



**Mkombozi**  
Empower. Engage. Enable.

**Monitoring Report:**  
January – June 2009

## Table of contents

<b>Objective 1: Improved quality of education offered to out of school children in MEMKWA centres .....</b>	<b>3</b>
<i>Children's Programmes</i> .....	3
1.1 Provision of MEMKWA .....	3
1.2 Street work .....	3
1.3 Mobile school and mobile unit .....	5
1.4 Mainstream education .....	5
<i>Community Engagement</i> .....	7
1.5 Facilitating improved student teacher interaction .....	7
<b>Objective 2: Present/former street living children and youth demonstrate increased mental and physical resilience and ability to function in the community, education and in the workplace .....</b>	<b>7</b>
<i>Children's Programmes</i> .....	7
2.1 Group and transition housing.....	7
2.2 Youth livelihood .....	8
2.3 Physical and mental health provision .....	9
2.4 Psychosocial support .....	10
2.5 Life skills and family life education .....	12
2.6 Shelter and food.....	12
2.7 Family reunification .....	13
2.8 Sport, IT education, music and creative art.....	15
<i>Community Engagement</i> .....	16
2.9 Mentoring.....	16
<i>Quality Assurance</i> .....	17
2.10 Evidence based research – does our intervention build resilience? .....	17
<b>Objective 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 .....</b>	<b>18</b>
<i>Children's Programmes</i> .....	18
3.1 Documenting best practices .....	18
<i>Community Engagement</i> .....	19
3.2 Helping adults to better care for vulnerable children.....	19
<b>Objective 4: Increased planning, funding and implementation of children's protection and development services in Moshi Urban and Arusha Urban Districts.....</b>	<b>20</b>
<i>Children's programmes</i> .....	20
4.1 Foster care .....	20
<i>Community Development</i> .....	20
4.2 Lobbying for the financing of children's services .....	20
<b>Objective 5: To use information communication technology (ICT) to sustain and spread Mkombozi's practice with vulnerable children and young people.....</b>	<b>21</b>
<i>Affordable Computers and Technology for Tanzania (ACTT)</i> .....	21

5.1 Income generating initiatives 1 (Sales and other services report).....	21
5.2 Income generating initiatives 2 (Processing, maintenance, repair and IT support report).....	23
5.3 Support a school.....	25
5.4 Capacity building and IT trainings.....	26
5.5 Stakeholder sensitisation on IT for development .....	27
5.6 Apprenticeships and livelihood support .....	28
<b>Objective 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 living children .....</b>	<b>29</b>
<i>Quality Assurance</i> .....	29
6.1 Professional development for our staff.....	29
6.2 Most significant change & SROI = M&E.....	29
<i>Human Resources (HR) and Staff Development</i> .....	32
6.3 Team based way of working .....	32
6.4 Leadership development.....	32
6.5 Other activities in the HR Department .....	33
<i>Financial Management and Administration</i> .....	34
6.6 Capacity development in financial management for non-finance staff .....	34
<i>Communications</i> .....	35
6.7 Mkombozi's brand .....	35
<i>Fundraising</i> .....	37
6.8 Improve success rates .....	37
6.9 Educate to Empower (E2E) Campaign.....	38
<b>Objective 7: Social, legal and economic safety nets for vulnerable and abused children are strengthened .....</b>	<b>39</b>
<i>Advocacy and External Relations</i> .....	39
7.1 Public space information on how to protect yourself as a child .....	39
7.2 Challenging stereotypes about street living children and Campaigning against child abuse.....	39
7.3 Lobbying for legal reform for children, 50% campaign and Caucus for Children's Rights (CCR) .....	40

## Objective 1: Improved quality of basic education offered to out of school children in MEMKWA centres

### Children's Programmes

#### 1.1 Provision of MEMKWA

##### Planned targets/Results:

*50 children and young people (CYP) attend MEMKWA classes at Mkombozi's residential centre annually*

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.

##### Achievements, challenges and lessons learned during the first six months of 2009:

- 26 children attended MEMKWA classes at Mkombozi's residential centre, and learning was achieved through different methodologies and activities. The themes covered in the two classes were mainly 'How we organise ourselves', 'Where we are in place and time', 'Who we are' and 'A home for all'.
- We received four visitors from International School of Moshi (ISM), Arusha Campus, who came to undertake research on common diseases.
- MEMKWA educators attended HIV/AIDS workshop conducted at the Girl Guide premises in Moshi. We now have the first female student attending MEMKWA classes from the community.
- A pupil at Rau primary school, who has severe learning difficulty and had been temporarily referred to our MEMKWA, has made significant progress.
- We were unable to purchase the text books and teaching aids as stipulated in our budget due to cash flow challenges and the untimely death of Theobald, the late Senior Supervisor, who spearheaded this plan. Classroom management of CYP at the residential centre, from the streets and those attending MEMKWA from the neighbouring slums remains a major challenge that we continue to work with.
- We have not been able to enhance strategic collaboration with the social workers in setting goals for CYP studying at MEMKWA but lives with their families in Njoro or Majengo slums (day students)
- It is imperative to forge greater cooperation with the social workers so as to ensure that CYP who are due for family reunification are not mainstreamed before the possibilities for their mainstreaming and reunification with their communities is fully exhausted.

*Table 1: Matrix of MEMKWA attendance at Mkombozi's residential centre*

Gender	No. of CYP	Drop outs	No. of instances of participation
Female	1	0	72
Male	25	8	606
<b>Total</b>	<b>26</b>	<b>8</b>	<b>678</b>

##### Activities/tactics planned for the coming six months:

- To arrange and implement two study tours; for 25 CYP in the streets and those at the residential centre.
- To purchase text books, teachers' guides, teaching aids and photocopier as stipulated in the budget.
- To agree on the colours and design and then purchase uniforms for about 30 CYP studying at MEMKWA.
- To research and purchase relevant computer teaching software, including video teaching programmes to nurture and further improve quality of education as well as enhance a progressive learning environment.
- To ensure greater collaboration between educators and social workers in supporting CYP to develop and implement their life goals.

#### 1.2 Street work

##### Planned targets/Results:

*Contact identification and Intake Screening and Assessment Packages (ISAPs) completed for 150 CYP per year in Moshi and Arusha*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- During the street visits, the team of street workers provided non formal education (NFE) and sport session, visited CYP locked up at the police stations, made referrals to other medical providers, provided health education, gave first aid and did referrals for voluntary counselling and testing of sexually transmitted infections.
- Moshi street workers (social workers, educators and nurse) were in contact with 170 CYP, 162 whom are male and 8 females, and the total number of instances of contacts was 954. We do not have comparable data from Arusha for this reporting period, but were at a minimum in contact with 116 CYP who attended lessons at mobile school, all male; there were a total of 407 instances of participation in these lessons. In addition there was a minimum of 75 contacts made during night street work. In total we were thus in contact with at least 286 CYP, and the total number of contacts made was at a minimum 1,436.
- Eight CYP were referred from the streets to different partner centres for specialised support.
- 13 ISAPs were filled in both streets whereas 23 sports and 18 one-on-one sessions were conducted.
- 32 CYP were provided with toiletries.
- 59 of the CYP we were in contact with were in conflict with the law
- We managed to identify and coach new CYP as street informants to enhance communication between the organisation and the CYP living and working in the streets. However, informant training and learning meeting with informant did not take place as planned due to lack of proper planning and time framing of the event.
- Due to an improved relationship with the police in Arusha, they have been prompt in contacting us to identify the CYP in the streets whenever they carry out police round ups. In addition, they have included us in a good number of their street patrols which has increased trust between the organisation, the police and the CYP in the streets. A weekly follow up was carried out to the Arusha police station including a monthly follow up to the Kisongo and Karanga jails in Arusha and Moshi respectively. This was helpful in identifying youth locked up as well as building effective relationship with the police. It is however imperative to clarify our role to the police so as to better enhance working relationship.
- We also attended the hearing on the removal of the undesirable persons act and are currently waiting for the judgement to be delivered.
- Weekly night street work is currently undertaken in both Moshi and Arusha and the other staff of the organisation participate in order to build relationship with CYP on the streets. Our experience is that intensive effort is necessary for night street work to extend opportunities to identify new children in the streets.
- 30 tooth brushes and piece of bar soap was provided to the youth who were being held up at the Kisongo Jail.
- We managed to facilitate the release of 39 CYP from police custody.
- The cash flow challenge which affected the organisation resulted into a delay in implementing some of the planned activities.
- Documents that had been given to the representative of the Social Welfare office in Arusha while he was investigating the organisation, such as mobile school manual and treatment record book, were lost and never returned hence we lost essential records.
- We were unable to recruit children living and working in the streets to join the drama troupe as had been planned.
- We recruited CYP for Street Business Toolkit (SBTK) training, but the training did not take place in the period it was stipulated to.
- The redeployment of one street educator from Arusha to Moshi destabilised the effectiveness of the team. Limitation of resources (transport and subsistence) has been a major hindrance for educators towards spending more time with the CYP in the streets. This has also been escalated by delays in releasing advances once requested.
- A number of CYP in the streets complain about not accessing Mkombozi's services but become less committed when such services are offered.

**Activities/tactics planned for the coming six months:**

- To conduct street informant training both in Moshi and Arusha.
- To set up a meeting with the local police department, other local authority and service providers to better network regarding resources and strengthen partnerships.
- To develop an expectation process with CYP in the streets so as to create better understanding on what the organisation can provide and their responsibilities towards self-commitment and hard work.

- To develop a plan on how to better undertake processes to ensure bailing out of CYP arrested without criminal offences.
- To make a functional plan for the street activities for the coming six months.
- To identify youth in the streets that can benefit from SBTk training.
- To undertake monthly visit and follow up of the CYP held at the remand home and the Kisongo and Karanga jails in addition to working with local authorities on verifying causes of their arrest.

### 1.3 Mobile school and mobile unit

#### Planned targets/Results:

*150 CYP per year attend mobile school or mobile unit in Moshi and Arusha and receive NFE on the street*

#### Achievements, challenges and lessons learned during the first six months of 2009:

- Both mobile school and mobile unit go to the streets twice a week in Arusha and Moshi. There were a total of 520 instances of CYP participation in the sessions on the streets of Moshi and Arusha while the actual number of CYP who participated in both towns was 158. This included 116 for Arusha and 42 for Moshi.
- The mobile school went out for 37 sessions whereas 15 themes were covered. The average age of mobile school participants was between 14 and 25 years of age and all were boys. The construction of a shade for the mobile school improved quality of lessons planned due to favourable learning environment.
- There is lack of skills on health provision as well as health education amongst the educators working in the Arusha streets.
- Some mobile school sessions were missed in Arusha due to bad weather.
- The CYP were not consistent in attending the sessions regularly especially on the days they get paying jobs elsewhere in the streets.
- The loss of Theobald, Senior Street Educator in Moshi, was a major setback for street work and street education in Moshi and the entire organisation. There were challenges with CYP in Moshi since their previous plans and some claimed promises could not be followed due to lack of the right information about such plans and when they were made.
- The street is cooler in this period compared to other seasons, thus escalating the need for warm clothing and treatment of cold related ailments. attendance

*Table 2: Matrix on mobile unit on the street of Moshi*

Gender	No. of instances of participation	No. of CYP	Different themes
Female	0	0	4
Male	113	42	
<b>Total</b>	<b>113</b>	<b>42</b>	<b>4</b>

*Table 3: Matrix on mobile school on the street of Arusha*

Gender	No. of instances of participation	No. of CYP	Different themes
Female	0	0	15
Male	407	116	
<b>Total</b>	<b>407</b>	<b>116</b>	<b>15</b>

#### Activities/tactics planned for the coming six months:

To plan for Arusha street visits by the nurse once a month.

### 1.4 Mainstream education

#### Planned targets/Results:

1. 100 vulnerable CYP attend formal school per year
2. 10 children per year enrolled in formal school from Mkombozi's MEMKWA centre
3. 15 new children enrolled in formal school per year

**Achievements, challenges and lessons learned during the first six months of 2009:**

- The required payments for school fees and other school supplies for the 101 CYP in both primary and secondary schools were successfully done. However, we frequently received new school costs, such as remedial teaching which were not budgeted for but resulted from parents meetings and other school meetings. Besides, we had not included 18 new admissions into our last years' budget. There was also lack of accurate information and clear breakdown regarding school payments which have led to over-expenditure in the budget line of this intervention.
- Three CYP were enrolled in secondary schools in Arusha while seven were enrolled in Moshi. All the CYP reported for their studies at the start of the year without any major challenge.
- Nine new CYP were enrolled into Form one at Rau secondary school while one CYP from Rau was reunified and transferred to study at Makumbusho secondary school in Dar es Salaam. Another youth from Mwika secondary school, who had severe psychiatric problems, was successfully transferred into a day school at Rau secondary school. Four CYP were enrolled in special secondary education programmes (qualifying test) at St Joseph in Moshi.
- 18 CYP were mainstreamed into formal school from Mkombozi's MEMKWA centre and are doing well in their studies.
- 52 school follow-ups for both primary and secondary schools were carried out. These follow ups reduced the number of CYP who sneaked away from school. Our experience is that regular school follow-ups are useful in ensuring CYP are consistent in school and maintain required level of discipline and academic excellence. Further, we see that cooperation with the teachers and school administration is of key importance in ensuring discipline, conflict mediation and academic progress amongst the CYP.
- Disciplinary problems and various conflicts of the CYP in the schools were mediated and resolved. A few secondary schools CYP had difficult relations with their teachers at school to the extent of being labelled as 'students with bad behaviours'.
- The CYP received psychosocial support.
- One CYP, who was supposed to repeat Form one in secondary school in Arusha, due to the fact that he lost a year in the streets, could not do so due to strict regulations by the department of education. Furthermore, doctor certification of age that was required became a challenge due to bribery that was required and financial constraint.
- 18 CYP were mainstreamed into formal school from Mkombozi's MEMKWA centre and are doing well in their studies.

*Table 4: Matrix on mainstream education in Moshi*

No. of CYP in formal school	Primary	Secondary	Tertiary education	Total
Male	27	45	0	72
Female	3	2	1	6
<b>Total</b>	<b>30</b>	<b>47</b>	<b>1</b>	<b>78</b>

*Table 5: Matrix on mainstream education in Arusha*

No. of CYP in formal school	Primary	Secondary	Tertiary education	Total
Male	12	3	1	16
Female	1	6	0	7
<b>Total</b>	<b>13</b>	<b>9</b>	<b>1</b>	<b>23</b>

*Table 6: Matrix on education related activities*

Activity	Months					Total
	Jan	Feb	March	April	May	
School follow-ups	10	5	10	7	20	<b>52</b>
Distant school follow ups	2	2	2	3	4	<b>13</b>
Discipline problems mediated at school	0	0	3	1	3	<b>7</b>
Temporary transfer	0	0	0	1	0	<b>1</b>
Permanent transfer	0	0	1	0	0	<b>1</b>

#### **Activities/tactics planned for the coming six months:**

- To make a school follow-ups schedule in order to maintain regular school visits.
- To strengthen our relationship with the schools administration as well as class teachers in order to closely monitor progress of the CYP.
- To visit schools to collect school fees forms and other requirements and check outstanding fee balances to ensure accurate payments for the second term.
- To develop payment breakdown for the CYP including money paid in the first term.
- To undertake a strategy on how to lobby with relevant education officers (Regional Education Officers) so as to achieve exemption of our CYP from some of the school payments.
- To review the budget of this intervention so as to reduce further over-expenditure in this budget line.
- To ensure realistic planning during the budget preparation for 2010 to avoid future under-budget and over-expenditure.

