2 youth from the residential centre due to conduct unbecoming. One of the youth is presently in custody pending a court case. Three other youths dropped out of the centre.

Activities / tactics planned for coming 6 months

- Create a changing room for cooks to hang their clothes and personal effects.
- Provide adequate storage facility for resources at the centre.
- Fixing a washing sink and tap in the dining room for CYP to wash their hands and utensils.
- Discuss with the CYP in the group housing on their management and responsibility over their household budget.

1.9 Sport, IT education, music & creative art

Planned targets / Results: 100 CYP annually learn harm reduction strategies and participate in sports, IT education, music and creative art to enable them to identify their interests, cultivate their talents and build both skills and mental resilience.

Extent to which targets were achieved:

In this period we were very pleased with the community members turnout for our 'Jioni ya Msanii' (Evening of the Artist) activities. A record high of 165 persons attended the event where about 53 CYP put up various hilarious performance from drama, singing, comedy, dancing competitions. Also 356 CYP participated in various sports events during the past six

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months. Such tournaments include Coca Cola football tournament, Kilimanjaro marathon, Moshi Street sports day, International HIV/AIDS Candle Light Memorial Day, Seven Soccer tournament and Rugby. 28 additional CYP who belong to the Scouting movement were joined by (6 female and 5 male) volunteers from Roots and Shoots in clearing the ground for a tree nursery and they donated 156 tree seedlings. Roots and Shoots, Moshi also contributed to fencing the tree nursery space, fumigation of chicken shed and promised to provide more donations towards our poultry keeping project for the Scouts. Also 4 CYP at the centre participated in tending our flowers while 8 CYP participated in E-mentoring program and are doing well. Other activities that the CYP participated in include 7 CYP in acrobats in Arusha, 5 CYP in papermaking art training. We also held bi-weekly children meetings facilitated by members of the Children's Committee. A club meeting schedule was also developed to ease CYP participation in meetings.

Activities / tactics planned for coming 6 months

- Follow up on the donations of bicycles promised by ISM.
- Plan and hold a children's sports day.
- Explore ways of Improving participation and quality of performance at 'Jioni ya Msanii' event.
- Follow up Roots and Shoots on their donation to the poultry project.
- Continue holding children's meeting every two weeks.
- Undertake training of staff on child participation.
- 10 CYP and 2 staff to attend Rugby tournament in England.

1.10 Family reunification

Planned targets / Results: 50 CYP per year reunited with their families and supported in rebuilding familial relationships.

Extent to which targets were achieved:

Table 13: Moshi Reunification

Gender	Interviews	Home visits	Home stay	Reunified	Follow up	Contract closed
Female	10	6	1	2	28	0
Male	37	22	6	13	53	1
<i>Total</i>	<i>47</i>	<i>28</i>	<i>7</i>	<i>15</i>	<i>81</i>	<i>1</i>

Table 14: Arusha Reunification

Gender	Interviews	Home visits	Home stay	Reunified	Follow up	Contract closed
Female	7	12	0	1	39	0
Male	24	3	0	1	25	0
<i>Total</i>	<i>31</i>	<i>15</i>	<i>0</i>	<i>2</i>	<i>64</i>	<i>0</i>

The tables above confirm that in the first six months, 15 CYP have been reunited back with their families, 28 home visits for other CYP were done and interventions made earlier on ensured that 7 CYP remained with their families i.e. they were prevented from going back to the streets. So far 82 follow up visits have been made to several homes during this period and only one contract was closed after completion of our interventions.

There was need to boost the human resource in the children program for effective delivery of reunification services. The program hired a social worker and children's program coordinator, at the same time one volunteer social worker was also engaged. The additional personnel ensure an improved work schedule for social workers to allow more time and focus on reunification, outflows, referrals and reintegration. The newly hired staff underwent orientation and training in social workers practice methodologies; preparing them to take their roles and contribute effectively in their teams. Improved planning by the social workers and flexibility at work enhanced effectiveness and allowed more focus on facilitating CYP and families to improve their lives as opposed to solving their problems. Also improved early interventions on new CYP arriving on the streets reduced the number of CYP who could have started permanent life on the streets.

Activities / tactics planned for coming 6 months

- Establish a case load cap system of 25 CYP per social worker.
- Develop strategy and budgetary allocation for family support so as to reinforce reunification.

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- Plan to have management staff accompany social workers on Home Visits.
- Uphold the '48 1st home visit' rule to ensure that new children are not attracted to the residential life.
- Undertake an early preparation for CYP going on holiday's to ensure sufficient handing over by the CYP.

Planned targets / Results: Develop and pilot a systematic case management process.

Extent to which targets were achieved:

This past six months, the social workers held bi-weekly meetings to discuss caseload management, to tackle emerging cases of CYP, school related issues and planning. This improved our follow up systems of CYP in primary and secondary schools and assisted us tackle problems experienced by the CYP as they emerged, thus reducing incidences of abuse and harassments between CYP. There were minimal challenges experienced, such as lack of consistency of bi-weekly meetings due to the ongoing changes necessitated by leadership transitions at Mkombozi. There was also occasional delayed response to CYPs' issues due to absence of the caseworker attending to other organizational matters.

Activities / tactics planned for coming 6 months

- Ensure consistency of bi-weekly case management forum.
- Review database use in maintaining accurate information on CYP
- Use effectively the present organization structure to reinforce supervisory follow-ups.
- Develop and pilot the case management system by December 08.

Best practice documentation.

Planned targets / Results: Mkombozi pilots models of support for CYP (Group counselling, 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.

Extent to which targets were achieved:

The past six months was spent working on the "practice handbook", contribution was received from both staff from the children's program and community engagement. We also completed the ISAPs and assessment forms for CYPs we worked with in this period, as we also filled in and reviewed individual care plans for CYPs in our caseloads.

Activities / tactics planned for coming 6 months

- Finalise and design and prepare a dissemination plan for the practice handbook electronically and by mail to child care workers in East Africa.
- Integrate training of the staff in the methodologies in the handbook into our professional development weeks to ensure that staffs are oriented on and continue to use the handbook effectively as a reference platform for our work with CYP.

2. Community Engagement

2.2 Mentoring

Planned Targets/Results: 120 volunteer mentors (2007- 2011) from the communities of Arusha and Moshi are recruited, screened, trained and paired with vulnerable children

Extent to which target was achieved?

In the past six months and specifically January 08 we disseminated fliers in and around Moshi to various institutions, schools, religious centres, youth organizations and also to individuals to inform and sensitize the people about our Mentoring program. Application forms were subsequently issued to those who expressed an interest in joining our program. In February, upon successfully sorting out the applications received, we invited the applicants for interviews and home visits. Various options were availed to the mentors to choose which children they would be comfortable working with from the available groups i.e. children at our centre, children on the streets, children in the community or as business mentors with our Street Business Tool Kit (SBTK) teaching youth to be small business entrepreneurs. We facilitated an introduction to the mentoring program for the new mentors on 23rd February. This meeting was attended by 22 potential mentors. We further facilitated a one-day introduction to Child Protection training, on 15th March, attended by 14 mentors who were later that day paired with 14 children from our centre. Other 6 children were later on paired with other six mentors. We also successfully held another introduction to mentoring and Child Protection training on 29th March and 17th May respectively for the remaining 12 mentors who missed the earlier trainings. So far we now have 22 Mentors paired with children in our

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residential centre; four Mentors paired with children at the community level and have also identified nine children at Rau Primary School waiting for new Mentors.

Everything about the mentoring has gone on well in this reporting period i.e. all preparations including advertising, sensitizing people, interviewing of mentors and visiting of applicants was done so well. Training and pairing were also done on time and as planned. We have noted so far that some Mentors are very responsible and visit their children regularly whereas there are also few Mentors who don't come for meetings and/or visits and vice versa with some children who are not available when their Mentors come to visit. Staffs have also shown great enthusiasms and motivation for this program as seen from their dedication of their weekends to spend time with Mentors & Mentees. The staff take turns alternately on Sundays to supervise the interaction between Mentors and their children and also ensure availability of the required resources.

Our main challenge so far is finding mentors for children on the streets. Further, Mentors have monetary expectations for their service despite our advice that the program is voluntary thus relying on goodwill and free time of the mentor. We also have staffing challenge as there are two members of staff in the Community Engagement who have additional responsibility in addition to mentoring posing a challenge to dedicating enough time to follow up on all the Mentors and applicants thus the need for a full time Mentoring staff. To partially curb this mentor's were divided into four groups according to their geographical areas in Moshi and leaders appointed to monitor and encourage their peers in their locations. Despite division into two groups supported by two staff, there is minimal voluntary spirit among the Mentors as both the Mentors and Mentees don't keep to their promises to meet and so miss each other. Most mentors perceive children living on the street as difficult and do not want to relate with them.

