



Mkombozi
Empower. Engage. Enable.

Monitoring Report:
July – December 2009

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

1.1 Provision of MEMKWA

Planned targets/Results:

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

This is a regular activity of providing Non-formal education at the residential centre. The MEMKWA programme has been developed by the Ministry of Education 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 one of the first NGOs registered as a MEMKWA provider.

Achievements:

- There is an improvement in attendance as well as the behaviour of the CYP and more CYP are now able to read and write due to an improved teacher to child support by the educators.
- The carpet making project (art and craft) has been initiated and their work was exhibited at Moshi district Non-Formal Exhibition day in November 2009 and the Mkombozi open day.
- Relevant text books were finally purchased to further improve quality of MEMKWA provision which was not possible in the beginning of the year because of the cash flow problems.

Challenges:

- 10 CYP coming from Moshi streets dropped out. Some of them were mainstreamed by a Good Samaritan to study in Kenya.
- Purchase or making of teaching aids could not be accomplished and has been planned for 2010.
- There was interruption of one of the MEMKWA classes twice a week when the educator had to provide Non Formal Education (NFE) in the streets.
- Reporting in time for classes is always a challenge as some of the CYP from the streets attend to their petty businesses before they come for classes.

Lessons learned:

- CYP have the capacity to improve their mastery of reading and writing if they are given effective individual attention by the educators.
- It is important to try and facilitate mainstreaming of the CYP in MEMKWA centres closer to their homes.
- It is important to profile the student from the surrounding community that can be supported at MEMKWA and set specific plans to meet their specific goals.

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	82
Male	38	10	1528
Total	39	10	1610

Activities/tactics planned for the coming six months:

- Work with social workers on how to mainstream the MEMKWA students into the schools within their localities.
- Buy uniforms for the students and prepare portfolio for each of them.
- Arrange for an educational tour.
- Enrol 20 CYP into MEMKWA and plan for accommodating them well so they persevere in their education through arranging transportation from the streets, look at the possibility for late breakfast for the students who come from the streets and to arrange for haircut to enhance neatness.

1.2 Street work, Mobile School and Mobile Unit

Planned targets/Results:

1. *Contact identification and Intake Screening and Assessment Packages (ISAPs) completed for 150 CYP per year on Moshi and Arusha streets*

2. 150 CYP per year attend mobile school or mobile unit in Moshi and Arusha and receive NFE on the streets.

Street work is carried out in both Moshi and Arusha on a daily basis while the Mobile School and the Mobile Unit is taken to the street twice a week in both towns. While on the streets the street workers provide NFE, sports and arts sessions, health education, first aid, STBK training, warm clothes, provision of soaps and referral to other service providers such as Mawenzi hospital, Shalom and Peace House. They also follow up CYP in police custody. Night street work is being conducted once a week in both Moshi and Arusha.

Achievements:

- Community volunteers were trained as street informants to support street work and build relationship with CYP in the streets of Arusha.
- 15 CYP from both Moshi and Arusha streets participated in the Orphans Games in Arusha Stadium while 20 CYP from the Moshi streets participated in Mkombozi Sports Day at the International School Moshi (ISM).
- In both Moshi and Arusha, street workers contacted a total of 388 CYP, 13 female and 375 male and the total number of contacts made were 3754, 38 instances for female and 3716 for males.
- Visits were made to CYP at the Moshi Juvenile Remand Home and Kisongo Jail in Arusha. A total of 30 of the CYP we worked with were in conflict with the law in both Moshi and Arusha.
- Seven staff from the whole organisation joined in the night street work in Moshi for the purpose of learning about CYP living alone on the streets. We met 35 CYP during night street work.
- 18 CYP from the streets participated in an education tour to the Tarangire National Park.