### **Community Engagement**

#### **1.5 Facilitating improved student teacher interaction**

##### **Planned targets/Results:**

*18 MEMKWA teachers in nine schools are trained by Mkombozi to deliver the Inquiry Based Model (IBM) and practice manual*

One of the aims of this project for 2009 is to introduce the use of IBM in 9 schools, with the assumption that the IBM teaching model will help improve student teacher interaction.

##### **Achievements, challenges and lessons learned during the first six months of 2009:**

- The entire IBM document has been translated into Swahili by an external translator. Since this document is very technical, this took a long time. We also experienced that some of the terms were translated wrongly.
- Community Engagement staff in cooperation with NFE educators went through the translated version of the IBM document and made the needed changes. This process was also time-consuming, due to the misinterpretations of some of the technical terms by the translator. We now believe that if the document had been translated by someone who was more familiar with the terminology of education in the first place, the whole process would have been easier and taken less time. A second challenge experienced during this work was the lack of computer skills necessary to meet the standard of the original version.
- A main lesson learned is that the process of preparing the Swahili version of the IBM document should have started last year, since the intervention itself is planned to take place this year
- The Swahili version is now finalised, and can be used by the NFE teachers at Mkombozi and the NFE educators are working to make a summarised version of the document.

##### **Activities/tactics planned for the coming six months:**

- To highlight methodologies from the Swahili version of the IBM document, compile and share them with teachers from the nine target schools and other education stakeholders.
- To train and coach teachers in the nine target schools on implementing IBM methodologies.
- To evaluate the intervention through learning and sharing meetings.

**Objective 2: Present or former street living children and youth demonstrate increased mental and physical resilience and ability to function in the community, in their education and in the workplace**

### **Children's Programmes**

#### **2.1 Group and transition housing**

##### **Planned targets/Results:**

*30 youth supported to move away from residential care and/or street life into group or shared housing with their peers or independent living*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- 12 youth were provided with monthly basic needs including food, shelter and healthcare. The youth in the group houses were also supported by payment of their electricity and water bills for six months. Though the budget was reviewed to be in line with the current food prices, it was not possible to increase the budgetary allocation to complement this. As such, the budget line for food for the group housing was overspent.
- The youth also benefitted from psychosocial support by the social workers during the numerous visits and follow-ups to the houses and the schools where they studied. Meetings were held with the youth where they were counselled and supported through life skills training. They were also supported with skills in goal setting, coaching on basic budget and financial management, conflict mediation and resolution. This reduced the instances of conflicts previously experienced and significant increase of participation in decision making.
- Independent living was successfully achieved for four Form IV school leavers previously living in group housing. They chose to undertake second hand clothes business, study journalism and music composition and production including skills in information technology. One of the youth who had been planned for training changed his mind and rescheduled the study to January 2010. However, it is also important to note that expectation and goal setting with them towards independent living provided a major challenge since their initial mindset was to stay at the organisation premises until they got employment.
- Home visits were made to seven families of potential group house girls within the Arusha region. Five vocational trainings institutions were identified for potential training for our youth in hotel management besides other courses. Two rooms have been identified for the placement of the four girls selected to join the Arusha group housing. The recruitment for the group housing for the Arusha region was delayed due to a cash flow challenge and plans are underway to implement this starting from July.

**Activities/tactics planned for the coming six months:**

- To enrol four youth (girls) into group housing and vocational training in Arusha, and to purchase household and vocational training materials required.
- To further improve quality and instances of the provision of life skills, and skills in problem solving, goal setting, reproductive health, conflict mediation and resolution to the youth.
- To be more strategic in working with the department of social welfare to further ensure that the relatives of the youth participate significantly in supporting the youth towards independent life.
- To offer training to the youth in group housing on job preparation to further enhance their opportunity to get employment.
- To make a functional plan and undertake budget review to open up opportunities to offer additional youth with a reduced family housing.
- To undertake discussion with the administration department so that the budget activity 'payment for KK Security' is removed from the group housing budget line.

## **2.2 Youth livelihood**

**Planned targets/Results:**

1. *60 youth per year equipped to initiate and sustain their small businesses and access credit*
2. *Job preparation guide developed and piloted*
3. *15 youth per year equipped to enter employment*
4. *20 business mentors trained to support youth in business*
5. *10 youth per year out-flowed via self reliance and contract closed*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- One CYP was trained in job preparation and supported in starting up second hand clothes business.
- Two CYP were linked to employment. We could not succeed to get as many employment opportunities as we wished for the youth due to reduced employment by companies as a result of the global credit crunch.
- Six CYP were trained in IT at Affordable Computers and Technology in Tanzania (ACTT). In the future, it is important to plan and budget for accommodation for the youth undertaking IT training from Arusha.

- Two CYP were linked to apprenticeships.
- One youth received a start-up grant and nine business contacts were made.
- There was no budget set for piloting and developing phase two of the job preparation guide.
- There was no business mentors trained to support the youth in their businesses, due to funding problems.
- Three youth were out-flowed and their contract closed.
- Due to cash flow challenge and delay in the confirmation of the budgetary allocation, there was a major delay in undertaking planned expenses leading to big under-expenditure. The delayed activities have been projected for implementation in the coming period.

Table 7: Matrix on youth equipped to initiate and sustain their small businesses and access credit

Gender	Trained social workers and community mentors in SBTK/SBT	No. of trainings	No. of CYP attending SBTK training	No. of CYP attending SBT training	No. of CYP who completed SBTK training	No. of CYP who got grants	No. of CYP who got loans	Care plans developed
Female	0	0	0	0	0	0	0	0
Male	0	1	1	0	1	1	1	1
<b>Total</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Table 8: Matrix on youth out-flowed via self reliance and on contracts closed

Gender	No. of CYP out-flowed from group house	Contract closed
Female	0	0
Male	3	3
<b>Total</b>	<b>3</b>	<b>3</b>

## 2.3 Physical and mental health provision

### Planned targets/Results:

1. Maintenance of appropriate BMI for their age amongst children in care at Mkombozi
2. Provision of medical services to vulnerable CYP, either through direct care or lobbying for referrals and payment by government health agencies.

### Achievements, challenges and lessons learned during the first six months of 2009:

- 275 actual CYP (250 male and 25 female) received numerous health services. Such services were provided in 1,258 instances.
- We received visitors from BBC London (filming) on behalf of Comic Relief on the promotion of campaign against malaria. This team also included a celebrity, Sherphad, who is a UK TV presenter.
- **In Moshi streets:** 144 CYP (136 male and eight female) received health services which translates to 440 instances. Six health education sessions, attended by 82 actual CYP were conducted. This amounted to 109 instances of participation. Themes around sexual education, Sexually Transmitted Infections, Drug abuse, hygiene and cleanliness were covered. The last session consisted of accompanying CYP to HIV clinics for voluntary counselling and testing. The sessions with the highest number of participants were on Malaria and Bodily hygiene/General Cleanliness. In the 319 instances of first aid services provided, 140 actual CYP were reached. There were also 12 CYP referred to hospital for specialised treatment.
- **At the residential centre:** 88 CYP (86 male and two female) received health services including CYP at the centre, in group housing and independent living, CYP in boarding school and those participating in MEMKWA lessons from the surrounding slums. This totalled to 749 instances of health provision. 12 health education sessions, attended by a total of 48 CYP, were conducted. This amounted to 166 instances of participation. Themes covered were General Cleanliness, How to use condoms, HIV, Sexually Transmitted Infections, Behavioural Change/Sexual education, etc. These topics were selected in a participatory

process involving the CYP. 83 CYP received first aid while 57 were referred to hospitals which include two who were hospitalised due to mental health challenges. Three, including the ones mentioned above were referred for specialised counselling services.

- **In Arusha:** 50 CYP (35 male and 15 females) received health services which totalled to 69 instances. There were 12 instances of first aid which reached nine CYP, whereas 44 CYP were referred to hospital services. These numbers from Arusha is an absolute minimum. This is again due to the fact that essential records were lost after they were given to the representative of the Social Welfare Office while he was investigating the organisation, and never returned.
- BMI recorded from the CYP has never been analysed due to the lack of weighing machine which is planned to be bought in the next month.
- There has been increased cost from the health providers that we are working with especially on medicine and medical expenses which has brought about an over expenditure on the health budget line.
- We see that CYP can remarkably maintain hygienic condition and personal health as well as promptly take their medicine with minimal supervision when given supportive coaching and personalised supervision.
- There were less cases of CYP getting ill compared to the previous period. The number of CYP requiring first aid services also reduced which could be attributed to the CYP enthusiasm and promptness in attending health education sessions.
- There was significant improvement on personal hygiene amongst the CYP at the residential centre and the group housing though the situation in the street still remains a challenge.

Table 9: Matrix on health services provided in Moshi and Arusha

Gender	First Aid		Health education		Hospital referrals		Specialised psychiatric counselling		Total health services provided	
	No. of CYP	No. of instances	No. of CYP	No. of instances	No. of CYP	No. of instances	No. of CYP	No. of instances	No. of CYP	No. of instances
Males	218	771	127	272	98	167	2	10	250	1,220
Female	10	13	3	3	15	16	1	6	25	38
<b>Total</b>	<b>228</b>	<b>784</b>	<b>130</b>	<b>275</b>	<b>113</b>	<b>183</b>	<b>3</b>	<b>16</b>	<b>275</b>	<b>1,258</b>

**Activities/tactics planned for the coming six months:**

- To intensify health provision referrals and education to the CYP at the centre and on the streets.
- To plan to develop a referral form for use for the Mawenzi hospital.
- To undertake closer consultation and collaboration with the health team to improve health provision in both Moshi and Arusha.
- To undertake plan to repair health room cupboards to further ensure safekeeping of medicine, medical equipment and records.
- To achieve greater number of CYP to participate in voluntary counselling and testing for HIV/AIDS.
- To provide First Aid training to the CYP at the residential care and the staff so as to improve the promptness and quality of care.
- To conduct health education sessions not only to the CYP but also with community members where our CYP on the street spend most of their time such as Mbuyuni market area in Moshi.
- To undertake Arusha street visit once a month by the Nurse.

**2.4 Psychosocial support**

**Planned targets/Results:**

1. 100 CYP annually access mental health services, including support groups and one-on-one meeting with staff to increase their psychosocial wellbeing.

**Achievements, challenges and lessons learned during the first six months of 2009:**

- 96 CYP benefited from one-on-one session with the social workers. In addition, case meetings were conducted with 39 youth.

- As also mentioned in the report on health services provided, three CYP benefited from professional counselling and were also offered psychiatric treatment. One of these is on daily medication. Included in this number is also a youth who had severe psychosis and was offered treatment at Mawenzi hospital besides change from boarding to a day secondary school. He has shown consistent improvement in his healing processes.
- Social workers continued to provide guidance, counselling and emotional support to CYP who are struggling in various aspects of their lives. Volunteers through the mentoring project have played a significant role in providing similar support to the CYP, and this programme has been significant in helping to strengthen the psychosocial wellbeing of the CYP involved.
- There is lack of resources and staff skills within the organisation to handle severe psychosis problems that affect a few youth from time to time. As a result the affected CYP could not be accorded the professional support that was required to further improve their health and mental status.
- There is very limited understanding amongst the surrounding community and the staff members regarding ailment related to mental health. Families afflicted with challenges of mental problem require effective and consistent attention including unconditional positive support that can give them the chance and hope in addressing their problems.

**Activities/tactics planned for the coming six months:**

- To arrange at least a monthly one-on-one for the CYP with the social workers so as to further improve their psychosocial wellbeing and status.
- To plan for effective family work so as to increase the opportunities for the CYP to stay at home after reunification.
- To establish cooperation with a professional counsellor for the CYP who needs specialised support from time to time.
- To research and locate service providers who work with mentally ill CYP and develop a partnership so as to improve relevant services to the CYP and create referral possibilities.
- To plan and implement one-on-one special time, out of the organisation premises with the CYP in the case loads during weekends and holidays to build and strengthen relationship and trust between social workers and the CYP.

*2. Develop and pilot a systematic case management process*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- Plan was made for the social workers to undertake a weekly discussion of cases of individual CYP. This plan, influenced by previous experience with JUCONI of Mexico, has been implemented partially and has generated closer cooperation and more strategic support to the CYP. Besides, one-on-one meetings between social workers and CYP have improved CYP psychological wellbeing and functioning in the society. We have been successful in managing emergency cases by conducting immediate case meetings when issues were raised followed by the required action.
- We have not been effective in the implementation of the weekly case analysis meetings due to unexpected staff changes thereby not reaching all the CYP. We would have been more efficient if we could have made clear calendar plan with dates on the days of case analysis meetings.

**Activities/tactics planned for the coming six months:**

- To make concrete plans with dates on case analysis and management meetings so as to further enhance psychosocial wellbeing of the CYP.
- To plan work closely with the community engagement as regards the mentoring programme so as to further increase psychosocial gain for the CYP.
- To have a meeting to plan how to separate mental health from the physical health so as to move the relevant budget activities to the psychosocial support.
- To effectively use the manual reporting and data system so as to enhance accuracy in data and statistical collection and reporting.

*Table 10: Matrix for the provision of psychosocial support*

Gender	One-on-one		Case meetings		Peer Support group		Specialised psychiatric counselling	
	No. of	No. of	No. of	No. of	No. of	No. of	No. of CYP	No. of times

	CYP	times	CYP	times	CYP	times		
Male	78	215	32	67	0	0	2	10
Female	18	31	7	10	0	0	1	6
<b>Total</b>	<b>96</b>	<b>246</b>	<b>39</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>16</b>

It may well be noted that the targets highlighted under the two interventions above falls under psychosocial support which does not have an actual budget line. Besides, some of the activities fall under case management, physical and mental health provision. The above described realignment will add efficiency and effectiveness in planning and execution of such plans.