We need to raise more awareness among the Mentors that the work they are doing with children is very sensitive and that it needs commitment to build trust and so we can let go mentors who cannot visit their children. We need to incorporate a follow up mechanism that ensures Mentors take charge and fulfil their promises as well as plan more frequent monthly joint meetings and activities that encourage regular meetings between Mentors and Mentees and fill up gaps for those who cannot visit regularly. Awareness should be raised about the situation of children living on the streets for people to understand their circumstance thus change their attitudes towards such children.

It is difficult to decide whether the Mentors and children have the freedom to choose one another, as there has been a tendency to choose across those perceived active and outspoken leaving out the quiet ones. We made a decision for staff to assign Mentees to their Mentors based on their interests and the child's needs, opportunities to choose are only reserved for cases where a specific request is made. The art and resource box need to be fully stocked with items that can be used by children of all ages as compared to the present items that are only useful to younger children.

Activities / tactics planned for coming 6 months

- Continued sensitization and recruitment of Mentors for children on the streets and in the community.
 - Through advertising in June using existing Mentors and presentations made at community places, religious, in our trainings and workshops and street meetings.
 - Prepare an interview schedule for the first week of August for applications received by 1st July.
 - Pairing of Mentors and Mentees by the end of August.
 - Purchase a mobile phone to act as a hotline where Community Engagement staff can be reached at anytime.
 - Sensitization of social workers to establish close working relationship with Mentors.
- Discuss the possibility of hiring a full time Mentoring staff for this project.
- Buy a mobile phone only for the use of Mentors so that they can send a message or missed call and the staff can use the phone to communicate more often and remind Mentors of the meetings and visits.
- Use MSC stories to assess how both children and mentors feel about the mentoring project.
- Plan for a trip for Mentors and Mentees to take place on 21st June organised by Mentors.
- Carry out three training meetings on 'Memory Book' in July, August and October.
- Mentors and Mentees tour organised by Mkombozi for 20th September.
- 6th December closing ceremony for the year however those paired in August to continue till next July 09.
- Hold a Community Work day on 21st June.

3. Quality Assurance

3.1 Evidence Based Research – does our intervention build resilience?

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This has been the first six months of the Research project and as such various foundation stones have been put in place to facilitate the research process. These include the following activities:

- Conduct literature review on resilience
- Develop research training manual to give Mkombozi staff an overview and the skills to engage in basic social research,
- Translation of the research tools and dialogue with the University of Zurich into the value and contextual relevance of the CR-RISC, Strengths and Difficulties and Hope Scale.
- Develop a code of ethics for young researchers who apply to Mkombozi to do research with our stakeholders
- Developing a research, communications and advocacy strategy for 2008/2009.

Given the seriousness that this research project deserves Mkombozi recruited a Research Program Officer in early January 2008 whose job orientation began forthwith. Francis Ole Ikayo is primarily responsible for undertaking this research. The following accomplishments have been achieved:

- A training manual on social research methods has been completed. It now awaits the final editing, formatting and printing by our communication officer. This manual will be used to train Mkombozi staff in the basics of social research methods so that they can assist and complement Francis in this research. Training of the Research and Advocacy Team is expected to commence in August 2008. We found it extremely crucial to begin by developing a researchers' training toolkit rather than to immediately embark on the resilience research (as earlier anticipated) in lieu of meeting high research standards of either academic or publishable nature. The content of the research manual, however, provides not only a systemic and sequential chronology of important research aspects needed by researchers on the ground but also highlights the various types of research and analytical tools that are indispensable in analyzing and interpreting the research results and findings.
- The research instruments have been identified, developed and contextualized for their use in a Tanzanian setting.

Although Mkombozi has engaged in research in the past it has tended to be integrated into programmes work with and to be driven by the Director. Currently Mkombozi is managing the transition to a number of new staff and functions as we prepare for the current Director's departure. Significantly, what has emerged is the need to document the philosophy behind our research so that the new Research officer and Quality Assurance Team are able to understand why and how Mkombozi conducts research. To this end we have been developing the following 'position statement' and wider strategy that contextualizes where research lies and is informed within Mkombozi.

Mkombozi seeks to catalyze the transformation of individuals, groups and systems – all for the best interest of the child. It is our belief that true change in people is a process that comes from within – from gaining information and knowledge, challenging our assumptions and then developing a new consciousness that feeds changes in our individual behaviour and that of the wider system. Our Research activities strive to ask why, to explore and to build understanding of social phenomena that affect children. Our research findings feed into our communications activities so that we can inform and educate as a precursor to facilitating people to change their attitudes and behaviour. In this way Research is a critical element to enabling Mkombozi's programming. Without being informed by our research findings our communications, community engagement and children's programmes are weakened and made less effective.

Obj 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

2. Community Engagement

2.3 Standards for protecting children in communities

Planned targets / Results: Kilimanjaro and Arusha welfare departments and 15 NNOC and TEN/MET members organizations sensitized on abuse, support provided to develop means to address and standards for protecting children from abuse.

Extent to which target was achieved?

In this reporting period, we carried four site visits to four NGOs to raise awareness on child protection issues relating to the organizations' work with children and to facilitate development of a Child Protection Policy for these organizations. The four NGOs visited are Dogo Dogo from Dar es Salaam, Emusoi from Arusha, Plan International-Ifakara programme from Ifakara and Jipe Moyo from Musoma.

We also organised a three day workshop on child protection for 8 children's organization in the region and included site visit at Mkombozi Moshi and Arusha offices from 21st – 23rd May 08, including sessions facilitated to understand and introduce

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the child protection policy in addition to visiting our various works. One organisation had developed a policy whereas two organizations nearly had a draft at the end of the 3 days session. In the last six months, we facilitated trainings in Child Protection for both the staff of Mkombozi and Mentors.

There was an excellent turn out from the staff of the NGOs coming for the site visits considering they had travelled from far filled with enthusiasm and commitment. The participants also carried literature that was shared to promote learning from each other in addition to a commitment to child protection. The other encouraging news is from Pasua, Majengo and Unga Limited wards that are ready and willing to work closely with Mkombozi to initiate standards for child protection in their wards. Introducing and convincing officials from Ngarenaro ward was an uphill task since they claimed that the Municipal authorities had ordered them not to cooperate with Mkombozi. This is related to past experiences whereby the municipal authorities think that Mkombozi supports street children to stay on the streets while in reality Mkombozi advocates for promoting, protecting and enhancing the rights of children.

Mkombozi has good practice and experience in protecting children and all our interventions are grounded on this principle, which attracts other NGOs. We never anticipate that the NGO staff participating in the site visits would be full of praises of Mkombozi and its interventions, this indicates that us Mkombozi we good best practices that we can share with other organizations working with vulnerable children. Most of the organizations that attended are much more service providers rather than enabling of communities.

Community Engagement needs to spend a lot of time working closely with the people in the wards to enable us talk about child protection and other issues that community has to do to protect children. Mkombozi has to approach different government stakeholders for partnership and collaboration.

Activities/tactics planned for coming 6 months:

- Hold a learning meeting with representatives from NGOs, CSOs and government on Child Protection from 6th – 7th August 08.
- Hold planning meeting for the above meetings every Tuesday from 10th June.
- Continue networking with our collaborating partner organizations and work together so as to finalize their respective child protection policies.
- Integrate training in PETS (Public expenditure Tracking Services), Child protection and best practices for working with children in the new wards where we propose to work.
- Carry out post training follow up visits to the wards thus ensuring CE staff remains accessible to the communities and also set targets are achieved. In each of the four communities there will be a one-day meeting/training and weekly follow-ups to ensure action plans are implemented. In relation to child protection, awareness will be raised on standards, examples of abuse in the community and practical procedure and codes developed and disseminated on how to make the community a safe environment for children. To this end:
 - Pasua Ward training workshop scheduled for June facilitating PETS and child protection.
 - Ngarenaro Ward training workshop facilitation on PETS and child protection topics.
 - Majengo Ward follow up on PETS workshop in June and a one-day CP awareness workshop in August.
 - Unga Limited follow up on PETS training and a one-day CP awareness workshop scheduled for September.
 - Weekly visits by CE staff to each of the communities in Arusha Jane John and William Raj on Tuesdays and Amani Lucas on Fridays whereas in Moshi Jane on Fridays and Amani on Tuesdays. Jane will be focusing more on PETS and Amani on standards for child protection.

2.4 Helping adults to better care for vulnerable children

Planned targets / Results: 3 ward development committees and school committees (where they exist) in 3 wards sensitised, to build their awareness of child abuse and supported to develop ways to address abuse and standards for protecting children.

Extent to which targets were achieved:

In the previous six months, the Coordinator worked in collaboration with the Children's Programme to come up with a draft practice handbook, infusing therein contents derived from the Mentors and Foster Carer workshop relating to child development, the handbook is yet to be finalised by the Children's Program, but when it is it will be used as a key resource in supporting adults to better care for children.