Challenges:

- There has been consistent disturbance by the police in the streets during night and have made several unreasonable arrests of the CYP on many occasions, thereby affecting the night street work.
- A good number of CYP would want Mkombozi to give them similar services as those at the residential centre (i.e. clothes twice a year, daily lunch and many more). Besides, a good number of the youth in the streets have declined offer for training in SBTK and mechanics at the point that the plans were already finalised.
- Street educators do not spend enough time with the CYP in the streets due to the fact that they have to come to the centre and go back to the streets daily. Time is wasted in making these trips.
- In Moshi there is a need for a NFE educator solely for the streets, rather than sharing the one for the MEMKWA at the residential centre.
- The CYP in the streets have shown less interest during the mobile sessions and have concentrated on playing football.

Lessons learned:

- Most of the street youth are very talented in different sports; therefore there is a need to promote their talents.
- It is important to prioritise and clearly profile the types of CYP that Mkombozi can assist in the streets and what support they can be given.
- To clearly review the objectives that street work seeks to fulfil will help to further improve the focus and impact of street work. This will help street work to be fine-tuned with the M&E framework.
- It is important to build effective partnership with other service providers in the streets so as to avoid duplication and wastage of resources.

Table 2: Matrix on contacts and other street work

Gender	No. of CYP contacted	ISAPs filled	Referrals to other centres	CYP in conflict with the law
Female	13	1	1	0
Male	375	5	0	30
Total	388	6	1	30

Table 3: Matrix on Mobile Unit on the streets of Moshi

Gender	No. of instances of participation	No. of CYP
Female	1	1
Male	585	64

Total	586	65
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Table 4: Matrix on Mobile School on the streets of Arusha

Gender	No. of instances of participation	No. of CYP
Female	2	2
Male	534	177
Total	536	179

Activities/tactics planned for the coming six months:

- To set up a meeting with the local police departments and other services providers such as other residential centres to discuss how to work closely and ensure non-duplication of services to the CYP on the street.
- To initiate a discussion in the organisation and sharpen the objectives of street work including profiling the type of CYP the organisation will give services to.
- To identify youth in the streets that can benefit from SBTK training and other trainings that can help them achieve independent living away from the streets.
- To undertake constant visits and follow-ups to relevant agencies working with street children including the Juvenile Remand Homes and the Kisongo and Karanga Jails.
- To conduct street informants training in Moshi and provide refresher training for the Arusha informants.

1.3 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

Mainstream education involves CYP in primary, secondary and tertiary education that stays at the residential centre, in group housing; those who live with their families, relatives or foster carers as well as those in boarding schools. It involves payment of fees and other costs, making follow up to the schools to review CYP performance and liaising with the local authority for transfers as well as sorting out disciplinary issues involving the CYP.

Achievements:

- 94 CYP have benefited from provision of primary, secondary (including Qualifying Test (QT)) and tertiary education.
- School related costs were paid for 94 CYP in primary, secondary and tertiary education in Moshi and Arusha. However, we continued to receive new school costs, such as remedial teaching costs and study tours organised by the schools, which were not budgeted for but resulted from parents meetings and/or other school (staff) meetings. We could not pay most of these reviewed costs.
- 175 school follow-ups for CYP in primary, secondary and tertiary education were carried out. The follow-ups helped in reducing the number of CYP who missed school.
- Effective cooperation with the teachers and school administration helped in ensuring discipline, conflict mediation and enhancing good performance.
- Six CYP successfully graduated in form four (completed ordinary level secondary education) in both Moshi and Arusha while 6 CYP completed primary education. In addition four CYP completed the first year of their QT education.
- Regular counselling and guidance sessions (psychosocial support/case meetings) were provided to the CYP.

Challenges:

- About 10 of the CYP struggled to manage their studies at school and occasionally misbehaved. This led to some of them being asked to transfer to other schools.
- A few schools labelled the Mkombozi CYP as trouble makers including denying them the support they required to excel in their studies. Negotiating and mediating such in-disciplinary issues took most of the time from the social workers reducing the opportunity to undertake other equally critical cases.
- Two CYP dropped out from secondary school and left without a trace.