## 2.5 Life skills and family life education

### Planned targets/Results:

*100 CYP per year receive life skills education including problem solving, conflict management and family life education*

### Achievements, challenges and lessons learned during the first six months of 2009:

- 20 CYP from Mkombozi residential centre attended life skills education sessions every Sunday morning delivered by the Don Bosco brothers. During these sessions youth were encouraged to provide support to one another and improve on self esteem and confidence building especially during challenges of adolescent crisis. 13 CYP from Esso in Arusha and Mbuyuni in Moshi were provided with child rearing skills and family planning with the assistance of staff from Mawenzi hospital. In addition, 12 CYP from group houses were provided with life skills which included problem solving skills, goal setting, basic budgeting skills and conflict mediation and resolution.
- The level of education, attitudes and beliefs hindered uptake and effective use of the information generated. The effectiveness of delivery of life skills was also hindered by the limitation of the skills of the staff members. Areas of gaps are mainly on child rearing, adolescent, and substances abuse.
- Clarity of budgetary allocation is useful information to ensure timely planning and delivery of training to the CYP in life skills. There is an intricate linkage between life skills and psychosocial support that requires deeper debate to isolate similar characteristics of these interventions which are at present considered separate.

### Activities/tactics planned for the coming six months:

- To arrange how to improve logistical arrangements on venues, programmes, attendances, purchasing of required materials for the family life education.
- To undertake early preparation of themes for discussions especially from the Peace Corp life skills manual.
- To plan to develop and maintain the trust already built with the CYP participating in the project.
- To strategise on how to strengthen collaboration with Don Bosco brothers in co-delivering the sessions and ensuring that the use of Peace Corp life skills curriculum.
- To research on how to access skills in child rearing, adolescent, drugs and substances abuse.
- To review and realign our current targets with our monitoring and evaluation (M&E) framework by the end of July.
- To make a plan regarding budgetary clarity of funds allocated for the activities under this target before the next M&E meeting.

## 2.6 Shelter and food

### Planned targets/Results:

*500 CYP receive basic services (toiletries, clothes, shoes, food, safe space and recreation at the centre)*

### Achievements, challenges and lessons learned during the first six months of 2009:

- Food was provided to 85 CYP which included 54 CYP at the residential centre, 12 from the group houses and 19 who attended MEMKWA from the streets and the surrounding slums.
- The same groups benefited from the provision of toiletries including 11 youth from boarding schools and 32 from the streets. They received a total of 255 tubes of Vaseline jelly, 270 tubes of toothpaste, 56

toothbrushes, 513 pieces of soap and 195 boxes of kiwi shoe polish as well as six pairs of shoes and sandals. Besides this is the 30 tooth brushes and 30 pieces of soap provided to the CYP who were arrested at the Kisongo jail in Arusha. In addition, 62 pieces of clothes were given to the CYP at the residential centre and on the street, as well as two blankets, three bed sheets and 50 mosquito nets, 39 school uniforms (27 shirts and 12 shorts), two pieces of sweaters, 38 pieces of trousers, seven pairs of socks and one skirt.

Table 11: Matrix on food provision

Gender	Residential centre		CYP attending MEMKWA		Group houses		Total	
	No. of CYP	No. of times	No. of CYP	No. of times	No. of CYP	No. of times	No. of CYP	No. of times
Males	54	22,707	18	4,320	12	5,237	84	32,264
Female	0	0	1	144	0	0	1	144
<b>Total</b>	<b>54</b>	<b>22,707</b>	<b>19</b>	<b>4,464</b>	<b>12</b>	<b>5,237</b>	<b>85</b>	<b>32,408</b>

- There was increased frequency of visits of the CYP at the residential centre by the community members who brought food stuffs as well as cash donation. This is a good indicator on improved relation and awareness of the organisation's work by the community. Amongst this group was the Moshi Municipal Director who donated food and shared a meal with the 51 CYP then at the residential centre. A lady from KCMC contributed 10 litres of cooking oil and three bars of soap while one of the Commercial Banks contributed 25 kg of rice, one dozen of fruit juice, two boxes of biscuits, 10lts of cooking oil, 20 bars of soap and 19 pieces of medicated soap.
- There has been a major improvement by the CYP at the residential centre in maintaining, and safe keeping of their items such as clothes unlike the previous period that they damped their clothes and linen once they became dirty.
- We still face the challenge of lack of changing room for the cooks besides adequate storage for food facilities including other items at the residential centre. We have also not been able to construct a sink at the dining hall for washing of hands and utensils due to budgetary challenges. The lack of effective power backup plan has been a major hindrance in implementing night activities due to occasional power blackouts. Though the donation by the various individuals and groups were a major boost to the provision of food, we spent more than we anticipated due to increase in the inflation rates that majorly augmented the price of foodstuffs.
- Order and cleanliness of the dining hall can be best maintained and achieved when there is duty roster for the CYP in place and a clear follow up procedure. Similarly, schedule for the cooks is of key importance to creativity and efficiency in service delivery. It is also important to ensure that the needed food stuff is delivered in time for a judicious and quality food preparation. It is useful to involve CYP in food preparation so as to further develop their life skills as well as improve their capability to undertake independent living in future.

#### Activities/tactics planned for the coming six months:

- To hold a meeting with all social workers to review management and distribution of clothes and their care by the CYP in September.
- To have discussion regarding a possible budgetary special allocation for the construction of a small washing sink at the dining hall including purchasing energy saving electrical lamps.
- To review and realign the current targets and the realities regarding the provision of food and shelter within the M&E framework.
- To develop effective strategies in enhancing teamwork at the residential centre so as to ensure closer cooperation in the undertaking of supervision and support to the CYP at the centre.
- To further review the July to December cash flow projection to deal with the current over-expenditure on the provision of food necessitated by the fluctuation of food prices.
- To enhance cooperation between the social workers and the night and day supervisors in ensuring issues that have emerged with the CYP are addressed in a timely manner.

## 2.7 Family reunification

#### Planned targets/Results:

50 children reunited with their families and/or supported in rebuilding familial relationships each year

**Achievements, challenges and lessons learned during the first six months of 2009:**

- A Memorandum of Understanding (MOU) was signed with the Regional Social Welfare office in Kilimanjaro to avail an officer to work with Mkombozi's social workers on a weekly basis, to further promote family reunification and linkages with relevant local authorities in the regions of CYP placements.
- An intensive engagement with social workers and the CYP has as previously mentioned achieved the successful out-flow of four form four leavers into independent living. Intensive work was also done to assist these four in rebuilding familial relationships.
- Files for the CYP within the case loads of the Moshi social workers have been reviewed and the case summaries included. We found it very useful to have prompt and clear case load summaries and analysis so that the cases of the CYP do not stay unattended for a long period of time besides enhancing easier access to information.
- The prioritisation of improving family environment so as to enhance stability of the CYP reunified has been discussed and a programme for therapeutic family intervention has been proposed for funding by the European Union.
- We also managed to close the contract with one CYP that we reunified last year.

*Table 12: Matrix on family reunification*

Gender	Home visit		Home stay		Follow-ups		Reunified	Still at home
	No. of CYP (actual)	No. of times	No. of CYP (actual)	No. of times	No. of CYP (actual)	No. of times	No. of CYP (actual)	No. of CYP (actual)
Male	10	10	1	1	39	47	11	7
Female	7	7	0	0	18	21	0	0
<b>Total</b>	<b>17</b>	<b>17</b>	<b>1</b>	<b>0</b>	<b>57</b>	<b>68</b>	<b>11</b>	<b>7</b>

- There were very limited activities in this intervention due to a cash flow challenge that affected the organisation as well as major staff redeployment that necessitated changing of case loads. Besides, three social workers opted to leave the organisation which further added immense pressure on the remaining staff members. A lot of time was also taken in doing handing over of the various case loads.
- Mainstreaming of CYP into formal school provided a major challenge for the family reunification since their mindset somehow switched to finalising their studies while at Mkombozi.
- It is important for the social workers to acquaint themselves with their budget lines and budget activities so that they can easily and effectively manage expenses in their intervention areas.
- We also noted that opportunities for reunification are in most cases tied with underlying issues that might need to be addressed to ensure a successful reunification.
- Mainstream in schools or placement in vocational training within Mkombozi surroundings should be a last resort when family reunification, foster care and placement with relations have been effectively exhausted.
- Conducting expectation exercise with CYP and families enabled them to listen and understand each other and collectively work towards solution of problems.

**Activities/tactics planned for the coming six months:**

- To conduct more regular and intense expectation exercises with all the CYP in Mkombozi care.
- To undertake a home visit schedule for all the CYP to encourage the building and maintenance of attachment and meaningful relationships with their families.
- To ensure that all the CYP have their care plans completed and filled.
- To further strengthen the link and collaboration with the Social Welfare office in ensuring family's commitment in the provision of care and support to their children and ensure effectiveness and sustainable reunification.
- To put in place a plan and a strategy on how to implement therapeutic family intervention.
- To start the process of family reunification of the current Form one students as was planned last year.
- To undertake a process that will challenge our CYP mindset towards reunification so as to further encourage future placement with families and relations.
- To further enhance contact between the CYP and the officer from the Social Welfare Office to create understanding regarding the importance of reunification and the government policies on institutionalisation.

- To plan on how to use the opportunity provided with the planned SBTK training to reunify youth with their relations.
- To plan how to be more accurate on use of funds as stipulated in the budget activity ensuring that the correct amount is spent in the correct activity line.
- To make contracts with all the CYP in terms of their commitment to their engagement at Mkombozi and future plans.

## 2.8 Sport, IT education, music and 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*

### Achievements, challenges and lessons learned during the first six months of 2009:

- The number of the community adults and youth attending and participating in the 'Jioni ya Msanii' (Evening of the Artist) activities has increased tremendously, to an average of 160 persons per session. About 75 CYP performed drama, singing, comedy and dancing. There has been an improved quality of performance at the 'Jioni ya Msanii' from both community members and the Mkombozi CYP.
- Numerous CYP participated in sports training session both at the residential centre and on the street of Moshi and Arusha.
- Further, 30 CYP participated in football tournament at ISM, 30 boys participated in Kilimanjaro Marathon, 27 CYP on Seven Rugby tournament at ISM and two of our youth were selected to join the Under 17 District football team. One youth was selected to join the tour for Rugby Seven Tournaments in Kenya.
- 22 CYP from the centre and the Moshi streets participated in the Candle light Memorial Day, six CYP at the centre participated in tending to the flowers while another six participated in our cooking club.
- 34 CYP have been able to benefit from the use of the computers at the residential centre.
- Children's meetings were held and facilitated by members of the Children's Committee every two weeks.
- The CYP at the residential centre enjoyed a two weeks training on rope jumping by an instructor from USA.
- 3 CYP were linked to YWCA to enhance their drumming skills. One CYP was linked to a music recording studio to improve skills in music composition as well as record a music track, and one CYP joined the advocacy drama troupe in Arusha.
- The poultry project did not take place due to unavailability of adequate space and facility at the residential centre.
- Favourable playing ground remains a major challenge for sports activities. The problem with the neighbours regarding using the small playground next to the residential centre is still unresolved.

Table 13: Matrix on sport, IT education, music and creative art

Activities	Sport, IT education, music and creative art at the residential centre		Sports in Moshi and Arusha Streets		No. of children committee meetings	No. of children's meetings
	No. of CYP	No. of instances of participation	No. of CYP	No. of instances of participation		
Male	55	351	48	643	25	6
Female	0	0	0	0		
<b>Total</b>	<b>55</b>	<b>351</b>	<b>48</b>	<b>643</b>	<b>25</b>	<b>6</b>

### Activities/tactics planned for the coming six months:

- From June 21<sup>st</sup> – 28<sup>th</sup>, the Cre8 Mkombozi project 2009 will start, through conducting music, arts and dance workshops with about 45 children and youth from Mkombozi Centre, girls and boys from the local community and children and youth from the street of Moshi and Arusha. CRE8 is a foundation designed to create projects for children and teenagers in East Africa that will use the creative arts as a means toward social development. The foundation's projects are demand-driven, starting with the needs of the

community as they themselves express it. Furthermore, CRE8 wants to make possible cultural exchange between children and youth in East Africa and the Netherlands. The project will make use of local staff and art instructors including creative arts experts and instructors from the CRE8 network in facilitating training workshops during the project week. The final performance will be held within Mkombozi's premises in Moshi.

- To make a plan on how to effectively implement Cre8 Mkombozi project 2009 and follow through sustainability objectives.
- To plan and hold Moshi Street Sport Day.
- To further strategise on how to improve participation and quality at the 'Jioni ya Msanii'.
- To arrange for Mkombozi sports day in Moshi and Arusha.
- To arrange Mkombozi soccer bonanza.
- To provide sports training both at the residential centre and on the street of Moshi and Arusha.
- To provide drama and acrobatic practice for CYP in Arusha and Moshi.
- To plan on how to further build skills that has been developed during the CRE8 project.

## Community Engagement

### 2.9 Mentoring

#### Planned targets/Results:

*120 volunteer mentors from the communities are recruited, screened, trained and paired with vulnerable children*

#### Achievements, challenges and lessons learned during the first six months of 2009:

- The target for 2009 is to have 60 mentors, included business mentors. We are now slightly above halfway to meet this target. We recruited 34 mentors, out of whom 32 were paired with children and youth from Mkombozi's residential centre (7) and Rau Primary School (25). 11 of the mentees are girls and 21 are boys.
- Mkombozi staff members were recruited as mentors.
- We updated the brochure on the mentoring programme, Big Brothers Big Sisters (BBBS), to reflect our local context.
- We raised awareness of our mentoring programme, through distribution of flyers to community members. We placed the flyers in coffee shops, distributed them in churches, at the post office, at youth centres as well as other places. We experienced great cooperation from different religious institutions, as well as from the post office in Moshi which gave us a 70% discount on the fees they normally charge for such kind of distribution.
- Despite these efforts and the fact that many people took our application forms, we did not manage to recruit as many mentors as we had hoped. A further challenge is that among those who volunteered to be mentors, only a few are experienced in child rearing.
- In our effort to involve strategic stakeholders as well as to show appreciation of the work of our mentors, we invited a pastor from Rau Lutheran church who has shown a big interest to the programme, to be a guest of honour at the meeting where we paired the mentors and the mentees.
- Mentors were trained on the mentoring programme as well as child protection. During this training they were equipped with job descriptions which also contained the do's and don'ts of a mentor.
- Some of the planned activities were postponed due to financial constraints.
- A fundraising committee was formed among the mentors with the aim of raising funds for different BBBS activities, such as community work.
- We introduced BBBS to government officials, such as the Regional Social Welfare officer who participated as a guest of honour in the pairing meeting, and carried out the pairing exercise.
- We learned that when community members are facilitated to reflect on the problems existing in their communities they take ownership and participate actively in addressing these problems. Examples of this are the fundraising committee and the cooperation from the religious institutions.