The Community Engagement team visited community members in four new wards i.e. Unga Limited, Ngarenaro in Arusha Municipal and Pasua and Majengo in Moshi municipality. Since we have not worked in these wards before, the staff took the opportunity to visit various people in the wards and build some working relationship with them. In Moshi municipality

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the community and the leaders were very cooperative as we had worked with them in the past with the education programme and as such they respect and value Mkombozi's work. The ward authorities in Ngarenaro in Arusha Municipality are still reluctant to get into a working relationship with Mkombozi staff. These visits were also ground setting meetings to sensitize and build community leaders awareness on child protection (CP) and to introduce standards for protecting children from abuse. There was increased round ups of street children in Arusha, increased advocacy around the 50% campaign as well as the Constitutional Reference¹ case challenging the municipal and ward officials roles in the roundups contributes to these leaders hostility to Mkombozi activities. CE staff has a difficult and neutral role to establish a working relationship despite the aforesaid. CE needs to build closer ties with the ward and municipal leaders, which is pivotal to successful implementation of standards of child protection; more time is to be invested in forming and strengthening relationship with the community. We propose to work with school committees in the wards to raise awareness on child safe environment. This will be piloted in one school in a selected ward where children attend school and discussion on child safe schooling are held to link best academic results with how safe the school is for children.

Activities / tactics planned for coming 6 months

- Provide coaching to 35 Mentors on the principles and techniques in the handbook. This will include 10 new community and street Mentors.
- Carry out mapping in the selected wards at the end of June 08.
- Visit the four wards once a week to link with the existing groups and find integrated ways of working.
- By beginning of July, choose one school in the ward that many children in the respective ward go to and create awareness of child safe school that will produce best academic results.

Additional Information:

Since we are yet to ascertain the existence of conflict mediation committees in these wards, the proposed mapping will go great extent to establish what structures are in operation within the different wards thus inform our decision to establish action groups that support vulnerable children. These groups / committees will be Mkombozi's link in the community to protect children.

3. Quality Assurance

3.2 Professional development for our staff

Rationale: As a learning organization Mkombozi seeks to provide community models of support to children and young people. As such, Mkombozi staff need to be reinforced with the values of Mkombozi and tooled with the skills and understandings to deliver these innovative approaches and best practices with professionalism to our beneficiaries. Effective internal staff development should strengthen first the organization and then the community. Mkombozi believes that as we seek to develop 'best practices' and methodologies for the external community to embrace, we too must present a model of internal 'staff development' that reflects similar 'best practices' and innovation. Mkombozi recognizes that staff development needs to take place through the application of a strategic approach that embraces a variety of options that can be situationally applied to meet the needs of the organization and individual. As such 'professional development' is built into the structural framework, organizational systems and practices as well as in the identification of external partners as appropriate. As Mkombozi considers a holistic model to internal staff development one must first see the strategic organizational advantages in mobilizing and accessing internal opportunities to meet current and future staffing needs. The holistic approach includes:

1. **Mkombozi's organizational priorities:** Any strategic approach should feed directly into the organizations strategic objectives. Mkombozi's objectives around staff development are clear stated: Every staff is a leader; Exemplary organization that others follow; Trust, self-motivated and proud; Staff flourish.
2. **Mkombozi's Human Resource needs (position vacancies):** Human resource needs can be identified in current vacancies resulting from natural attrition, new program development and through identifying future recruitment needs i.e. staff returning to school, retirement etc.
3. **Identify Future Recruitment Pool:** When position vacancies can be identified, internal staff can also be identified and capacity developed to fill these vacancies. The Mkombozi future recruitment pool can be found as employment contracts end, programs end, funding constraints, ex-staff and staff who may be in positions where they are not appropriately challenged.

¹ Miscellaneous Civil Cause No. 24 of 2007, subjudice

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4. **Employee Performance Appraisals:** Annual performance appraisals allow for the identification of strengths and development needs. Through this identification process organizational trainings can be identified and implemented appropriately i.e. organizationally or individually in order to increase competencies accordingly.
5. **Building Competence through internal application:** Embraces a variety of approaches including but not limited to:
 - **Secondment:** Temporarily relocate staff for development
 - **Appointments:** Appointment staff into acting positions when a permanent staff needs to vacate their position through maternity leave, vacation leave, sickness.
 - **Development a professional profiles:** Assign staff to lead a committee, participate in external working groups, publish papers, function as external trainers and facilitators.
 - **Job exchange:** Exchange positions internally and as appropriate to gain experience from another perspective of the organization.
 - **Cross-training:** Cross-training helps to promote organizational resilience during period of staff absence, while providing a development opportunity while at work.
 - **Successions planning:** Mkombozi identifies future leaders to develop in order to meet organizational succession plan requirements.
 - **Orientation:** Enlisting staff to give orientation to new staff, volunteers, guests etc reinforces organizational and professional knowledge, while strengthening a passion for the organization at the same time.
6. **Building competence through professional development trainings:** Mkombozi offers a number of 'in-house' trainings that equip a staff member to use the methodologies that we have developed for our work with children and communities. Additionally we have an extensive programme of child protection training, financial understanding for non-finance staff, 'Knowing Mkombozi' for new staff members' orientation and Monitoring & Evaluation training. Additionally Mkombozi works with a number of its partners to engage in exchange visits for learning across and between organisations and to assist us to share from and apply new learning in our practice with children. s

In 2008 we will be systemising and strengthening our training programme for staff to build their understanding of Mkombozi's values, strategies and tactics and establishing more focussed in-service training for staff working with clients to uphold and practice Mkombozi methodology.

Obj 4: Increased planning, funding and implementation of children's protection and development services in Moshi Urban and Arusha Urban Districts,

2. Community Engagement

2.5 Lobbying for the financing of children's services

Planned Target/Result: Mkombozi engages in advocacy for the allocation of sufficient funds for MEMKWA and other vulnerable children in one targeted district (in 2008/9) and for fostering (in 2009/10) and for child protection services in (in 2010/11).

Extent to which target was achieved?

In the past six months, we contracted Haki Kazi to facilitate a training in Public Expenditure Tracking Services (PETS), which is a tool used to track the allocation of Government monetary allocation from the exchequer i.e. central government to the lowest level where expenditures are made. The training also covered additional topics related to roles and responsibilities of local government leaders, rights and responsibilities of the citizenry and MKUKUTA. We sought and established a working relationship with leaders of Unga Limited Ward in Arusha Municipality to discuss possibility of carrying out PETS work and trainings within the ward. We trained 22 leaders and relevant government officials from Majengo ward, Moshi, in PETS. The turnout for both trainings was impressive, more so the with representation from local councillors who were present from the start all the way to the end of the training, participating actively in all sessions. The training and logistical arrangements were excellently performed. The only thing that did not go well is the training module does not have any topic on children's issues and as such does not give a child rights focus in PETS. Often bureaucratic leadership makes it difficult for community members to participate in budgeting process let alone seeking accountability from their leaders and this training raises awareness and illustrates what are the rights and responsibilities of the community in the budget process. We assumed that the leaders are always aware of their responsibility towards the people they lead; surprisingly we found there is little clarity amongst leaders on what their roles and responsibilities to the people are. Most work is done based on past practices and experience and present government guidelines and procedures are not followed. This is so due to inadequate information as most official documents do not reach the ward for e.g. the budget guidelines.

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O&OD (Obstacles and Opportunities Development process) has not been adhered to, according to a one Officer from Moshi municipality the last O&OD process was done in 2006, whereupon three wards came together and each came up with their priority areas which are being implemented to date, despite the fact that such priorities may have changed according to the changes in social, economic and political situation. To this end it is challenging for Mkombozi to advocate for allocation of funds for children's services if the O&OD processes are not followed. There are minimal chances from the budget structure of getting local councils to budget for all MEMKWA centres, when we are presently working in two wards out of the 16 wards in Moshi municipality itself.

Structure the cause o cover direct targets to enable participants rationalize Mkombozi work with the training being offered as well as lobby for introduction of topics on vulnerable children and child protection in the module.

Activities / tactics planned for coming 6 months

- Training workshop in Pasua Ward on PETS and child protection end of June 08.
- Training workshop in Ngarenaro Ward on PETS and child protection in July 08.
- Majengo Ward follow-up on institutionalization of PETS on the six streets of the Ward and a one-day awareness workshop on CP in August 08.
- Unga Limited Ward follow-up meeting on PETS and one day awareness workshop on CP in September 08.
- Weekly visits by CE staff to each of the communities in Arusha Jane John and William Raj on Tuesdays and Amani Lucas on Fridays whereas in Moshi Jane on Fridays and Amani on Tuesdays. Jane will be focusing more on PETS and Amani on standards for child protection.

2.6 Foster care

Planned targets / Results: Development, piloting and practice of procedures for a foster care program with the Arusha and Moshi LGA and Social Welfare Departments as an appropriate alternative to institutional care for street children.

Extent to which targets were achieved:

In this reporting period, we successfully held one feedback session in January with CYP to assess and evaluate the foster placement done in the previous year and to share experience, and also another session with the foster parents in February to also obtain feedback. A foster pilot review was done documented and submitted to social welfare officers in both Arusha and Moshi.

In the past period 5 children were placed under short-term foster care with 1 'critical foster care' placement realized. The data on foster care placement can now be viewed on our online database.

Activities / tactics planned for coming 6 months

- Commence preparations for holiday foster placement.
- Identify how many CYP will need foster care placements this year and how many foster parents are available.
- Analyze the financial implication on the foster family to and care for the CYP.
- Schedule a meeting with National Commissioner of Social Welfare in Dar to establish legal implication of our foster care project.
- Undertake team discussion and planning for the next learning meeting.

Obj 5: To use information communication technology (ICT) to sustain & spread Mkombozi's practice with vulnerable children and young people.

5. ACTT

Planned targets / Results: 100% of ACTT's operational costs covered by sales / services income, whereby 80% is from hardware sales, 10% maintenance and 4% repair and installation of hardware and software and 6% from training.

Extent to which targets were achieved:

Looking at the trends of income received in the last six months, we can safely say we are on 100% achievement. ACTT continued its operations from resources generated from sales of hardware and service contracts. 80.94% and 13.92% of the income was generated from sales of computer hardware and repairs respectively, training sales accounted for 5.1% and internet sales accounted for 0.4 % of ACTT's half years income. Total sales for this half-year (Jan-May 2008) reached Tsh 52,962,650. The notable highlight is the fact that the sales for the past six months exceeds the total income for the year 2007, which was (Tsh 49,733,650). This an excellent achievement on our part that we remain proud of. In addition, ACTT

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also secured a grant of Tsh 46,000,000 from Microsoft targeted at enhancing CTLC training and another grant of Tsh 12,000,000 from Barclays Bank to support sourcing of container computers.

5.1 Computer sales, maintenance, training & internet cafe

Planned targets / Results: Operational efficiency of the hardware in the CTLCs with effective systems and networking procedures.

Extent to which targets were achieved:

We see quite a big achievement with this target in the last six months, attributed to strict rules and triple checking procedures of computers to be supplied to our clients, specifically schools in our CTLC program. We received fewer calls for emergency repairs and hardly any from the schools supplied with computers. This is a great achievement particularly knowing we can actually greatly reduce repair costs by effective processing procedures. With our new repair forms and database we can now track repairs carried out and what kind of faults are regularly reported to us. For instance with the last batch of computers distributed we have several returned inwards due to power supply problems, this tracking informed us of the faults and we made decision to use professional consultants to service the machines, who in turn training our staff in fixing power supply faults. Since setting up a service/repair programme, we have received during this period 29 computers and peripherals brought in for repairs, so far 18 have been repaired, paid for and collected while 11 are pending for collection. All Clients in our maintenance contracts were visited for general maintenance once in the three scheduled visits; this meets 33.3% of the target set for the year. Thus far we have a total of 30 centres in our maintenance program out of which 8 are new. 4 of our last year contracts are due to expire and we are already negotiating for renewals with three clients. Our maintenance performance has also improved with the hiring of a full time field maintenance officer who was formerly an apprentice and vulnerable young person supported by Mkombozi. In ensuring full efficiency of technicians in their daily activities as well as maintenance schedules, we now have a notice board showing on daily basis assignments for each technician as assigned by the technical program officer to all the technicians. Another great achievement for this period is our successful application to Microsoft for a MAR (Microsoft Authorized Refurbisher) status, which now entitles us to legal operating system (2000 and XP), office software as well as technical support. Unexpectedly repairs and maintenance have earned us more than predicted; again this is due to the consultant's support as well as improving documentation and procedures in this section.

We also continued offering IT support to Mkombozi Moshi and Arusha offices recording 326 hours of IT support time offered with approximately 50 forms completed requesting for this support. We also shifted the IT Lab from the container into the residential centre to promote close supervision of the boys as they use the computers. 21 Mkombozi computers were upgraded from Pentium III to Pentium IV with enough memory hence improved utility.

We received a number of complaints on an anti virus installed in the computers we supplied as being ineffective and frequent requests for updates, which is not possible, as most of our client do not have Internet access. We have since learnt that this is as a result of free software's we have been downloading that do not have full functional features and majority are just trial versions. To address this we are now planning to purchase full version software's that will be more effective and put in place standard update procedures. Additionally the successful ghosting method of software installation that we had formerly deployed had setback this time round due to the different motherboard models for computers, which make ghosting ineffective and delaying processing as had to install each computer separately. Also, Mkombozi Arusha Office reported lack of Internet connection occasioned by the current ISP (Internet Service Provider), attempts are underway to source a better ISP who could be more reliable.

Activities / tactics planned for coming 6 months

- Finalizing the development of a customer feedback form for hardware and maintenance service offered to the clients by end of June.
- Maintenance contract review for all our clients by 17th June.
- Ongoing discussions on renewing of maintenance contract about to lapse in July, August through to September.
- Setting up staff responsibility and Maintenance schedule by 20th June.
- Processing upcoming container in August and September.
- Exploring technician's skills upgrade in ghosting and processing procedures scheduled for June and July.
- Utilize any opportunity available that Mkombozi staff comes together to emphasize and share the IT support procedures with staff in order to get the desired service from ACTT.

5.2 Establish CTLCs & Training in IT

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Planned targets / Results: 17-18 schools/institutions receive computers and function as a CTLC per year.

Extent to which targets were achieved:

In the previous six months, 8 additional schools were added to our CTLC program namely,

- Kiomeni girls secondary school
- Handeni FDC
- Shauritanga secondary school
- Vunjo secondary school
- Enyoraata secondary school
- Langasani secondary school
- Hossana children centre
- Youth in need centre

Pre-visits were scheduled and done to ascertain readiness of Shauritanga, Vunjo, Enyoraata, Langasani, Weruweru and Kisale, the resulting report was affirmative for all save for Kisale and Weruweru which were not ready. Computers were delivered to the cleared schools. Further, an MOU was also signed with the above selected CTLCs signifying our commitment to them and their expectations. In the reporting period the teachers of the respective centres were trained and provided with training materials and guidelines.

The above successes are mainly attributable to staff coordination and commitment to see ACTT making the headlines, the passion and love for their work and more so the belief in what they are doing. All have led to ensuring each staff is responsible in working towards meeting defined goals including communications, computer preparations, installations in schools and follow-up on performance. Secondly is the increasing awareness of communities and schools on the importance of IT have made a big difference. The common challenge for us relates to schools attaining the required target in training an agreed number of students per year and we are evaluating and exploring ways to work round this. The evaluation so far done in a few schools some of the reasons given include frequent teacher's turnovers rates, subject preferences particularly in secondary schools results to priority being given to other subjects as opposed to computers, which is not yet fully integrated into the government curriculum.

Activities / tactics planned for coming 6 months

- Evaluation of all CTLCs prioritizing on low training turnout in July and August.
- Pre-visits to schools interested in joining our CTLC program as per requests received.
- Campaign on local corporate bodies on support schools campaign-August-September.
- Contractual agreements entered into with new centres and training plans for the interested schools.
- Finalizing review of Marketing Strategy in August.
- Review CTLCs functions and commitment and propose way forward at the end of July.

Planned targets / Results: 1200 students trained in CTLCs.

Extent to which targets were achieved:

In the past six months 434 young persons have enrolled for training, 94 among them have completed several courses, 340 are still undergoing at different CTLCs and at ACTT. This figure accounts for 36% of the target set for training this year.

A sensitization seminar aimed at providing IT skills to different community members including heads of schools and institutions as well as other authorities on the best way on using the ICT in their areas of work was conducted, 80 persons attended the seminar, feedback received from participants highlighted this as a most successful seminar and recommended for more of such seminars in the future.

ACTT Training team established an Internet Cyber Café at the beginning of the year for use by the community and young persons to browse for information on the global web, so far 410 people have visited our Cyber Café in the past six months and we expect more to use the facility as time goes by.

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In addition to the above, we also trained 15 CTLC trainers from 12 different institutions all in one go. This was the largest group to be trained at once so far. A total of 48 independent trainees have so been enrolled with ACTT for training, thus illustrating the high quality of ACCT training programs.

On the one hand we have trained a large group of Training of Trainers (TOT) on ICT, the converse is that these TOT have only trained very few students in return. One reason for this could be that these trainers have multiple tasks to attend to thereby limiting their time to provide IT training.

A training needs assessment was conducted for Mkombozi, and subsequently a training program and schedule prepared to address the needs. Despite all this little response to undertake the training was received and as such there is high demand for IT Support from colleagues due basic knowledge on Computer use.