#### Activities/tactics planned for the coming six months:

- To engage local government leaders in sensitisation of BBBS project in their communities.
- To develop a progress form which we can use to assess how a mentee is progressing after being paired up with a mentor.

- To involve existing mentors in the recruitment of new mentors.

## Quality Assurance

### 2.10 Evidence based research – does our intervention build resilience?

#### Planned targets/results:

*Empirical evidence obtained that children who participate in Mkombozi's programmes demonstrate increase resilience*

Mkombozi started the research project 'Enhancing resilience in street children through psychosocial education, sport and play programmes' in 2008. The study seeks to understand the significant risks of adversity and the protective factors experienced by children and young people who have 'de-linked' from their families and have spent time on the streets in the past or do so currently. It further seeks to identify and understand their current resilience patterns and to discover whether those youth who receive an integrated package of care services from Mkombozi demonstrate more positive resilience trajectories than those who receive ad hoc services and remain on the street. An additional objective is to discover, try out and validate tests that measure resilience in a Tanzanian setting, so as to at a later stage being able to use these tests when evaluating our own interventions and programmes.

Due to several reasons, including the departure of our previous Research Officer, the research project did not get a real start until the beginning of this year. We have employed consultant Kate McAlpine to facilitate the research process, and to write the final report which will be available by the end of 2009. The consultant is being assisted by a team of four Mkombozi Staff, coordinated by our M&E Technical Advisor, whose main role has been and will continue to be to help develop the research tools, agree to and identify the sample population, give feedback on methodological and ethical issues, organise logistics, assist in the collection of data and give input and feedback during the analysis of data and the writing of the final research report.

#### Achievements, challenges and lessons learned during the first six months of 2009:

- A literature review has been completed. We plan to include this in the final report, as well as to provide a summarised version of key findings of the review.
- Kate McAlpine and our M&E Technical Advisor attended a meeting with reviewers and researchers at REPOA (Research on Poverty Alleviation), who have funded this piece of research. The aim of the meeting was to present and discuss the tools intended to be used in the study as well as outstanding methodological and ethical issues.
- The main research tools previously decided upon, the Strengths and Difficulties Questionnaire (SDQ) developed by Dr. R. Goodman and the Resilience Competencies Scale (RCS) developed by Dr. B. Henley, have been translated into Swahili. The translation process started in 2008, and has been a long and challenging one, since the translations needs to be done so that the tests maintain their validity but at the same time are understandable to the children and youth being interviewed. This balancing act has involved several translators, several rounds of translations and back-translations, as well as the research team and external research assistants sitting together doing collective translations.
- Two focus group discussions were conducted with children and youth, with the aim of getting input as part of developing a tool that identifies the adversities faced by children and the extent of these, since such a tool does not exist at present. The first discussion was held with youth that have been or still are living on the streets of Arusha, and the second one with children and youth living at Mkombozi's residential centre. A main lesson learned from the focus group discussion was that the children and youth see and describe life on the streets as filled with adversity; a cumulative negative situation. We therefore reached the conclusion not to create a specific tool that describe or measure adversity, but got consent from the children and youth who participated in the discussions to use what they told us to make a description of their lived-in experiences of adversity. This decisions was made both for ethical reasons; it could possible cause harm and be traumatic to the children and youth interviewed to have to recall, remember and talk about painful experiences they are going through or have been through in a research setting, and because we believe it can create bias; being asked about their hardship and difficulties before the other questionnaires were delivered, as was the intention, could influence how they answer the other questions.
- We had originally envisioned that Mkombozi staff could conduct the interviews, but our experience from the Focus Group Discussions, especially the one taking place in Arusha, lead us to believe that this could be problematic due to the issue of bias both from the side of the staff and of the children and youth. The

participants at the REPOA meeting did in a similar vein advise us against conducting the interviews ourselves, since one of the aims of the research is an evaluation of our programmes. We therefore decided to employ external research assistants to do the actual data collection, and that Mkombozi staff would be available in case the children and youth needed counselling and support after the interviews.

- Participation in the research is of course voluntary and child-friendly information and consent forms were developed.
- A full day training of external data collectors, including pre-testing of the Resilience Research tools with 3 children attending MEMKWA classes at Mkombozi but who do not live at the residential centre, was conducted in cooperation with consultant Kate McAlpine. As a result of this, some changes were made to the research tools, in agreement with their authors.
- In May and June, interviews were done with 30 children and youth living at Mkombozi's residential Centre in Moshi and 30 children and youth living on the streets of Arusha. Recruitment was done mainly through self selection after being informed about the study by Mkombozi staff, and through snowball sampling.
- The children and youth also selected an adult to be interviewed about them, and 60 interviews with adults were conducted in May and June.
- The experience from the data collection in Moshi was that the children and youth in general expressed that they enjoyed being interviewed and to talk about their lives and their feelings, while the experience from Arusha was more mixed. Several of the youth being interviewed in Arusha expressed frustration over the fact that researchers and organisations want to know about their lives, but that they do not see any actual change in assistance following this. The children and youth also came up with suggestions and ideas regarding improvement of Mkombozi's interventions and services.

#### **Activities/tactics planned for the coming six months:**

- To, with assistance from the University of Zurich and consultant Kate McAlpine, analyse the data from this first round of data collection, and write a report on preliminary findings.
- To present the suggestions made regarding improvement of our services and interventions to the Senior Management Team.
- To conduct a second round of data collection in October. This is to measure any changes in resilience trajectories during the six months between the two rounds of data collection, and to try to link possible changes to our different interventions as well as to support from the community.
- To conduct a workshop where we present the findings from the research to the participants and other stakeholders.
- To have the final research report in hand before the end of the year.

### **Objective 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**

#### **Children's Programmes**

##### **3.1 Documenting best practices**

*Mkombozi pilots models of support for CYP (group counselling, modified social stress model (MSSM), harm reduction models) in its psychosocial support programming. These models are documented in a practice handbook of the methodology used by Mkombozi with street living children.*

#### **Achievements, challenges and lessons learned during the first six months of 2009:**

- We finalised the first edition of our Children's Programmes Manual and did an in-house printing. The manual can now be used by the staff members when implementing our interventions. 60 copies were available to all the children's programmes and community engagement staff members, the coordinators and the senior management team. A Swahili translator was identified, and the Chapter on food and shelter has been translated into Swahili.
- There was lack of enough funds to undertake the stipulated publication and distribution to other practitioners. The staff redeployment that went on till April hampered the opportunity for the documenting team to meet and prioritize for the translations and publications. Besides, this activity line was also hindered by lack of funding and budgetary allocation.

- The following documentations thus still await finalisation: Adolescent Assessment Handout and Working with Adolescent Trauma Handbook booklets, Reunification Procedures, First Aid Information, Child Development, Trauma Effects Theory, Business Mentorship Training Manual, Foster Care Review and Job Preparation Manual. Some of these will be translated into Swahili.

**Activities/tactics planned for the coming six months:**

- To make a prioritisation of the documentations that is relevant to organisation's practice based on the current budgetary allocation.
- To have a meeting of the team responsible for this intervention so as to agree on the documentation for translation.
- To undertake translation of the prioritized documentation into Kiswahili.
- To distribute the chapter in our Children's Programmes Manual that concerns food and shelter to our cooks and night supervisors for their study so as to enhance professional practice.
- To make plans regarding the training on the use of the relevant handbooks or manuals as well as tool kits.

## **Community Engagement**

### **3.2 Helping adults to better care for vulnerable children**

**Planned targets/results:**

*Two Ward Development committees and school committees and Most Vulnerable Children (MVC) committees (where they exist) in two wards pa sensitised to build their awareness of child abuse and supported to develop ways to address abuse and standards for protecting children from harm*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- We raised awareness on child abuse in Majengo and Hai mjini wards, through facilitation and the use of theatre and handouts which we had prepared. Our experience was that in particular the use of theatre made the participants really capture the concept of child abuse.
- We facilitated the formation of committees in Majengo and Hai which will have the duty to raise awareness on child abuse, identify child abuse cases, identify factors that make the environment unsafe for children and thereafter address those factors. We also prepared a risk assessment tool which was distributed to the committees. For those cases which will be difficult for the committee to resolve they will refer those to the *Baraza* (ward tribunal). The committees were able to begin the assigned task after the workshop.
- We involved teachers, local leaders and government officials, community members as well as mentors (through the theatre) in the planning of these meetings and workshops. This proved to be very valuable in terms of bringing about a sense of ownership in the communities, reducing expenditure and reaching a large number of community members.
- A total of 1,222 people were reached with few resources.
- Shauri Moyo primary school postponed a parents meeting, hence we were not able to reach parents as we had planned to do through this meeting.

**Activities/tactics planned for the coming six months:**

- To raise awareness in Pasua ward in Moshi and Unga Ltd. in Arusha.
- To use the Arusha drama troupe in Arusha interventions.
- To for the sake of both consistence and quality, the Arusha drama trainer will also train the Moshi drama troupe which will be used in Moshi interventions.
- To record the theatre in a few minutes voice clips which we can later use as an awareness tool as well as for raising discussions.
- To collaborate more with our Communication Department.
- To support the child protection committees.
- To evaluate the intervention through learning and sharing meetings.

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

### **Children's programmes**

#### **4.1 Foster care**

##### **Planned targets/results:**

*Development, piloting and practice of procedures for a foster care programme with the Arusha and Moshi local government authorities and Social Welfare departments as an appropriate alternative to institutional care for street living children*

##### **Achievements, challenges and lessons learned during the first six months of 2009:**

- We held a feedback session with the eight CYP who benefitted from foster care provision during the December holidays of 2008/2009. One foster parent has been identified to provide family care for one of our CYP who is undertaking vocation training at Chekereni, Imani vocational training centre. Three follow-ups were conducted to prepare fostered girls for school as well as intervene in family conflicts. One of our foster parents was linked to the social welfare department to facilitate an official application letter for a temporary foster care for the CYP.
- We worked closely with 'Hope for Children' in Arusha to facilitate support for one of the fostered youth with support such as school fees and monthly family allowance, while Mkombozi continues to provide psychosocial and medical care.
- We achieved a handing over from the staff previously in charge of the project.
- There has been a major change on the members of the foster care team which has immensely affected the efficiency and effectiveness of the project due to the challenge of institutional memory. The name of the project has not officially been changed as had been advised by the local authority which hindered our achievement of negotiating the legal aspect and recognition by the Commissioner of Social Welfare. This has also hindered the possibility of placing children into a permanent foster care due to the challenge of legality.
- There was inadequate follow-up of the CYP placed in foster care during the last December that has led to a number of youth dropping out from the foster care placements.
- Lack of clarity on critical foster care and the content of the training package offered hindered effective follow-up of the impact of the training.
- There is greater need for elaborate awareness and involvement of the staff members in internalisation of the foster care procedures and processes to further encourage community volunteers.
- It is important to ensure that CYP in need of critical foster care are promptly assisted to so as to avoid a prolonged stay at the residential centre that might have a negative impact on them.

##### **Activities/tactics planned for the coming six months:**

- To conduct critical foster care training module 2 for about 24 foster parents
- To arrange a meeting with the foster parents for feedback session regarding the experience of December placement.
- To undertake a follow-up visit with all the current foster families to further confirm their commitment and interest to participate in the coming December holiday placement.
- To develop a functional plan for the effective implementation of the foster care project in the coming period.
- To undertake a plan with the community engagement department on how to incorporate local government authorities and the Social Welfare departments in the project.
- To review the foster care activities as stipulated in the five years organisation strategic plan and the planning structure tree to realign them with the current realities.
- To undertake review of the current budget of the project and include the recent grant from Pestalozzi for the project implementation.

### **Community Development**

#### **4.2 Lobbying for the financing of children's services**

**Planned targets/results:**

*Targeted stakeholders are empowered and can prioritise children's issues in their budget planning*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- Evaluation and reflection meetings were carried out in two of the wards where we previously carried out trainings, namely Majengo and Ngarenero, regarding the challenges faced in the implementation of the project and the way forward.
- The encouraging findings from the reflection meetings were that committees had been established to ensure that children's issues are prioritised in the budget planning, and that for the very first time in Majengo ward, the ward budget of 2008/2009 also considers the needs of vulnerable children living in the ward.
- The challenges reported on were that although these committees were established, they were not able to reach the intended objective. The reasons given for this were that obstacles and opportunities for development (OOD) meetings at the street (*mtaa*) level did not take place as planned, that there were lack of working tools such as stationeries and that the members of the committees experienced lack of motivation because of such things as no transport allowance for follow-ups.
- These findings were shared with the Ward Development Committee.
- An important lesson learned is that advocacy is an expensive undertaking both in terms of being time-consuming and in need of a big budget.
- We further learned that the results of advocacy work like this take times to become evident, which can be discouraging, and that we probably could have achieved more if we had taken other stakeholders on board, such as other Non-Governmental Organisations (NGOs) working with children.

**Activities/tactics planned for the coming six months:**

- To work more closely with our own advocacy team and with other NGOs working in similar areas.
- To involve counsellors and municipal executives, as was suggested by street and ward leaders.

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

**Affordable Computers and Technology for Tanzania (ACTT)**

**5.1 Income generating initiatives 1 (Sales and other services report)**

**Planned targets/results:**

*ACTT makes 20% profit from sales / services and starts to cover charity wing activities from this profit. 14% is from hardware sales, 3% maintenance and 1% repair and installation of hardware and software and 2% from training (2009)*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- Total sales from all income sources from January to June amounted to 64,610,390. This is a monthly average of 11,747,343, which is slightly below our target of 12 million a month. However, compared to the same period last year, there was an increase of around 3%.