Activities / tactics planned for coming 6 months

- Using the Internet Café for special training for different groups of people such as businessmen, colleges etc monthly.
- Quarterly follow ups of ACCT graduates for their success stories as well as collecting testimonials from students and CTLC trainers starting September 08.
- Identify and negotiate for upgrading of CTLC trainers in August.
- Follow-up for CTLC trainings evaluations to be incorporated in the maintenance schedule in July.
- Review the CTLC contracts infusing recommendation for every CTLC having an obligation for hiring a specific officer designated only to offer IT training in August 08.
- Continue CTLC trainings for new CTLC.
- Conduct 2 more sensitization seminars in August and November respectively.
- Research and explore possibilities of incorporating the Unlimited Potential Syllabus on IT into the government education syllabus.
- Conduct periodic TNA (Training Need Assessment) for Mkombozi staff and discuss with HR the best way of infusing this professional development week so that sufficient time is allocated for staff to attend IT training, and incorporate the TNA into the staff orientation.

5.3 Apprenticeships

Planned targets / Results: Offer 5 CYP apprenticeship opportunities this year.

Extent to which targets were achieved:

In the reporting period 40% of the annual target has so far been achieved. In the past six months we registered two participants in our long apprenticeship program namely Lydia and Ally, whereas other two students Augustine and Khatibu have joined the short apprenticeship program. In additionally we have also registered 4 other students studying hardware course. In order to institutionalise the apprenticeship training, an eligibility criterion was set up with a detailed registration form and constant follow-up of the apprentice progress. This far we are satisfied with the apprentice's hard work in gaining more skills through active participation.

The other most significant achievement is the employment of two former apprentices into the ICT industry, as field maintenance officer for ACCT and the other as a computer program assistant for a Community Vocation Centre in Longido respectively. Both are doing great in their new positions and have successfully passed their probationary period. This success is attributed to high quality apprenticeship program offered by ACCT.

The successful recruitment of apprentices has elicited overwhelming interest from other community members requesting to join our apprenticeship program, illustrated by the 4 participants joining us in the past 4 months. We have adjusted our programs to accommodate this interest by offering hardware courses to this group, which is more an extension of their courses without additional fee and has no effect on our normal Mkombozi CYP short (3 months) and long (1 year) term apprenticeship programs.

Our major challenge this period has been regular sourcing of CYP for apprenticeship as linked with CYP joining directly the hardware courses, which is attributed to lack of proper information on how to join the program. This anomaly will be resolved in the coming period through our close collaboration with Mkombozi social workers in conducting a workshop on IT as a career path to potential youths finishing their formal education.

Activities / tactics planned for coming 6 months

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- Hold a one-day awareness workshop on IT as a career for Mkombozi CYP finishing formal education i.e. forms 4s, 6 as well as primary and vocation schools leavers.
- Continued registration of CYP for hardware course.
- Continued registration of CYP in apprenticeship program.
- Continue the ongoing apprentices mentoring and evaluation.

5.4 Support a School

Our successful launch of the support we provide in schools through our in our website, followed by a local launch at a sensitization seminar, directly through this launch 3 new schools joined our campaign, and we are negotiating with 3 more schools to join the program soon. The aim of the campaign is for schools to have a fundraising tool as well as encourage local corporate bodies to support schools in ICT. Our initial focus in this activity targeted formal institutions, however numerous non-formal institutions have expressed a big interest in seeking our support for the school campaign, this is quite interesting in a sense that even though our target has been mainly secondary schools, other educational institutions have actually shown more interest than the intended group. Lack of funds and electricity in most Government schools hampers the “Support a School Campaign” which is dependant on availability of electricity for computers to be set up and used in the schools.

5.5 Stakeholder sensitisation

Extent to which targets were achieved:

In the reporting period, we designed, printed and disseminated our customised ACTT brochures and price lists to schools, institutions and organization around Moshi. We also extensively used local print and electronic media to advertise services provided by ACTT in the Northern zone. Some examples of the adverts were on Uhuru of 14 Apr. 2008 at page 5 and regular radio adverts on Sauti ya Injili Radio for the entire months of February to April 2008. Another innovative way to reach out to the various institutions and organization was by spamming post office boxes with our brochures, pricelists and support for school ads. We also successfully branded our premises and training halls, which was painted with our logo and brand colours, this was with support from the communication officer thus giving the whole building a nice, new corporate look. ACTT held a successful CTLC seminar attended by approximately 80 participants of our stakeholders, clients, heads of primary & secondary schools & government representatives; and used the seminar to promote sales of computers earning us Tsh 3,255, 000 on that day. We also took advantage of business exhibitions held at Uhuru Hotel and Weru Weru Girls High School on the 15th and 18th April 08 respectively and also the Northern Zone Heads of Schools Conference attended by 591 delegates to disseminate information on “Support a School Campaign” and our ACCT programs. We also compiled a database and set up a mailing list for our present and prospective customers, which will be used for dissemination for information relating to our service may be needed.

The main challenge was the delayed process by our printers in printing our publications and signboards slowed down our branding activities and dissemination targets. We also had no indication that umbrella advertising would not be less effective and just realised that we need to run with specific monthly campaigns for a specific service.

Activities / tactics planned for coming 6 months

- Putting up a signboard along Taifa road (Moshi) by 20th July.
- Increasing sales of computer accessories by 30th July.
- Hold a computer exhibition-planning meeting on 26th June.
- Monthly updating of computer sales and services matrix.
- Develop contents for PR and Marketing newsletter by 21st July and design by end of August.
- Carry out “support a school campaign” in Arusha, Manyara and Tanga regions by spamming post offices boxes in early September.
- Aggressive ACTT “Branding” in the Kilimanjaro region in raising & stabilizing the flow of customers and cash into ACTT.
- Planning on computer loan scheme to be piloted with Mkombozi staff by end of June.
- Finalizing the pending review of the marketing strategy to be finalized by end of July.

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Obj 6: 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.

3. Quality Assurance

3.3 Most Significant Change & SROI = M&E

Planned targets / Results: Monitoring & Evaluation systems enables Mkombozi track the impact of our work on our clients' lives and places the rights and empowerment of children/youth at the heart of all the organization does.

Extent to which targets were achieved:

In this reporting period the M&E team met to plan and distribute tasks; three sub teams were subsequently formed namely Most Significant Change Story (MSC) sub-group, Result Based Management (RBM) sub-group and Social Return on Investment (SROI) sub-group.

Two trainings were carried in this period, one for senior management and operational staff on M&E at Mkombozi and the other to all staff on MSC story collection. During this training each staff was assigned to collect two MSC stories and present them before the end of May. The M&E team was also trained on institutionalization of SROI into our work. ACCT is now piloting SROI and made a presentation on the progress during the M&E week. The highlighted trainings significantly improved staff understanding and clarity on Mkombozi M&E systems and staff can now relate their work with M&E targets and plans, as well as the process.

The following challenges were noted in the reporting period, there was modest response from staff on collecting MSC stories thus only 16 stories were received, which was below expectations. The other challenge was faced by the team as it was not able to meet at the designated times due to competing demands for time. It is believed that in the coming half year by institutionalising MSC in staff supervision and scheduling a specific time for stories collection will greatly improve the MSC process. The team meetings schedule will also be revised to ensure meetings are held monthly at a date convenient to all team members.

Activities / tactics planned for coming 6 months

- ACCT will continue the piloting SROI as other programs are also encouraged to explore the incorporation of SROI in their activities.
- Discuss and explore the possibility of coming up with an operational M&E Strategy for Mkombozi.
- The team is scheduled to meet on 15th July. In this meeting the team will discuss the challenges facing staff in collecting MSC stories and the cause for submission of minimal MSC stories.

Additional Information

- The organization has good knowledge of different monitoring and evaluation systems i.e. MSC, RBM and SROI the question are how to make these M&E tools as part of daily life of Mkombozi.
- The organization is infusing all the M&E systems above simultaneously, this does not provide a good opportunity for the staff to first understand and practice one method before adopting the other, thus the need for a strategy plan.
- There is need for the organization to be able to succinctly project our history and consciously plan the future consistently with the systems in place and avoid abrupt changes.

3.5 Strategy development & monitoring

Planned targets / Results: Organizational strategies re-evaluated bi-annually as part of M& E systems.

Extent to which targets were achieved:

A HRM review workshop was held this past six months for Mkombozi staff, there was good turnout represented as a majority of staff attended and actively participated in the course thereby providing insightful new ideas on taking Mkombozi to the next level.

The following recommendations were as part of the HRM Review:

- The review of the organization, based on the strategic plan formulated in December 2007 to clarify the different levels of authority, staff roles and responsibility and provide a clear chain of command. A clear organizational structure was to be done to visualize this.