*Table 14: Matrix on breakdown as per income sources*

Income source	Average per month	Total sales	% of general income
Hardware sales	8.3 million	49,837,850	77.1
Training sales	1 million	6,045,000	9.4
Maintenance, repair and IT support	1.4 million	8,350,490	12.9
Internet and secretarial services	65,000	387,000	0.6

- We are noting a growth in income from training and internet services compared to last year and we believe there is more potential in the area of maintenance, repair and IT support services. A new source that could be explored and marketed further is the renting of IT equipments. We have therefore reviewed our targets, and the targets for monthly income for the next six months are as follows: 9,000,000 from hardware sales, 1,100,000 for training sales, 250,000 from internet and secretarial services and 1,800,000 from maintenance, repair and IT support.
- We believe that there are several factors that contributed to our increase in income from sales, the most important ones being the now strong brand name of ACTT within Moshi, ongoing proactive marketing through distribution of publications and our website and ACTT participation in a two day ICT exhibitions hosted by the A&A Computers Company and held at the Cranes Hotel in Moshi. We have also improved our customer handling skills through attending a one day Customer Care and Service workshop facilitated by our Sales and Marketing officer. The focus was on the best ways to handle customers during and after sales, communication skills, conflict and stress management as well as on professionalism at work including value of time. Lastly, planning and designing of marketing and sales strategies and tactics, with the aim of boosting our sales, was done with each team and with the support of all team members, and implemented at the beginning of the year.
- During the above mentioned ICT exhibition we learned that one of our main challenges is that we are facing tough competition from our core competitors in Moshi when it comes to prices. We realised that we had to adjust our prices particularly on TFT Monitors to cope with the competition. More importantly we need to be one step ahead by introducing new items, particularly parts which is our priority, the next six months. We have already purchased a display table/cabinet and started displaying parts and accessories for sale.
- To increase our income from the internet section, we also restructured the internet café and secretarial services costs; a new system of codes was introduced and a slight increase of browsing prices was introduced to cope with the increase in operation costs. We further need to do a proper business plan for the internet café services to optimise its performance, as well as invest in secretarial materials to generate more income.
- A new learning is the realisation that travel and tours company offices can be very effective points for finding clients who may be interested in supporting schools through our Support a school programme and will utilise these offices effectively particularly in the coming high tourist season.
- We are also learning about the market trends; in February our income was 12,550,150, doubling the income in January which was 6,158,150. We attribute this to the fact that being the beginning of the year, organisations, businesses and schools are mostly doing planning in January, and expenditures start during the following month.
- We managed to keep to our budget lines, thanks to the support of our finance team. During the next six months we will have to adjust some budget lines to accommodate for building exhibitions as well as advertising costs, which we want to prioritise.

**Activities/tactics planned for the coming six months:**

- To prepare and hold exhibitions. We will start in Moshi during the first week of July; the August Nane Nane exhibition will follow in Arusha, then an open space exhibition in Moshi in mid-September. We also plan to make an exhibition using our car in Tanga, Rombo, Mwanga and Moshi during the period October to the second week of December.
- To procure parts including CD drives, TV cards, flash, cartridge, printers, blank CDs, hard disks, paper clips, hubs, universal batteries, and DDR memory chips among others.
- To update the computer sales and services matrix on a monthly basis.
- To hold a 'support a school' campaign in Arusha, Manyara and Tanga regions by spamming post office boxes.
- To conduct a planning meeting for development of a computer loan scheme to specialised groups i.e. teachers and Mkombozi.
- For each team to do sales promotion through office to office visits.
- To source for advertising tools, including placards, badges and generator before the above mentioned exhibitions.
- To do trainings in customer care skills.
- For our Sales Assistant to do the test for certification on QuickBooks.
- To identify a back up person/apprentice to support sales services.
- Budget development to take place on August 3<sup>rd</sup> -7<sup>th</sup>.

- To purchase or design an ACTT literature display box including stickers, packaging, business cards and seal.
- To repaint our doors.
- To set advertising display in the computers at our internet café.
- To advertise for our services through radio, newspaper and magazines.
- To display our Microsoft Authorised Refurbisher (MAR), Tanzania Education Authority (TEA) and Unlimited Potential certificates.

## 5.2 Income generating initiatives 2 (Processing, maintenance, repair and IT support report)

### Planned targets/results:

*Operational efficiency of the hardware for our clients and in Community Technology Learning Centres (CTLCS) with effective systems and procedures*

A CTLC 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 centres, schools, libraries, or other convenient locations.

### Achievements, challenges and lessons learned during the first six months of 2009:

- We conducted 19 maintenance visits and eight emergency calls to educational institutions, which accounts for more than half of our yearly target. This is a good achievement, considering that we still have more than six months to do maintenance at the remaining education institutions. The schools visited include Rau primary school, Mahida vocational training centre (VTC), Vunjo secondary school, Anwarite girls secondary school, Enyoorata girls secondary school, Monduli folk development college (FDC), Kiomeni girls secondary school, Arusha modern secondary school, Mwema children's centre, Marangu hills primary school, Handeni FDC, Shauritanga secondary school and Mamtukuna FDC. Six of these schools were visited twice.
- We repaired 110 equipments and 90 hours of IT support was offered, mostly to Mkombozi Moshi and Arusha main offices but also to other clients.
- We received two consignments from Digital Links International and when writing this report a container of 300 computers with flat screens is en-route. The first consignment was of 29 laptops while the second was of 25 TFT monitors and various accessories including CD drives, memory chips, expansion cards and others. Being the first time for us to do these shipments by airfreight we found it to be very fast, efficient and are generally satisfied with the content. We did however have a little problem with few missing items, this is still being investigated. The new items are creating more interest from customers, and we are confident that we will make good business from them.
- We still have challenges related to power while doing maintenance, and we still plan to buy a bigger generator when acquiring enough funds. We also had some problems with Compaq power supplies, and have tried to source for an expert in Dar es Salaam to support their repair.
- There were a few challenges related to the quality of maintenance services (particularly regarding viruses) offered to some clients. It was agreed that the team supervisor is to do follow-ups during the next six months to identify where the problem is as well as to support apprentices to have a better understanding of the service provision and hence offer better services.
- Generally, a call was made to the team to address software consistency, validation issues as well as antivirus. A book has also been introduced to record all clients support calls and recommended actions. This will help us to make an analysis of the best ways to support schools and other clients.
- A main lesson learned is that there is a constant increase in income from maintenance, repair and IT support, despite the fact that we have not marketed these services proactively. This shows a great potential for these services as regards generating income.
- A review of maintenance contracts costing and IT support pricing was done and implemented, as shown below.

*Table 15: Maintenance contract*

<b>Duration</b>	One (1) Year
<b>Amount</b>	500, 000 for institutions not more than 15 km from our offices, if no more than 20 computers. 675,000 for institutions not more than 200 km from our Moshi office. We can further negotiate depending on distance, support for technicians when they visit and concentration of other institution within the locality.
<b>Number of Permanent Visits</b>	Three (3)
<b>Number of Emergence Visits</b>	Four (4) visits considered on the basis of this being the last resort and distance.
<b>Services Offered</b>	General internal and external cleaning and blowing, scandisk and defragmentation, antivirus updates, checking and stabilising/reinstalling programs and software, software and hardware repairs, consultancy etc.
<b>Other charges</b>	Costs of parts replaced exceeding 25,000 or unavailable in our stock.

Table 16: IT support

<b>Duration</b>	Available anytime of the day
<b>Charges</b>	One (1) hour (spent on site)= 10,000
<b>Installation charges (per PC )</b>	Windows 15,000, Office Package 10,000, Antivirus (Free ware) 5,000, School Package 3,000, Win zip, Acrobat reader 2,000, total 35,000
<b>Networking</b>	Depending on the number of computers and distance between networked computers, e.g. 5 computers in the same room, equipments including network cables, RJ 45, Clips, Hub, cost approximately 100,00 and hourly charges of about 30,000
<b>Other Installations</b>	Depends on availability, authorisation, and buying prices
<b>Other charges</b>	Charges referring items to be taken to ACTT workshop for further technical workings/expertise/machinery, charges incurred on parts replacements  Cost of travel to the site, data backup system setups
<b>NB!</b>	Charge of hours spent are counted starting the time a technician leaves the ACTT office in Moshi town to the client's site. A form is to be filled on any work and hours spent at the site, agreed and signed by both parties.

**Activities/tactics planned for the coming six months:**

- To conduct office to office visit to research and market our technical IT services including offering onsite support.
- To review maintenance contracts with some clients.
- To finalise clearing and start processing of the new computers
- To re-visit schools interested in renewing contracts including Vunjo secondary school, Mabughai FDC, Anwarite girls secondary school, Enyoraata girls secondary school, Handeni FDC, Mamtukuna FDC, Mnini secondary school, Mlama secondary school, Mawela secondary school, Msinga FDC, Rau primary school, Kiomeni girls secondary school, Marangu primary school, Mahida secondary school and VTC, Msinga FDC, Mwema children's centre, Tekua VTC and Karanagai secondary school.
- To set up a staff responsibility and maintenance schedule.
- To install computers in supported schools, as they join the program.
- To conduct emergency technical support visits on a call basis.

- To conduct maintenance visits for up to 3 schools monthly.
- To set up the share-all programme in Outlook for reminders.
- To order technology licenses.
- To conduct a workshop on quality on maintenance processes.
- To ensure validation of computers.
- To conduct follow-ups on balances on maintenance.
- To re-design the ACTT network.
- To set up security protocols in the Mkombozi server.

### 5.3 Support a school

#### Planned targets/results:

1. 18-20 educational institutions receive computers and function as CTLCs per year
2. 72 CTLCs (2006-2011) established with the necessary effective infrastructure and systems

#### Achievements, challenges and lessons learned during the first six months of 2009:

- Seven educational institutions joined our 'Support a school' programme as CTLCs. This is slightly below our target, but we believe that more will join in the coming six months as the beginning of the year is normally a challenge since most educational institutions do their planning during this period. These institutions include: Karangai secondary school, Salama orphanage training centre, Ebenezer English medium primary school, Umoja youth empowerment centre, Kwa-mkono hostel for the disabled in Handeni, New Hope group centre in Moshi and Highridge primary school.
- Pre-visit was conducted to all these centres, computers were delivered and installed, memorandums of understanding (MOUs) and maintenance agreements were signed and trainings were conducted. An exception was the New Hope Group Centre which is still at a planning stage.
- Pre-visits have also been made to YWCA, proposed by the organisation Make a Difference, as well as to various schools in Kibosho, proposed by African Blackwood Conservation Project and led by James Harries in the US. These schools include Sungu secondary school, Cyril Chami secondary school, Mweka primary school, Singachini primary school, Nsoo secondary school, Msinga FDC, Omi primary school, Singabora primary school. If all goes well these schools will join the programme during the next six months.
- We still face the challenge of getting local cooperate bodies to support schools and although discussed, time has been limited as regards doing more proactive campaigning and follow-ups. We intend to do this during the next six months.
- As also shared in our income initiative report we are learning that travel and tours company offices can be very effective points for finding clients who may be interested in supporting schools, and we will utilise the offices effectively particularly in the coming high tourist season.
- Main evaluation visits were done to eight centres namely Korogwe girls secondary school, Handeni FDC, Msinga FDC, Ebenezer English medium primary school, Mawela secondary school, Vunjo secondary school, Marangu Hills primary school and Royal junior primary school.
- Sensitisation seminars were done at primary schools in Moshi municipality, which gave us some insights and learning's as outlined below.
  - The visits to primary schools showed a growing need of IT equipments, and they urged us to call for more support to assist the schools from local and central government bodies together with corporate bodies.
  - We see that investing in teachers' development is essential for this intervention, as they will push externally for more support. It will as well incite them to learn, and hence greater opportunities are created for sharing knowledge of ICT with students. Exploring loan facilities, i.e. with SACCOS, is essential at this stage.
- English medium schools, which are mainly privately owned, are showing increased interest in our services compared to the past; this shows the impact of our brand.
- We have further learned that it is important to structure our programme to be able to do most of the services for schools including wiring, furniture and networking and that we profit from identifying and establishing good relationships with higher school managements, church based schools, municipal authorities, Tanzanian association of managers and owners of non-governmental schools (TAMONGSCO etc.

- Finally, we see that there is a growing need for internet services in schools, that computers need to be upgraded to be more modern and to accommodate newer software and that more support on maintenance and technical support services is needed.

**Activities/tactics planned for the coming six months:**

- To create a strategy on establishing new partners and recruiting corporate bodies, such as Celtel and Vodacom, to support this intervention. This includes sending letters to these bodies about supporting schools.
- To conduct evaluation of the CTLCs not evaluated already.
- To write a report on the pre-visit to YWCA, and to communicate with 'Make a Difference' regarding costs.
- To enter contractual agreements with new CTLCs, and to make and training plans for interested schools, as per registration.
- To review CTLCs' functions, MOUs and maintenance contracts in this intervention support school as well as to ensure that the payment issue is taken care of.

## 5.4 Capacity building and IT trainings

**Planned targets/results:**

*1200 students per year trained at ACTT and CTLCs*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- In total 1109 students were reached by our trainings. Out of these, 774 students were trained to completion in various courses. These includes basic computer awareness courses covering introduction, word, excel, and internet; more advanced courses covering graphic design, publisher, power point, QuickBooks, hardware and networking. 238 out of those who completed their courses were trained at ACTT and 536 at the various CTLCs.
- The training team also recorded the highest income made so far. While our contribution in percentage to ACTT's total income last year was 6.8 at its highest, we reached 9.4 during this reporting period.
- The internet café was improved through expanding the range of services provided to include photocopying, lamination and paper cutting. 1626 people from the community visited us to use these services.
- We have previously faced challenges related to getting feedback on numbers of students trained and reached at CTLCs. To address these as well as general trainings challenges, an evaluation visit was done to eight CTLCs. We identified challenges related to communication, proper network reception, preparedness, records keeping, systems for registration of student intake to IT classes, lack of work plans and lack of printers for schools to be able to print their own teaching/training resources. We further saw a challenge related to the curriculum, in that there is a requirement to use government curriculum which is not compatible with ours as well as not being applicable to some age sets i.e. primary school children. Finally, we detected a need to upgrade PCs formerly supplied as they are becoming ineffective with age as well as to renew maintenance contracts as a number of computers were found defective due to lack of maintenance. We are at the moment discussing to have a teachers meeting to address these challenges and come up with a way forward.
- Another challenge within the team responsible for this intervention is the lack of sufficient personnel, which hampers successful completion of some of the activities planned. To address this it has been suggested to enter an agreement of at least six months with a woman who has been partially volunteering to support the team, as well as to plan for and start the training of some Mkombozi youth in training skills.
- We noted an intake increase at the beginning of the year, and attribute this to form four and six students who finished their education and awaited their results so as to proceed with further education. We see this period as a great time for marketing this service to schools and institutions, so as to increase our reach.

**Activities/tactics planned for the coming six months:**

- To conduct trainings of new students as per when they are registered.

- To do quarterly follow-ups of ACTT graduates for their success stories, as well as to collect testimonials from students and CTLC trainers.
- To identify and negotiate for upgrading of CTLC trainers.
- To do follow-ups on CTLC training evaluations
- To review the CTLC contracts, particularly the training element, in line with MOUs and maintenance contracts.
- To continue CTLC trainings for new CTLCs as soon as they are set up.
- To conduct two sensitisation seminars, one in July and one in October.
- To raise IT training skills of vulnerable youth, a new intake is planned for in mid-September.
- To continue to register internet café attendance for reporting.
- To have a meeting to discuss and explore CTLCs training challenges with teachers.
- To research possibilities for incorporating our curriculum into the primary school TEHAMA (ICT) curriculum.
- To conduct a training of the teachers in Moshi municipal council.
- To make a business plan for the internet café and secretarial services in cooperation with our Sales and Marketing officer
- To photocopy training manuals and supply them from the internet café.
- To procure a binding machine.
- To re-design internet café tables
- To make an agreement with our volunteer on a six months contract to support training efforts.
- To do a restructuring of the classrooms; tables to be redesigned, chairs to be repaired, tables to be added.