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- There is need to develop a HR plan based on the Mkombozi Strategic Plan 2007. There should be readily available information on the actual staff, its performance, potential, and ambitions. The comparison of these will show gaps and plans should be developed on how to fill this gaps through promotion, development, recruitment etc. If this HR planning is properly done it will address the wishes related to career, leadership development and staff development.
- It is crucial that Mkombozi sets up a HRM plan based on the mission, vision, strategy of Mkombozi that will crystallise activities and monitoring tools.

It is important to continue to reflect back to the workshop recommendations and findings to see how assess if newly implemented strategies are correctly targeted and effective in their implementation.

Activities / tactics planned for coming 6 months.

- Using a similar external approach, conduct a comparative review to assess the progress over the past year.

6. HR & Staff Development

6.1 Team based way of working

Planned targets / Results: A 'Team Based Way of Working' piloted, evaluated and strengthened and implemented.

Extent to which targets were achieved:

The Team Based Way of Working was evaluated for effectiveness over the past 6 months. Thirty-five survey forms were completed and returned for review. The survey was designed to gain staff feedback using both qualitative and quantitative questioning. Amongst the questions represented on the survey, we received feedback on what were the successful qualities of teams and the team based way of working as well as the reasons why certain teams did not prove to be a positive experience. Some confusion was identified around the scope of work within 14 out of 23 teams. Further study is required, but the number and relevance of teams that staffs were enrolled were common reflections. The organization underwent a structural change, which created some confusion around how the teams should move forward and lines of reporting.

We need to finalise the detailed analysis of the Team Based Way of Working, and provide recommendations on how to improve the concept to SMT for approval and infusing appropriate changes to the current structure and process of the team based way of working accordingly.

Activities / tactics planned for coming 6 months.

- SMT members will assess the current teams for relevance, effectiveness and membership
- HR will analyze and review input from SMT and present recommendations on how to move forward with the team base way of working, which will then be presented to SMT.

Planned targets / Results: Systems for staff reward linked to performance and achievement of strategy.

Extent to which targets were achieved:

The appointments of the Senior Supervisors included a process of identifying performance strength and weakness, which were then addressed at the time of the appointment. Staff were promoted to supervisory positions based on their past performance. Adjustment to the salary structure was made to accommodate a salary reward to support the promotions. The activity above does not address the underlying need to review the current whole salary structure after the organizational restructuring. The organizational changes and new hires have increased the priority to review current staff performance procedures and salary structure. We also need to develop and review simple and understandable systems for tracking staff performance, development and linking it to salary and compensation.

Activities / tactics planned for coming 6 months.

- Review current salary structure and according to new organizational structure.
- Review 'Performance Appraisal' systems and recommend changes as appropriate.
- Review and recommend changes to the Individual Development Plan process.

6.2 Leadership development

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Planned targets / Results: Leadership development programmes established and implemented.

Extent to which targets were achieved:

Mkombozi has been going through an important structural change process over the past six months, in order to reflect management reporting lines that will better support Kate's transition from Mkombozi while at the same time supporting a model whereby leadership could be identified and developed.

In the Children's Program Group, Human Resources worked closely with the two Co-ordinators (Arusha & Moshi) to develop an internal recruitment process in the identification of 7 members of staff with potential for appointment and/or recruitment into Senior Supervisor's positions. The process has been intensive involving development of terms of references for these positions, analysing present staff's strengths and development needs and assessing the viability of making direct appointments versus running a competitive internal recruitment process. These procedures have been finalised for all the 6 new senior supervisors' positions. Human Resources continue to meet with staff to ensure present systems support this new structure and the new Senior Supervisors.

Additionally, HR has in the past six months has also been conducting recruitment of Management staff to support the new structure. The first appointment was William Raj, Community Engagement Coordinator, appointed into the position of Acting Director, Alphonse Omolo, Children's Programs Coordinator, was appointed to the position of Programs Manager and Tonny Odera was identified and hired as the External Relations Manager.

An important in-house curriculum for staff leadership development (self management skills) was developed, where by staff could participate in leadership development training. This program was implemented and formatted into 3 one-week modules throughout the year with the first session in May of 2008 where supervisors and potential future leaders were identified and enrolled. The initial feedback after the recruitment and/or appointments of senior staff was good as the staff felt that their work needs were being heard and met more efficiently. HR was extremely encouraged in what has been observed to date as there is evidence of emerging future leaders. The first module of the leadership training went well although it was scheduled during a busy time of transition in the organization. The participating staffs were highly engaged and motivated to carry forward the important leadership skills and tools that the training identified

Even though good change communication took place, many staff still was uncertain about aspects of the change and how the change would effect them in their work. The scheduling of the training during a time of organizational change could not have been predicted. We need to identify and develop systems and processes to further support the seniors in this new structure and provide greater clarity to their authorities

Activities / tactics planned for coming 6 months.

- Use the Senior's meetings to strength and support policy, implementation and understanding.
- Continuation of the next 2 modules in the leadership development training.
- Develop understanding around staff development methodology by capacity building supervisors to understand and implement the same
- Further develop and support new leadership through the implementation of effective policy revision, development and education.
- Continue to provide meaningful HR reporting that further empowers leadership in their planning and decision making process.
- Continue to provide update and relevant information for insertion into Management Binders.

Planned targets / Results: Improved record keeping in HR and consistent & effective adherence to HR policy and process.

Extent to which targets were achieved:

The HR Officer has been actively doing cross-training with the Administration Manager to develop increased understanding and shared knowledge of the immigration process and other administration functions. A 'Head Count Report' was developed and is being updated on a monthly basis. The report provides accurate information on groups, staff, titles, levels, grades, salary, hire dates birth dates and probationary periods. We have started the development of a new leave record report, which will reflect at a glance carry-over balances, accrued leave, leave taken and leave balances. The 'Headcount' report is proving to be an effective report in providing up to date and accurate staff information. The other processes are in the development phase, but will be supportive in managing the immigration processes and staff leave in a pro-actively. The immigration process continues to be a difficult process to understand but with regular HR debriefings and record keeping after each encounter with Immigration and the labour office, we hope that we will build on our ability to better negotiate this system. We need to continue with the developing and updating these HR reports. Additional organizing around record keeping in HR soft files, database and employee hard files needs to take place so that relevant employee

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information is easy for HR and management to locate. Policy development in target areas such as 'leave allocation' needs to be prioritized to support an effective leave system.

Activities / tactics planned for coming 6 months.

- Develop greater understandings and better processes for handling staff immigration process.
- Develop logistic processes that better service program needs while ensure a high quality car maintenance and safety.
- Ensure all staff records and files are accurate, complete and auditable.
- Ensure leave records are updated and all supervisors receive leave reports on a monthly basis for planning purposes.
- Retain and update training records for all staff in order to further support a strategic staff development plan.
- Policy Development.
- Develop approaches to orientation that meet the information needs of current staff, new staff, visitors, volunteers, donors, trustees, etc.
- Building understanding of new, old and revised policy through staff interaction and communication in English and Kiswahili.
- Review volunteer practices and process for understanding and amendments.
- Review and update the HR Policy Manual.

7. Financial Management & Admin

7.1 Capacity development in financial management for non-finance staff

Target / Result:

- Financial and administrative practices maximise efficiency and effectiveness in the use of resources.
- Financial control team enabled to better analyze financial monitoring reports and initiate strategies for savings.

Extent to which targets were achieved:

In the previous six months, the Financial Policy was strengthened and an introduction of new chart of accounts implemented using new accounting software that was procured, with additional and improved features that is expected to enhance the efficiency of financial data processing including payroll processing.

On February 22nd finance made a presentation during the M&E workshop on the Role of Financial Management in M&E, the key emphasis was on the need for documentation and accountability of funds in order to maintain an effective and efficient funds tracking mechanism. Further, a financial separate account for ACTT was established thus separating it from Mkombozi main accounts for easier visibility and reporting. Finance developed a job costing tracking mechanism in order to track expenditures according to individual donors/grants as well as hired an additional staff to assist with documentation, financial analysis and report writing. The new payroll software generates useful payslip information thereby making staff more informed about their pay, which we have been working on. We are now at all time high document retention, with improved and faster transaction processing and quarterly report generation resulting to increased internal capacity for checks and balances. Administration staff in Arusha office and at ACTT received orientation in financial processes and reporting in order to standardise procedures for requisition, liquidation and accounting.

Some challenges in the reporting period i.e. some staff are not familiar with due financial processes due to inadequate information dissemination; however this has since been addressed with re-orientation on financial procedures. There was no adequate time to concentrate on core service delivery due to changes being incorporated in the chart of accounts and budgets thereby no action was taken on staff's individual development plan that is critical to service delivery.

There was emergence of unplanned activity occasioned by the PACT Grant from Global Fund requiring a revision of the proposal submitted by us to align the same with the new objectives under PACT, this necessitated undivided attention and distracted us from fulfilling our core objective considering after all that time spent working on the grant we will not implement any projects due circumstances beyond the organization. Also, it was not anticipated that setting up and familiarising ourselves with the new finance system architecture, was going to be quite involving.