## 5.5 Stakeholder sensitisation on IT for development

### Planned targets/results:

*150 stakeholders (government officials, school heads, boards etc.) sensitised to the potential of IT per year.*

### Achievements, challenges and lessons learned during the first six months of 2009:

- On April 30<sup>th</sup>, ACTT conducted a one day sensitisation seminar for primary school teachers from all the primary schools in Moshi Municipality, both public and privately owned. The heads of schools, the District Education Officer, the Regional Education Officer and the Municipal Director were invited. The seminar was attended by 50 participants representing the schools invited, and the guest of honour was the Municipal Council Secretary from the office of the Municipal Director. The key topics during the event were: ICT as an enabler in empowering education and community development; Challenges facing ICT in Tanzania; Our roles in reaching out to support ICT initiatives; Suggestions from teachers on the best ways to learn and acquire computers at affordable means.
- Although there is a formal subject taught on ICT in primary school, teachers expressed that they lack skills and materials for teaching the subject. Recognising the importance of having ICT awareness and skills, the teachers felt that the government need to support them more. One of the major obstacles in having computers at the schools and promoting ICT is lack of electricity in many schools.
- Through very successful discussions, a debate forum as well as from feedback on forms shared to get the participants' view, we got the following input during the seminar:
  - Due to power issues affecting most schools, one should look into sharing of computer facilities with schools that have power.
  - More capacity building of teachers should be done, as well as computer accessories particularly on a loan scheme to be able to offer quality trainings to students
  - Our seminars should be more practically oriented, have more time and take place more frequently.
  - A more spacious hall should be used for the seminars
  - It is wise to involve head teachers in these seminars, as they are the decision makers, and we can also work with them to get donors for the 'support a school' programme.
  - One should encourage Tanzania electrical company (Tanesco) and the ministry of education to provide power to schools in a simple and affordable format.
  - ACTT should look for alternate power sources and/or low powered computers.
  - ACTT should supporting practical application of the new TEHAMA curriculum.
- The following resolutions were also agreed upon:
  - ALL teachers were ready to support ACTT's mission on ICT and committed to respond positively whenever a call is made by ACTT on the issue of ICT. Their commitment also became evident through

the great solidarity shown towards ACTT and through their recognition and appreciation of the work done by ACTT in supporting schools throughout the northern zone.

-ALL teachers were ready for computer training by ACTT, and made a special request to get this for free or reduced costs.

-ALL teachers were ready to negotiate and enter an agreement with ACTT and the authorities concerned regarding buying computers on a long-term payment scheme.

- When discussing how to make sure we have equally good outcomes also in future seminars, we agreed to target specific groups and also to have someone taking the minutes which will be analysed to advance learning and to enable us to plan the way forward.

**Activities/tactics planned for the coming six months:**

- To conduct two sensitisation seminars, one in July and one October.
- To utilise the 'support a school' campaign as well as our Mobile shop in various locations i.e. in Rombo, Same and Mwangi, to sensitise the community on IT.

**5.6 Apprenticeships and livelihood support**

*5 CYP join apprenticeship programme per year and for a period of 3 months each*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- Six CYP have joined hardware training since the beginning of the year, four are still continuing with training while two have registered for the short term apprenticeship programme. Thus, a total of five CYP are now in the apprenticeship programme, this includes the three who have been in the programme since last year. Ally Abubakar, who was in the long term apprenticeship programme, has now been fully employed in ACTT as a workshop technician.
- This is definitely past our target. We are planning to increase the number of apprentices in our programme to more than six per year as we are confident that we can handle this with the increasing activities at ACTT, as well as the current arrangement with Mkombozi to now count this training of youth as part of ACTT's contribution to Mkombozi services.
- We have identified six youth who will join an entrepreneurship course, thereafter two will be supported to start Banda businesses. A Banda business is a small-scale business conducted in populated locations from a small 'hut'.
- With this increase follows the challenge of monitoring and supporting the youth to ensure that they are well prepared for whatever career path they choose to join, as well as of ensuring that they get the maximum out of the time they are at ACTT. We also want to support them in either getting employment or in gaining self-employment skills. In line with this we have started discussing as well as implementing some of the following:
  - The planning of entrepreneurship-skills training and support, and as mentioned above we have already identified some youth who will start such training.
  - The restructuring of apprentices' intake forms to include key duties and a plan to ensure that all important practical areas are covered during apprenticeship or fieldwork.
  - To create awareness on IT as a career path, profiling their performance and advising on areas they could do well within IT.
  - We have agreed to also restructure the training proposed for CYP to cover awareness, hardware and networking
  - Each ACTT staff member is to mentor one youth amongst the ACTT trainees and apprentices during their period at ACTT.

**Activities/tactics planned for the coming six months:**

- To hold a one day awareness workshop on IT as a career for Mkombozi CYP completing formal education in November.
- To continue registration of CYP for hardware and awareness courses.
- To carry out registration of CYP during July to September, for the apprenticeship programme.
- To deliver an entrepreneurship course for six youths and two teachers.
- To provide support to apprentices on follow-up regarding jobs in Longido, Karatu and Monduli.
- To continue the monitoring and evaluation of the apprentices.
- The Banda Business to be planned, researched and started up.
- Each ACTT staff member to identify and mentor one youth amongst the ACTT trainees and apprentices.

**Objective 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 living children**

## **Quality Assurance**

### **6.1 Professional development for our staff**

#### **Planned targets/results:**

1. *Systems for staff reward linked to performance and achievement of strategy*
2. *Training programme for staff developed to build their understanding of Mkombozi's values, strategies and tactics*

#### **Achievements, challenges and lessons learned during the first six months of 2009:**

- Between January and March a new way of conducting Employee Performance Appraisals called Performance Agreement Process was developed and applied by our Human Resources department. As a preparation for this, all staff participated in workshops where this methodology was introduced. The Performance Agreement enabled us to conduct, review and make assessments of performance goals and also to set objectives. Our experience was that this way of conducting Performance Appraisals facilitated staff members to engage in a meaningful discussion with their supervisors and managers about their work.
- After the performance appraisals staff were awarded salary increase to cater for increased costs of living. The increase was based on the organisation's decision to review salaries based on the current inflation in the country. Cost of living increase which started to be paid in February ranges from eight percent to 14 percent, with the lowest salary levels receiving the higher percentage of increase. This action created a leaning towards a more egalitarian salary structure.
- In May 2009, Mkombozi's director facilitated a Professional Development Workshop. The workshop provided staff members with more insight into Monitoring and Evaluation and Project Management, and provided an opportunity to reflect on and discuss our values strategies and tactics.
- Mkombozi normally gives staff time to retreat every year, so that they can relax, reflect on their achievements and challenges as well as to make future plans. During April and May all of our staff members went for retreats, with their different departments.

#### **Activities/tactics planned for the coming six months:**

- To ensure on-job capacity building through trainings, workshops and/or external educational opportunities.
- To work on reward systems to motivate staff.

### **6.2 Most significant change & SROI = M&E**

#### **Planned targets/results:**

*Mkombozi's M&E systems enable us to track the impact of our work on our client's lives and places the rights and empowerment of children/youth at the heart of all the organisation does.*

Mkombozi's M&E system consists of three main approaches, namely Result Based Management (RBM), The Most Significant Change Technique (MSC) and the Social Return on Investment Approach (SROI). Our new M&E Technical Advisor started in her job in January this year, and a large part of this reporting period has been spent getting familiar with Mkombozi's M&E systems and documents.

#### **Achievements, challenges and lessons learned during the first six months of 2009:**

- The entire M&E team, consisting of members from all Mkombozi departments, met twice. The focus of the meetings was to sum up what the function and role of the team has been until this point and to plan the way forward now that the M&E Technical Advisor is in place. It was agreed that the team mainly will be a forum for giving input to the M&E Technical advisor as well as for exchanging information, and that it will meet every three months.

- As mentioned in previous monitoring reports, three subgroups have been formed under the M&E team; namely the RBM group, the MSC group and the SROI group. These groups each met once during this period, to strategise as regards implementation of our different approaches.
- We conducted our biannual M&E and planning week in June. An important activity during this week is for our different departments to share reports on achievements, challenges and lessons learned during the past six months in their respective groups and thus to collectively write the biannual monitoring report. The staff from the Children's Programmes gave the following feedback on their process:
  - Most reports depend on quantitative data which makes it difficult to see the qualitative work done.
  - There was improved teamwork, team spirit and awareness of the interconnectedness between our work areas. Staff members were being able to realise targets which belong to other intervention areas.
  - There was improved ownership of the reports by the teams, and ability to receive critical feedback from other staff members has raised the quality of the reports. There was a greater level of openness when the teams were told clearly by their colleagues if their reports did not meet the expected standard. The feedback was given within the premise of unconditional positive regard.
  - The introduction of the linking of the reports with the budgetary implications presented a complete picture of the interventions.
  - It was encouraging to see the attempts made by the teams to realign their reports with the M&E framework and the planning structure tree.
  - The language for report presentation was simple and accessible to all the participants which ensured participation of all the staff members.
  - The chance for the staff members to facilitate the reporting of various interventions increased the sense of ownership of the process. This further improved the gaps between the various staff teams including creating more awareness of one another's jobs.
  - The staff appreciated the improvement of the quality of the reports compared to the previous periods.
  - There was improved respect for one another during the presentation and most of the staff observed that the monthly report made the writing of the biannual report easier.
- At the last day of the M&E week, when we normally share highlights and challenges of the past six months, as well as look at the coming six months, we also invited our stakeholders to be present. Children and youth from our residential centre, ward representatives, teachers from primary schools we work closely with and representatives from the regional social welfare office in Kilimanjaro region and the community development office in Arusha and Kilimanjaro regions were therefore part of this sharing and learning, and were able to comment and ask questions. This was a very useful experience, and we plan to make it a permanent part of our M&E and planning week.

#### Result Based Management:

- Mkombozi has an online database which is meant to give us accurate information that we can use both for external reporting as well as for internal analysing and understanding of emerging trends in our work and among our stakeholders. It has during this reporting period become clear that we are facing some serious challenges regarding the usability and usefulness of this database. The challenges relates mainly to that it is rather complicated and time consuming to use, which leads to data not being fed in correctly or not being fed in at all, and to that it is not clearly differentiated between the total number of different children and youth receiving a certain service and the total number of times a service is provided in the statistical reports created from it. Some of our previous monitoring reports have therefore not been entirely accurate when it comes to this differentiation. We have during these six months held two meetings where we have discussed how to solve these challenges, as well as become clear on which data we actually need for our reporting and internal learning. We have communicated closely with the creator of the database, and he has started to make the amendments needed. This is however a long process, which we hope will be completed by the end of this year. In the mean time we have created a new and simple manual system which enables us to make the differentiation mentioned above.
- Mkombozi has an M&E framework (an M&E plan), describing our targets, the M&E question related to this target, the indicators, where to get the data needed, which tools to use for collecting data, when to collect the data, who is to collect it etc. The framework has so far not been used very actively by our staff. The RBM team has gone through our framework and compared it to those of other organisations, with the aim of simplifying it so as to make it more user-friendly and hence promote organisational ownership. In the course of this, and through discussions with staff members, we did however realise that what seems to be needed is encouragement to engage with the framework as well as to update rather than simplify it. This work has now been started.

#### The Most Significant Change Technique:

- Mkombozi invites our different stakeholders to write or tell us stories about the most significant change they have experienced during the last six months, as a result of their involvement with Mkombozi. We use these stories, and our discussions of them, to track whether we are making progress towards our strategic objectives, and as a result of this, to advance organisational learning. During this reporting period 27 stories were collected. Through a selection process that took place during our M&E week and which involved four different organisational levels where each level select the stories they value as the most significant before passing them on the next level, the 27 stories were reduced to the three stories below. This selection process did as usual take place during our M&E and planning week, and helped us to reduce the larger volume of stories to a small number of more widely valued stories identifying the actual impact of our work.

#### **The story of my life**

I was working for a lady as a house girl. But eventually I told her that I wanted to quit because my age did not permit me to do this work anymore. But the lady advised me not to leave my job, because due to my age, if I go home, I might get problems such as getting pregnant or getting diseases, since I do not have any education at all. So she said she would find me a school, so that I could progress. So she found me a school, which was a kindergarten, which was difficult for me because of my age. Eventually she found Mkombozi, another lady told her about this place. And this is where I study now.

I now see big changes, because I did not know how to read or to write. But now I can read and write things, and people can understand what I have written. This is significant to me because I am now able to read things like books, newspapers, and I can understand what the content is about. And, if I see a poster or a sign telling me to do or not to do something, for example, 'you are not allowed to pass here', I understand, not like before when I would pass there anyway because I did not know how to read.

#### **A change of attitude towards street children**

I worked as a research assistant where I interviewed children at Mkombozi Residential Centre in Moshi, and those living in the streets in Arusha. As a result of this my attitude towards street children has significantly changed. The insights I gained in the course of interviewing the street children have impacted me profoundly and now I clearly see the need to sympathetically do all I can to help and advocate for children's rights. I always thought street children were there to wreak havoc on anyone approaching them and so I thought they should be avoided at all costs, but now I know that they have feelings just like any other child, ambitions, are considerate, have potentials to play prominent roles in the society or become champions. They ought to be listened to and their talents nurtured for Tanzania to develop as a nation. At the moment I am doing my best not to avoid any street child whether I have money to help or not, give them a little time and listen, sharing my experiences with street children so as to give them hope and talk to other people about street children in a positive way.

This is significant to me because I perceived street children very wrongly. I thought they were naughty naturally and that nothing could be done to change them. Bravo to Mkombozi! They are doing a commendable job. Now I have a different attitude towards street children, my sympathies lie firmly with the belief that though street children look vulnerable they can be helped out of their problems. Mkombozi has shown the dawn of street children's bright future, let's join and make a change.

#### **To get education is the basis for development**

I am a street child, I came to the streets in 1999. I knew Mkombozi since the time they were giving food to children on the streets, at Mama Miramba's. I still have a relationship with Mkombozi, after they gave me education about how to run a business, and they still continue to visit me.

The most significant change that I have experienced during the last six months is that I have seen my profit increase from 10 000 shillings to 15 000 shillings each month. This is significant to me because I have increased the income from my business, it has grown and now I have made a trolley.

#### **The Social Return of Investment Approach:**

- Mkombozi aims to use this approach so as to put a fiscal value on our impact. We started piloting SROI in 2008, with the assistance and guidance of our partner organisation International Child Support (ICS). After the initial pilot conducted at ACTT, we have however, and due to several different circumstances, not taken the methodology further. Our main challenge has been to clearly understand how we can practically employ the methodology on our interventions. During the past six months we have therefore again been in dialogue with ICS, and had originally planned for their M&E advisor to visit with the SROI team in May. The plan for the meeting was for him to assist us in going through the ACTT example in

detail, with the aim of being able to transfer knowledge gained through this experience to employ SROI also on our other interventions. His visit was unfortunately postponed, but a new meeting has been planned for in July.

**Activities/tactics planned for the coming six months:**

- The entire M&E team will meet twice, and the subgroups will meet as is needed according to the activities planned.
- To continue the improvement of the Mkombozi database and reporting systems.
- To further encourage and advance staff engagement with our different M&E documents, and conduct revisions where needed.
- To analyse all the MSC stories collected these six months, with regards to e.g. which kind of stories are told, which kind of changes are reported, which stories are selected, who tells the stories, who collects the stories etc.
- To conduct a learning meeting with the M&E advisor of ICS in July, and subsequently scale up the piloting of SROI to other interventions at Mkombozi besides ACTT.

**Human Resources (HR) and Staff Development**

**6.3 Team based way of working**

**Planned targets/results:**

*A team based way of working piloted, evaluated and strengthened*

At Mkombozi, a team based way of working was established so that leadership is distributed throughout the organisation and fragmentation is reduced between projects, programming and staffing levels.

**Achievements, challenges and lessons learned during the first six months of 2009:**

- We revised the team structure to: Research & Advocacy, Fostering & Reunification, Self Reliance, Best Practices in working with CYP, Monitoring & Evaluation, Mentoring, Fundraising, Shelter, Food & Health Care, Training MEMKWA Facilitators, Self Actualisation, Street Work, and Education for CYP.
- It was agreed that only employees who fully meet the organisations expectations should be eligible to participate in the teams to ensure that our team based way of working is effective and efficient.
- During the Performance Appraisals supervisor and employee sat together and agreed on teams recommended for the employee's participation.
- Our observation is that there has been sporadic and inconsistent frequency of team meetings. We further observe that for a team based way of working to be successful team needs good leadership, well defined targets, cooperation between members, good communication, vested interest and dedication.

**Activities/tactics planned for the coming six months:**

- To analyse and review the Senior Management Team's (SMT) input and develop an implementation model for a team based way of working for SMT's approval.
- To meet with team leaders regularly for support and assessment of teams' performances.

**6.4 Leadership development**

**Planned targets/results:**

1. *Leadership Development programmes established and implemented*
2. *A cohort of succession leaders identified and systematic plans implemented to enable them to move upwards through Mkombozi*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- In January Mkombozi staff members participated in a leadership course at Keys Annex Hall. The course was geared to enable staff to become leaders.
- As a result of Performance Appraisals, leadership trainings and the organisation's need to fill vacant posts Daddy Hassan was promoted to the position of Senior Social Worker and Day Supervisor, Consol Phillips

to the Position of Finance Coordinator and Yusuph Nyaki to the position of Human Resources Coordinator

- The above mentioned Professional Development Workshop also gave staff members an opportunity to reflect on and put in place individual Professional Development Plans. These plans will be used to identify critical areas where individual employees are in need of development, and subsequently to design appropriate trainings and programmes. This is meant to help enable staff to develop professionally so that they can achieve their performance objectives and eventually to take more responsibilities.
- A good number of our staff members have created and submitted their CVs to the HR department. We have encouraged the staff to keep their CV's updated as they attend trainings or other development opportunities.
- Two new employees have joined Mkombozi during the last six months, both started in January and are based in Moshi. Cuthbert Temu was selected for the position of Night Supervisor and for the position of Monitoring & Evaluation Technical Advisor, Turid Misje was appointed.
- On 23<sup>rd</sup> January 2009 Mkombozi Staff held a farewell party to Kate McAlpine who was the Founder and Director of Mkombozi, while we at the same time welcomed our new Director William Raj. Due to the cooperation and participation of all staff members the function was very successful.

**Activities/tactics planned for the coming six months:**

- To recruit a Children's Programmes Coordinator and Social Workers
- To participate in facilitating organisation development trainings.
- To plan for Senior Staff meetings to take place regularly to strengthen and support policy making and implementation.
- To identify the critical areas where staff need development and design appropriate trainings and programmes.
- To finalise staff training records to further support a strategic staff development plan.
- To support our leaders through the development and implementation of new policies.

**6.5 Other activities in the HR Department**

**Planned targets/results:**

*Improved record keeping in HR and consistent and effective adherence to HR policy and processes*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- We regularly produce the following reports: HR/Admin monthly report, Headcount report, Turnover report, New staff report, Emigration report, Vehicle usage report, Vehicle Maintenance report and Building Maintenance report. This is to keep our management and other staff continuously updated.
- We completed the review and editing of Mkombozi's HR policy. This process was done in consultation with Mkombozi staff, Mkombozi Senior Management Team, and the Labour Office. This participatory process was a positive experience. The revised policy was approved by our Board of Trustees, and is now with our Communications Coordinator for formatting and design.
- Our Volunteer Handbook was reviewed and a new version was made.
- Most of our staff members filled the National Social Security Fund (NSSF) Health Cards. This exercise enables Mkombozi staff to receive free medical services from hospitals which are in partnership with NSSF. The Human Resource department also invited NSSF employees to facilitate the exercise of registering and filling forms for acquiring smart cards. The smart card stores data related to claims management system, social health insurance benefit scheme and other social applications.
- We facilitated the acquisition of a new location for our Arusha office. The new office is simple, much cheaper than our previous office and located in Arusha Town centre.
- Mkombozi's vehicles are repaired regularly and the costs of this have become high. HR has suggested that Mkombozi should purchase materials and garages to perform the repairs so as to minimise costs. Other maintenance and repairs at the centre and offices were done as needed.
- In February some local newspapers published unfounded information about Mkombozi. The Mkombozi Board of Trustees and Management came together and crafted a statement to reject the allegations. The statement was published in various local newspapers.

**Activities/tactics planned for the coming six months:**

- To support our leaders in their planning and decision making process by providing meaningful HR reports, such as updated leave records on a monthly basis.
- To ensure that staff members who have not filled the NSSF Health Cards are supported to do this so that they can access medical insurance.
- To improve staff record keeping and ensure that all HR files are accurate, complete and auditable.
- To produce a Swahili summary version of the new HR Policy
- To build understanding of the new HR policy through staff interaction and communication.
- To ensure high quality car maintenance and safety as well as continue to improve logistic processes to better service programme needs.
- To build relationships with immigration authorities through intentional networking.

## Financial Management and Administration

### 6.6 Capacity development in financial management for non-finance staff

#### Planned targets/results:

1. *Financial and administrative practices maximise efficiency and effectiveness in the use of resources*
2. *Internal control systems strengthened to improve efficiency and increase value for money in our programmes*

#### Achievements, challenges and lessons learned during the first six months of 2009:

- A new chart of accounts, using QuickBooks and which enables multicurrency, was implemented.
- After finishing setting up the new accounting system, the budget and entering all the data, we were able to present the actual vs. budget report to the management and budget holders on a monthly basis. This improves our financial control substantially, and managers and budget holders have a much better picture of the financial status quo.
- Staff advances reports are produced twice per month, where outstanding obligations of Mkombozi staff members are aligned. This decreases the amount of open advances per end of the month, and results in more accurate reports. We do however still face challenges regarding delay in submissions of retirements/receipts from some staff members, which results in reports being delayed and not completely accurate when it comes to actual vs. budget.
- We presented an operational vs. donor budget to the management. This helps our management to see whether all our budget lines are fully covered by donations.
- An auditor from our donor Pestalozzi Children's Foundation came to our office and completed the audit for the Pestalozzi grants.
- We had successful meetings with two of our donors, Pestalozzi and Railway Children. During the meetings we mainly discussed various reports and budgets. Our experience is that we have a good relationship with our donors, and we work hard to keep it this way.
- We did however experience delay in submission of funds from some donors, which lead to shortage of cash flow. We have used the money we received from the STARS foundation to cover these shortages in cash.
- Auditors from Menkosult came and did our auditing. The process went well due to the support and cooperation from our managers and coordinators. We are expecting the final report to arrive shortly. It was very useful to have new auditors, who next to doing their job also had suggestions on how to improve our finance systems and procedures.
- Our purchasing officer was successful in encouraging suppliers to accept cheques instead of cash.
- The quarterly donor reports for January-March were sent to Pestalozzi, International Child Support and Foundation for Civil Society.
- The QuickBooks software helped to incorporate valuation of gifts in kind received by Mkombozi in the store system and data for the QuickBooks inventory has been updated. The process of reorder level was followed, but was hindered because of delay in funds.  
Valuation of gifts in kind from January to May = 615,450  
Value of stock for January to May = 16,205,225
- Total Income and Expenses January to May:

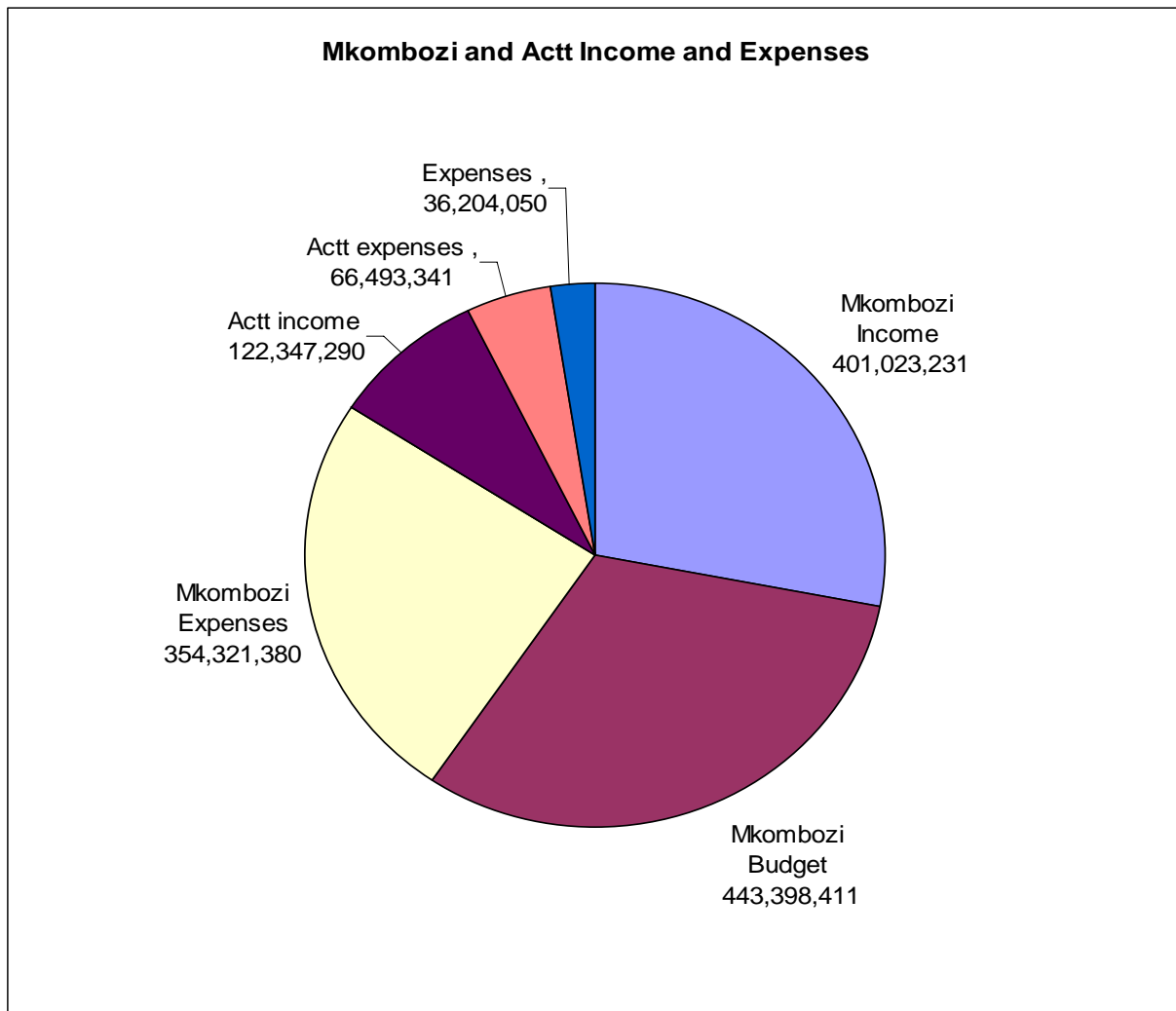
#### Mkombozi

Income = 401,023,231

Expenses = 354,321,929  
Budget = 443,398,411

**ACTT**

Income = 122,347,290.00  
Expenses = 66,493,340.67  
Pending container for computer costs: = 36,204,050



**Activities/tactics planned for the coming six months:**

- To conduct annual validation of fixed assets.
- To consolidate the 2010 budget.
- To do quarterly stock takings (Mkombozi and ACTT).
- To submit reports to donors.
- To do more training of the store department.
- To implement recommendations and suggestions from the auditors.

**Communications**

**6.7 Mkombozi's brand**

**Planned targets/results:**

Up to the end of 2008, this intervention had the following targets:

1. *Progressive and consistent increase in production of key Mkombozi publications (case studies, position papers, research reports, practice manuals, etc).*
2. *Publications consistently communicate Mkombozi's brand identity.*
3. *User surveys indicate increasing satisfaction with website content, design and functionality.*

In the beginning of 2009, these targets were reflected on and developed into the following ones which are more detailed and specific for 2009:

1. *2 ENewsletters monthly*
2. *Staff uphold Mkombozi's brand through e-mail signatures and correct formatting of documents*
3. *Mkombozi's brand is kept consistent through local signs, branded vehicles and constant supply of publications at Mkombozi offices*
4. *Stock of branded stationary supplies kept sufficient (letterhead paper, envelopes, payment vouchers, issued-received notes)*
5. *Mkombozi's website kept up-to-date and its contents stay relevant to the on-the-ground situation*
6. *Prompt, quality responses are given from [@mkombozi.org](mailto:@mkombozi.org)*
7. *General communications tactics continuously feed into other Mkombozi interventions in a facilitating manner that carries our overall mission forward*
8. *2009: Children's Programmes practice handbook and practice booklets published in Swahili and English.*
9. *2009: Programmes Portfolio 2009 published as a booklet*

#### **Achievements, challenges and lessons learned during the first six months of 2009:**

- eNews have generally been going out, but there have been a few gaps in fulfilling our target of two eNews per month. These gaps were mainly an issue of lack of proper planning ahead in the middle of a large workload for the Communications Officer. Mkombozi's second edition of the bi-annual newsletter 'Prioritising Children' was written and published through the website, featuring stories on progress and highlights of the second part of 2008.
- We established new documentation templates to facilitate staff writing. Staffs' upholding of our brand through signatures and formatting is still slightly inconsistent. However, the staff members who are responsible for the most external communications are now managing this well through their documentations and mailing.
- The Moshi offices had its road-signs rebranded into new logotype and colours. Mkombozi postcards were printed to support our external communication with donors, partners and friends. Mkombozi T-shirts were printed in connection to the farewell party of Kate McAlpine.
- Reprints of issued-received notes, payment vouchers and freshly branded letterhead paper, business cards and envelopes took place. All our mail-out stationary now share our new logo and look.
- The section in our website called 'learn more' was updated through a removal of the word 'street children' and other language that we have chosen to step away from, now offering updated and rephrased information and terminology around children living in the streets.
- [@mkombozi.org](mailto:@mkombozi.org) has generally been keeping sufficient response time. However, it has been a challenge to coordinate responses and approvals from different staff members to external enquirers. Especially in the case of site visits, it remains a challenge to give potential visitors quick replies to emails due to lack of speed in internal coordination.
- The Annual Report of 2008 was in the making for several months; this time through a process which tapped into staffs and children's experience through interviews as well as written accounts, thereby giving an increased sense of closeness to the details and successes of our work (NB! Available through [www.mkombozi.org](http://www.mkombozi.org)).
- In the past, it has often been observed how the Annual Report, even if translated into Swahili, is written in a way that largely targets an international audience and less our local audience. This year we discussed the importance of making our annual reporting more available to children, youth and community members with whom we work. We have tackled this by also producing a simplified version of the annual report. This version, 'SNAPSHOT 2008', highlights the main happenings of the year, focusing mainly on client-centred information, and will be an important awareness-raising tool (NB! Available through [www.mkombozi.org](http://www.mkombozi.org)).
- A new organisational brochure was made through a long process of creating new language around the current state of Mkombozi. With the participation of the management team, this brochure has now been published and gives a timely and more accurate picture of the organisation.