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Mkombozi financial systems are now fully updated and automated, our main focus will be primarily on the planned activities and append time lines to achieve specified activity benchmarks and also maintain consistency in our application of accounting concepts and line items.

Activities / tactics planned for coming 6 months

- Conduct a more formalised staff orientation on finance processes and budget preparations.
- Hold a day seminar for SMT on financial report reading.
- Develop and implement a procurement policy.
- Streamline verification procedures and develop “audit ready” reports.
- Continuous implementation of the Finance policy and service delivery to program activities.
- Development of a Finance Manual.
- Systematize the procurement system for both Mkombozi and ACCT.

Results / Targets:

- Financial and administrative practices maximise efficiency and effectiveness in the use of resources.
- Internal financial control system strengthened to improve efficiency and increase value for money in our Programmes.

Extent to which targets were achieved:

In the previous six months, we acquired and made use of a recent QuickBooks software and changed store procedures while incorporating valuation of gifts in kind received by Mkombozi in the store system. New forms were also developed to ensure proper returns are filed back for all funds disbursed to staff. Further, data for the QB inventory was also updated. The process of inputting data in the QB went well, however challenges were experienced with changing the stores and this is yet to be finalised.

Activities / tactics planned for coming 6 months

- Marking of fixed assets.
- Regular updating of the QB Software.
- Establishing an Inventory system.
- Quarterly Stocktaking.

8. Communications

8.1 Mkombozi's 'Brand'

Planned targets / Results: Brand management:

- Progressive improvement in donors' satisfaction with Mkombozi.
- Regular evaluation of public perception of Mkombozi

Extent to which targets were achieved:

A donor Satisfaction survey was conducted and analysed and reported upon in our previous monitoring report for July – December 2007.

ACTT has gone through a full re-branding over the past six months. ACTT's look has completely changed through the production of the new website (www.actt.co.tz) and full re-branding of all printed and digital materials. In addition, ACTT now has a fresh, new, photo archive for their printed materials. Also, the office spaces were painted with suitable new colours and logotypes that enhance the new brand. All staff members have now been provided with an Mkombozi email address in order to create more unison in the way we communicate with the public. Appearing at the Expofair at Nanenane showground during the Sullivan Summit (June 2008) was a step forward for our branding since we were able to meet with people from all over Tanzania, informing them about the work of Mkombozi. During the expofair at Nanenane, Sullivan Summit, we managed to learn more about the public perception of Mkombozi among members of the public – an interesting experience.

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We need to ensure that as we move forward all staff should be regularly reminded of the formatting of Mkombozi documents to keep us from looking scattered in our documentation. We need to “market” Mkombozi more actively and intensely in order for us to reach our objective of moving ahead as a leading NGO. This should happen through intensified dissemination of printed materials and more face-to-face meetings where we spread information about our work to various stakeholders throughout society.

Activities / tactics planned for coming 6 months:

- Production of new signs at Moshi offices (July-August)
- Branding of Mkombozi vehicles.

9. Fundraising

9.1 E2E Campaign

9.2 Corporate support

9.3 Improve success rates

Planned targets / Results

- Progressive increase in % of fundraising budget covered by grants & unrestricted funding.
- Strive for 15% success rate on institutional grant submissions
- Progressive increase in unrestricted funding (from individuals, corporates & trusts)
- Donor Liaison: Cultivate and maintain donors who are involved members of the ‘Mkombozi’ community (loyal, reciprocal relationship).
- Campaign Targets: Educational Endowment Campaign- £120,000 1st Jan to 30th Dec 2008

Extent to which targets were achieved:

The previous six months have been focussed on putting the institutional foundations and systems in place to transition fundraising to a newly staffed External Relations team. Tonny Odera was recruited as External Relations Manager and Anna Thor as Communications officer. To enable their transition into the new role as donor liaison, proposal writing and communicators of Mkombozi’s work we have had to re-package much of our fundraising literature to make it more accessible and less complex. This has involved developing a programmes portfolio (in summary and extensive length), reconfiguring budgets so that they align with programme interventions, developing a new process (to be piloted in 2008) for teams to develop their budgets, identify new interventions and for this to feed into External Relations for fundraising. (NB: All these documents can be obtained upon request).

Considerable time has been spent developing and negotiating grants with Global Fund, Oak Foundation, UNICEF, Save the Children, Widening Circles and Pilgrim Foundation. A new partnership for 3 years was agreed with Pestalozzi Children’s Foundation. Visits were made by our partners Railway Children, ChildHope and Church World Service. Both RC and CWS wish to continue their partnership with Mkombozi beyond the end of current contracts and we are working with them to develop new proposals for 3 year partnerships.

Our success rate on institutional grant applications has increased to 15.11%.

We want to be able to easily measure the progressive increase in % of fundraising budget covered by grants & unrestricted funding, but in reality our current finance systems are unable to do so. This is partly because most of our unrestricted funding comes via Friends of Mkombozi in the UK and the finance systems for integrating their income to that of Tanzanian Mkombozi needs finessing. This is a priority for the Finance and External Relations team in August 2008. Importantly, the Board of Mkombozi has made a decision (May 2008) to integrate the Tanzanian and UK Board members so that they operate in an aligned fashion.

The Educate 2 Empower Campaign has been on the back burner over the past six months, since we almost reached our initial campaign target of £50,000 (88%). A supporter then subsequently offered to take the lead in forming a fundraising committee who would each give a ‘stretch gift’ and commitment enabling us to try to raise an additional £80,000. However, practically this has not been easy to find these individuals, nor has Mkombozi had the time to focus on this and take it forward. To this end we really need to sit down, re-strategise and consider taking a multi-pronged approach to reaching the new target. This could include continuing to approach a limited number of supporters to give a stretch gift, hosting a gala event in Tanzania, using the new UK Fundraising officer to promote the campaign in the UK and finally using the SISA conference to understand whether there would be opportunities to approach the corporate sector in support of the campaign.

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When we submitted our original proposal to Global Fund in December 2007, we were led to believe that we were applying for work that we considered ourselves capable of delivering. After many delays we were provisionally awarded the grant, but when it came to discussing its implementation it was revealed that the terms had changed considerably. Mkombozi was effectively being asked to deliver work designed by Global Fund and to hand out materials to vulnerable children. Not only that but the targeted areas were tripled and budget cut by two thirds and the time frame halved. Mkombozi has invested over \$15,000 of staff time in developing and negotiating this grant and now we are informed that they don't want to fund areas of community engagement or advocacy, where we add value, they just want us to purchase goods and hand them out. Mkombozi's board has made it clear that we are not to accept grants where our values, philosophy and practice would be compromised and this is really a test case for that. Currently we have delivered a work plan and budget that we believe enables us to maintain our integrity. Global Fund have yet to respond on whether we will receive funding for it. This has really made an impact on Mkombozi in terms of making the challenge of living our beliefs clear to us. The money on a large grant can be an insidious temptation to compromise on what makes us special.

Mkombozi now has over ten institutional donors, each of whom wishes to visit at least once a year. This is potentially challenging in terms of staff time and also meeting the donors or partners' expectations. The External Relations Team would like to pilot holding donor round tables so that our donors can meet each other, discuss strategically how and where they can support Mkombozi and children's issues and so that we can better manage their needs. We anticipate holding a round table meeting on 13th November where we can introduce donors to each other, introduce Mkombozi's new Director and discuss funding relations.

Activities / tactics planned for coming 6 months

- We really have an opportunity to approach individual supporters now that we have the contacts database, the communications expertise and the staff to do so. The External Relations Team will reconnect with any past donors, will develop a strategy for reaching to more and will monitor the trends on individual donors so that we can scale up our approach to them.
- Mkombozi is in the process of registering a private foundation in the USA which will give us 501© status.
- Friends of Mkombozi is hiring a part time Fundraising officer to be based in the UK in August and they will work under the External Relations manager, responsible for taking forward Mkombozi's Ambassador programme.
- Host donor round table on 13th November.
- Host conference with SISA to develop NGO strategies on corporate social investment on 30th & 31st July.
- Strategise on the E2E campaign internally on 6th August.

SISA -

Mkombozi has been in contact with SISA with regards to the following programme: SISA? Centre for Corporate Partnership is the leader in Sustainability and Private Sector linkage support programs in Eastern Africa. By working with NGOs to expand their funding mix we have helped introduce new initiatives such as Social Investment, Social Bonds, Commercial Enterprises and long term private sector linkages including NGO-Corporate Sector co-financing concepts.