- Together with the HR department, Mkombozi's volunteer handbook was updated and published through the website (NB! Available through [www.mkombozi.org](http://www.mkombozi.org)).
- The first edition of our Children's Programmes Manual was designed and published through a photocopy-print as an internal policy for staff use.
- With the main aim of facilitating our fundraising, as well as keeping Mkombozi's work well-documented, we have started the team-based process of reviewing and summarising our Programme Portfolio, a document which details the rationale and methodology of all interventions and support-functions. This will, upon finalising, form the basis for a publication summarising the entire portfolio of the organisations programmes.
- A general challenge in this intervention remains to be the turnaround time for printed materials. We have been working with a new printer this year, and most of the time they have delivered quality products. However, the production times have often been very long and uncertain, slowing down the entire production-queue of prints that need attention. This costs us much trouble, telephone expenses and staff time in the long run.
- A success is that our communications productions now take place through quite a participatory process, more closely including staff and the management team in cycles of conceptualisation, feedback and approvals. The advantages of this approach are many, although at the same time we struggle with turnaround-times due to staff's heavy schedules. During the past six months, we have refined these processes of cooperation to balance participation with staff's schedules.

#### **Activities/tactics planned for the coming six months:**

- To brand Mkombozi vehicles with large stickers
- To make one last road-sign for the main road in Moshi
- To plan and budget for the re-making of our website
- To continue the production process of 'documenting practice' with Children's Programmes
- To follow an ENews schedule to ensure we communicate regularly
- To launch a bi-monthly website news series: 'Mkombozi @ work'
- To change printer for the production of key materials

### **Fundraising**

#### **6.8 Improve success rates**

##### **Planned targets/results:**

1. *Strive for 15% success rate on institutional grant submissions*
2. *Progressive increase in the % of the annual programme budget covered by grants*
3. *Progressive increase in % of fundraising budget covered by grants & unrestricted funding*
4. *Donor Liaison: Cultivate and maintain donors who are involved members of the 'Mkombozi community' (loyal, reciprocal relationship)*

##### **Achievements, challenges and lessons learned during the first six months of 2009:**

- Mkombozi has always had a base of individual donors. However, even though people have given to us once, several or many times, we have not had a systematic and conscious way of tracking, managing and expanding our individual donor group into the shape of its full potential. During the first half of 2009, a twofold fundraising strategy for individual/corporate fundraising was written for local and global donors. Detailing key strategies that interconnect and complete each other, it offers a well-needed framework which will enable us to acquire and keep individual donors. The aim for the funding gained from individuals is increased sustainability, especially for the residential centre, and growth of our emergency fund in 2009.
- A fundraising poster, in both Swahili and English, was produced and printed with the aim to encourage the local population to donate food items, clothes and toiletries to the residential centre.
- We experienced that some local people, especially if they don't know us, are sceptical when Mkombozi solicits them, their impression is that we are already very wealthy.
- Improved personalised thank-you letters or emails are systematically being sent shortly after donations are received.
- An excel tool, a 'living list', was invented to track and upgrade information about donors.

- A metrics for donations income was created, tracking the progress in all our individual and corporate donor groups. This allows us not only to calculate actual monetary income monthly, but also to track how much we save and can put aside from receiving donations of food and items from local donors.
- Regular fundraising appeals went out through Mkombozi E-news.
- We renewed the commitment with a few former local corporate donors. We have learned that personal solicitation with companies can be a long process which requires a number of follow-ups; that we need more networking assistance from other staff, friends and partners in finding prospect donors; and that people rarely give if there is no previous connection to Mkombozi.
- A main lesson learned is that gaining new donors and cultivating relationships takes time; that the work we are putting in now is most of all an investment for future income; and that we need more manpower, or more time, to progress in a more effective way with our individual donors.
- Mkombozi has successfully registered as a private foundation in the USA and obtained 501© status. We are grateful to our USA supporters Ryan Butt and other volunteers who facilitated this process.
- We have six core institutional funders who support most of our work and we are in the process of discussing potential grants from four more donors. Romiley Foundation has shown much interest in our work and we are partnering with them for infrastructural support. Well Springs is a foundation in the USA with whom we are establishing a partnership to receive for some of our work that is not funded and as we have the 501©status in the USA, there are possibilities to obtain some unrestricted funding. We have also submitted grant applications to Wise foundation, Church World Service and Child at Venture and waiting to further discuss and establish partnerships.
- We have successfully established partnership with International Organisation for Migration and partnering with them to facilitate residential care support, education and family referral to some of the trafficked children.
- With the support of Railway Children a joint proposal was submitted to European Union together with Undugu Society from Kenya and JUCONI from Mexico to strengthen our family reunification by piloting the Therapeutic Family Intervention model of JUCONI. We were not successful in obtaining the grant this year but we are very hopeful and enthusiastic to find ways to fundraise so we can pilot this model in Tanzania.

**Activities/tactics planned for the coming six months:**

- To have weekly meetings for the team doing individual fundraising.
- To make a fundraising ad for Australian TV together with an individual supportive donor.
- To create a donor portal in our website that provides donor partners with support and answers to frequently asked questions.
- Two small fundraising events will be held in Arusha, and two will be held in Moshi.
- To make new collection cans and source for locations that accepts them.
- To recruit a fund-raising assistant to support the Director
- To continue planning to have a donor round table meeting

## **6.9 Educate to Empower (E2E) Campaign**

**Planned targets/results:**

*Educational Endowment fund of £120,000 established by 2008*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- Mkombozi was the recipient of 2008 STARS impact awards and part of the gift \$50,000 has been added to the educational endowment fund. Once the investment policy is in place and we are ready to invest this STARS will dispatch this amount.
- Unfortunately Mkombozi's newly recruited fundraiser left the organization early this year, leaving behind a manpower gap in campaign and institutional fundraising. With most of the fundraising work being taken on by the Director, Mkombozi has had to prioritise for more urgent needs, and has so far been unable to reach the final E2E target.
- Due to the delay in reaching this target, it is now important for us to resume our attention around the project through refreshing the common understanding of its management between departments of fundraising, communications, programs, finance and the board. Reviewing our plans in relation to the time we are in is crucial considering the rapid changes that have taken place in the organisation's

systems, staffing and structures. Mkombozi now needs to ensure that E2E is well managed and that its implementation plans stay relevant to its environment and clients.

**Activities/tactics planned for the coming six months:**

- Internally, Mkombozi will refresh its commitment by ensuring that there is a clear understanding and linkage between all departments and their systems around managing this cross-cutting project.
- Recruit part-time fund raiser to support Friends of Mkombozi and also supporting E2E funding activities.
- Mkombozi will source for expert advisors on appropriate investment.
- The following needs to be put in place in preparation for investment:
  - Use policies** that detail how the interest from the endowment will be used, and that specify how use of income could be changed and under what circumstances
  - Invasion policies** which specify the circumstances under which the organisation could invade/use the endowment principal, and who would have the authority to decide to do so.
  - Investment policies** that describe whether Mkombozi invests only for income or if also the investment allows for growth of the principal, as well as answering questions about social responsibility in investment.

**Objective 7: Social, legal and economic safety nets for vulnerable and abused children are strengthened**

**Advocacy and External Relations**

**7.1 Public space information on how to protect yourself as a child**

**Planned targets/results:**

*900 CYP receive information on their rights and responsibilities from Mkombozi education, radio, TV, newspapers, street drama and arts.*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- Picking up from the drama performances which reached hundreds of children in 2008, this intervention is ongoing in 2009. However, during the past six months it has not led to any results although supportive groundwork has been done (see the reasons behind this delay under 'Challenging stereotypes about street living children and Campaigning against child abuse'). We have formed a new cross-team working group for awareness-raising interventions such as these, and this group will be making contents for a key publication on rights, responsibilities and self-protection for children and youth in the second reporting period. Also, a drama troupe in Arusha has been re-created, engaging old and new members, and has been in part-time training over a period of several weeks. See more information about this under 'Challenging stereotypes about street living children and Campaigning against child abuse', which largely goes hand-in-hand with this intervention.

**Activities/tactics planned for the coming six months:**

- Mkombozi's first child-friendly publication on self-protection will be produced and printed for long-term use.
- Drama performances with aspects of self-protection will be performed in target communities.

**7.2 Challenging stereotypes about street living children and Campaigning against child abuse**

**Planned targets/results:**

- 1. The campaign produces a drama on child abuse, each performed a minimum of 15 times in target communities, religious services, market places, schools, street festivals, seminars and other occasions*
- 2. The campaign produces, publishes and disseminates in-depth booklets in accordance with its overall objectives*
- 3. A campaign flyer is produced and disseminated during drama performances*
- 4. The play is turned into a radio production which is then broadcasted*

5. *The play is filmed and burnt into DVD's for sharing with stakeholders*
6. *Literature reviews are conducted in accordance with the campaign objectives*
7. *Annual thematic street festivals are conducted in Moshi and Arusha*

Two parallel goals of Mkombozi's overall advocacy is for child abuse to become well-known and addressed, and for the public to learn more about the conditions, backgrounds and potentials of children in the streets. The activities for working towards both of these goals currently lie within the intervention 'Campaign against child abuse'.

The continuation of this intervention was put on pause after the Christmas holidays. The cross-team cooperation that was planned for this intervention was at that time relying on the foundation laid from the Employee Performance Appraisals, and the setting of performance objectives which acknowledge this cooperation. This foundation was not finalised until March, when half of the reporting period had already gone by. We are doing our best to compensate for this delay. We are also working more strategically by having appointed a few key staff members who form a team working with the Communications Officer on continuous conceptualisation of awareness-raising.

#### **Achievements, challenges and lessons learned during the first six months of 2009:**

- An understanding about the continuance of the 'Tulinde watoto sasa!' campaign was reached for Arusha drama activities. This year, we have initiated a joint effort to form a youth-centred drama troupe with the double objectives of raising awareness and creating skills and opportunities for the troupe in question (see more information under 'IT, sports, drama and creative arts'). A small troupe has been recruited, at the moment consisting mainly of non-client youth, and have undergone a several weeks long training with a drama consultant in preparation for awareness raising, thereby laying much of a needed foundation. They have worked on a couple of shorter pieces that we are now gradually putting into use as they improve. The troupe will continue to actively encourage street-based youth to engage in the activity.
- The Moshi awareness-raising team is taking forward the educational booklets, and progress has been made in ensuring applicability when communicating international definitions of abuse in our local context. A Swahili version of the first booklet is being finalised. After this, we will start working through several other booklets. The funding for this production, covering printing costs, will be used in the second half of the year.
- Small stickers, bumper stickers and posters have been produced as part of the campaigning. However, due to challenges in delays of our current printer, these are still awaiting production.
- In the first reporting period, we have not conducted any literature review. However, as we prepare for new booklets during the rest of the year, this will be an ongoing activity.
- The annual thematic street festivals have not yet taken place due to the delays mentioned above, and these funds will be used in the second reporting period.
- Activities/tactics planned for the coming six months:
- The drama troupe will improve their current two minor productions. Once this is done we will start using the funds for this intervention to turn this into sound-recordings and get airtime to broadcast one or several episodes, depending on which station we decide on.
- As above, since we have not yet finalised productions, the funding we have for filming the play and burning DVD's will be used in the second half of the year. All productions will thus be filmed and recorded.
- One larger production takes place around October.
- The remaining booklets, on children in the streets and child protection, will be produced and printed.
- Plays will be performed in street locations and target communities.
- To work much close with Community Engagement (CE) with the aim of getting the campaign to better facilitate CE interventions.

### **7.3 Lobbying for legal reform for children, 50% campaign and Caucus for Children's Rights (CCR)**

#### **Planned targets/results:**

1. *To repeal RUPA (Removal of Undesirable Persons Act)*
2. *Dialogue with practitioners about need for children's statute*

3. *Push for the tabling of children's statute in parliament with minimum standards for child protection for professionals who come into contact with children*
4. *Bus shelter ad campaign*
5. *Branded vehicles*
6. *Popular campaign*
7. *Radio programs, street interviews, phone-in's and panel discussions*

**Achievements, challenges and lessons learned during the first six months of 2009:**

- 2009 is the year of institutionalisation for the Caucus for Children's Rights (CCR), a network which Mkombozi has played a very active role in setting up over the past few years. Thanks to the arrival of independent funding for the CCR, the consultancy of a coordinator and strengthened cooperation between member organisations, the network is now established as an independent and registered entity. This is a great achievement which will strengthen future cooperation between institutions, organisations and individuals in the awareness-raising and realisation of children's rights.
- Mkombozi holds membership in the CCR through a memorandum of understanding, now carrying an equal amount of responsibilities as other member organisations through the participation of two representatives; Programmes Manager and Communications Officer.
- The coordination of these interventions has now been completely taken over by the CCR, and Mkombozi continues to play an active role in them as a member organisation.
- Mkombozi would like to refer to the CCR's first bi-annual monitoring report, detailing the progress of these interventions and the organisational progress that has been made since the beginning of the year. The report is available upon request through [info@ccr-tz.org](mailto:info@ccr-tz.org).