All these concepts are seeking to help NGOs reduce their risk by opening new and long term funding opportunities outside the traditional Donor-supported programs. Though they are not replacements for Donor funding, they are critical options for no-program funding as well as sustainability options such as Endowment building and overhead cost financing. We are today working on two key concepts- the NGO Business Incubator Support Program and The Private Sector support program through Strategic CSR and Commercial Enterprise. We are specifically interested in hosting a two-day session on these two initiatives.

Because we do not have offices there we are wondering whether we could partner with you in hosting this Forum. It will involve working with you to identify a very small and carefully selected team of NGOs that are committed to partnership, local resource mobilization, and sustainability. Organizations that are interested in large scale donor fund raising will not be considered in this program.

The NGO Business Incubator Support program seeks to help NGOs that want to go into commercial or Social enterprises (business ventures) for purposes of generating funds for programs, but lack the creativity, knowledge, insight and skills on how to generate ideas, structure these businesses so that they are profitable and do not interfere with normal operations of the Organization, and secure funding for these ideas/businesses.

Where possible we will directly work with interested organizations to actually secure financing from all areas, including corporate financial avenues such as bank loans or individual philanthropists.

The Endowment Building and Corporate Social Responsibility support will provide support and knowledge in building these initiatives to ensure the Organization has critical funding outside the traditional core program funding.

The end result for NGOs may be building of an Endowment or other non-donor fund building for Sustainability.

This session will be hosted in partnership with selected companies based in the region and who have the technical capability to support and/or finance NGO Businesses, or with extensive knowledge in endowment building and local fund building

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initiatives such as social and commercial enterprise, Corporate Social Responsibility and social investment. It will not be an awareness or educational session. Instead we will use our experience of Social Investment, NGO Enterprise Building, Private Sector Partnership and Social Bonds here in Kenya and by Organizations in South Africa, to enable NGOs in your area begin the path to their own sustainability.

Obj 7: Social, legal and economic safety nets for vulnerable and abused children are strengthened.

4. External Relations

4.3 Challenging stereotypes about street children

4.4 Campaigning against child abuse

Planned targets / Results

- 900 CYP received information on their rights and responsibilities from Mkombozi; education, radio, TV, newspapers, street drama and arts (as reported in 2008 census).
- Publish case studies/examples of success stories in local media
- Bus shelter ad campaign, branded vehicles (buses and Caucus cars)
- Popular campaign
- Public awareness about alternative ways of working with street children beyond round-ups and residential care
- Organize and host a street festival that publicizes individual talents, potential and success stories of street children

Extent to which targets were achieved:

Due to staff transition and the employment of new staff (Tonny Odera and Anna Thor) and a lack of funding, several of these targets have been on hold for the past six months. They are, however, being integrated into the External Relations planning for the coming six months. Several of these targets are related to the 50% campaign. A considerable amount of time was spent for planning of the 50% campaign activities. We came up with a position statement for Mkombozi's communications, providing the overall guiding principles for all activities that are to be carried out. Routine activities of publishing news stories and documenting Mkombozi's work through photography were carried out.

External relations initiated the work of collecting data reflecting the cases of street youth being unlawfully harassed and abused by municipal authorities in preparation of the Sullivan Summit in Arusha. The data were put in a press release that went out to our stakeholders, the Sullivan Foundation as well as the local government of Arusha. A dialogue was initiated between members of our management team and the community development office.

An extensive, thematic, communications plan was created on the theme "violence against children", in cooperation with Mkombozi's research and advocacy team. The plan involves campaigning against child abuse on several societal levels, using a number of tactics during the coming 20 months. The tactics are as follows:

- Conducting research and communication at the main market places of Moshi and Arusha
- Conducting research and communication in a number of churches and mosques
- Regularly publishing articles on the theme of child abuse
- Creating a youth drama-troupe that will perform in various locations throughout the period
- Sensitizing local government about child abuse for enhanced understanding and cooperation with Mkombozi
- Street festival to campaign against child abuse at the same time as showing the talents of our youth
- Cooperating with Mkombozi's Community Engagement group to communicate issues of child abuse on community level

(NB: all documents available upon request)

Due to staff transition several of the targets have been put on hold and are now being integrated into our overall planning. External Relations have been meeting with Children's Programs, Director and Community Engagement to strategize about where our role is located in relation to other parts of Mkombozi. This has been a successful process, where we have been able to define how our functions fit together with the overall mission of the organization. What has gone well, however, is the transition of staff. We now, as the External Relations group, are properly staffed and able to carry out any planned

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activities for the coming period. This past period has been successful in terms of us setting the larger agenda for the communications, advocacy and fundraising work.

Something that has not gone well for us are the problems we have been facing as a result of the debate around a possible grant from Global Fund. It has destabilized our planning of communications and advocacy activities, as well as delayed our implementation period. We need to structure our group work properly so that we are fully clear about where our responsibilities are placed, and how they involve other people throughout the organization. We, as External Relations, will have a strategy meeting on how to best implement the targets set out for the next six months, looking at the strategies in the communications plan.

Activities / tactics planned for coming 6 months:

- Our first street festival is to take place on November 18th.
- Our first drama play is to be produced until the 1st July; performed July until October.
- Our second drama play is to be produced until the 1st November, performed November until February 2009.
- Communications activities in the market place – involving meeting with market management, performing drama and acrobatics, handing out written material and surveys – will take place on the following dates.
Arusha: 7th July, 30th July, 3rd September, 8th October
- Moshi: 23rd July, 6th August, 24th September, 27th October
- Every two months we will publish an article on the theme of Violence against children.
- Drama troupe audition will be held in June.
- Later this year we plan to start converting the drama plays into radio format

4.2 Lobbying for legal reform for children & 4.7 50% Campaign & Arusha Caucus

Planned targets / Results:

- To repeal RUPA (removal of undesirable persons act)
- Dialogue with practitioners about need for children's statute
- Push for the tabling of children's statute in parliament with minimum standards for child protection for professionals who come into contact with children
- Bus shelter ad campaign
- Branded vehicles
- Popular campaign – Radio programs, street interviews, phone-in's and panel discussions
- Train police and magistrates, lawyers about appropriate ways to deal with children in conflict/contact with the law

Extent to which targets were achieved:

The petition seeking repeal of RUPA, the Destitute Persons Act and parts of the Penal Code was heard, came for hearing on the 14th of May, and is now active in the High Court of Tanzania and will be coming before the court again in August. A communications plan for 08/09 was finalized, covering several of the above targets. A briefing pack promoting the Children's Act and the overall goals of 50% campaign was written and is being sent out to practitioners within civil society as well as government. The bus shelter campaign is up in Arusha and Moshi.

Caucus meetings took place on four occasions, and the following has been done:

- The communications plan was revised and narrowed down in order to fit our goals and capacities.
- It has been decided that the 50% campaign now stands on its own, open to support from any other organizations/businesses or individuals. The campaign brand has therefore been slightly changed; all references to the Caucus have been removed and the campaign is now named "50% campaign to protect children".

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- In the last Caucus meeting, on the 22nd May, it was decided that we are to register the Caucus as an organization with its own legal status. In order for us to potentially spread our interventions and cooperation throughout the country, the Caucus will no longer be named “Arusha Caucus for children’s rights”, but simply the “Caucus for children’s rights”.
- It has been decided that the Caucus, after registration, will employ a coordinator who will be responsible to the board for undertaking its overall tasks.

The 50% campaign has appeared at Nanenane Showground in Arusha at the “expo trade fair” during the Sullivan Summit (29th May-7th June). We have been able to hand out printed materials and t-shirts and have face-to-face conversations with people from all over Tanzania, promoting the campaign and its issues. Visitors have been given the opportunity to support the campaign by signing a petition list.

Due to Mkombozi’s staff transitions some targets have not reached beyond the planning stage. Targets that are still in the process of being reached are:

- As part of the 50% campaign, we have planned and budgeted for 5 radio jingles on the theme of Tanzania’s population demographics and child protection (in cooperation with Mawasiliano Consultants).
- Also, we had planned for a number of radio shows on different themes involving children’s issues to be aired towards the end of the year (in cooperation with Mawasiliano Consultants).
- We have planned for three media sensitization seminars during 2008, which are to take place in Arusha, inviting 15 media professionals. The theme for these seminars will be ethical reporting on children’s issues, children’s rights and journalistic values.

The High Court petition did not go quite as well as hoped for, since our witnesses did not get to testify on the stand. Also, the Attorney General’s office challenged two of the three lawyers who were the petitioners of our case, and they were forced to step down based on the fact that they were foreigners and had not sought the Attorney General’s approval. Also, the legal team experienced a lack of seriousness from the Attorney General, as well as a lack of commitment from the High Court judges to dispose of the matter speedily.

Activities / tactics planned for coming 6 months:

- Mkombozi and Legal and Human Rights Centre are to write the constitution and go through with the legal registration of the Caucus by September 2008.
- Three media sensitization seminars are to be held on 20th June, 20th August and 5th November.
- Radio Jingles are to be produced and aired
- Radio shows to be produced