- Inconsistence adjustment of school costs by the schools heightened the cost of mainstream education beyond the projected budget.

Lessons learned:

- Mainstreaming CYP in schools within their localities helped in building familial attachments as well as ensuring their participation and contribution towards their child's education and wellbeing.
- It is important to empower CYP with skills to enable them to deal with small problems occurring at schools while their families and relations should be involved in providing support in case of such school problems.
- It is important to profile CYP that can be sponsored into formal education since not all CYP we work with come from poor families.
- It is important to ensure that the number of CYP mainstreamed is in agreement with the budget projection so as to avoid over expense.
- It is important to identify CYP who are not capable of managing the didactical academic work at school and help them to alternatives such as vocational training, apprenticeships or employment.

Table 5: Matrix on mainstream education in Moshi and Arusha

No. of CYP in formal school	Primary	Secondary	Tertiary education	Total
Male	34	48	2	84
Female	3	5	2	10
Total	37	53	4	94

Table 6: Matrix on education related activities

Activity	July	Aug	Sept	Oct	Nov	total
School follow-ups	31	41	17	11	7	107
Distant school follow ups	9	7	29	15	8	68
Discipline problems mediated at school	0	11	5	14	5	35
Temporary transfer	0	0	0	1	0	1
Permanent transfer	0	0	1	0	0	1

Activities/tactics planned for the coming six months:

- To engage families to participate and contribute towards their children's school costs and follow-ups.
- To undertake strategic discussion with the school teachers and administration to enhance support for the CYP with behavioural challenges.
- To collect school fees, joining instructions and examination reports early enough for timely payments.
- To look for boarding and day secondary schools opportunities within CYP localities in order to facilitate transfers into those schools and reunification with families.
- To lobby for exemptions of the Mkombozi CYP from some of the school payments.
- To enrol new CYP into formal schools within their home areas.
- Undertake preparation of functional plan in January.

1.4 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:

- Community Engagement staff in cooperation with NFE educators and our Communications officer continued discussing and summarising the Swahili version of our IBM handbook. We decided that additional content should be added to the handbook so as to make it more meaningful. The additional content will be related to the status of education in Tanzania highlighting the need to reflect on how to deliver quality education; assessment making; the need for child protection and what they need to be protected from as well as practical examples regarding applying the methodologies should be added to

the handbook, so as to make it more meaningful. It was furthermore decided that for our stakeholders to be able to take more ownership of these practices, we need to “tone down” the focus on Mkombozi in the handbook, so that feels more general and applicable to various contexts.

- There is now an agreement with regards to how the handbook should look like in terms of contents and its applicability to our stakeholders.

Challenges and lessons learned:

- The discussions regarding content took longer than expected and the handbook was not finalised as planned.
- The local teachers with whom we work in Moshi should somehow be involved in the process for the sake of ownership once the publication is ready. We are still not certain as to how this would happen, or specifically what they could be involved in contributing.

Activities/tactics planned for the coming six months:

- To finalise the handbook and send it for final editing.
- To print 1,000 copies for school teachers and other education stakeholders.
- To conduct workshops with teachers in our target schools and education network members.

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

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

This involves providing youth (boys and girls) with housing and basic household facilities as a step towards their independent living. They are supported with payments of rents and provided with upkeep money to buy their daily food. The youth are mostly those in secondary schools, vocational training and apprenticeship.

Achievements:

- 16 youth were provided with monthly basic needs including food, shelter and healthcare while in the group housing. This also included paying the water and electricity bills. This number includes three youth from the residential centre who stays in the group housing as a trial stay during the December school holidays.
- 91 follow-ups were done to the 16 youth staying in the group houses in Moshi and Arusha.
- Through one-on-one meetings and group meetings, the youth living in the group houses in Moshi and Arusha were provided with psychosocial support, guided, counselled and equipped with life and problem solving skills. They fully participated in making decisions on issues that affected their daily life.
- Two youth were given start up living grants and moved away from the group house into independent living.
- The youth were provided with life skills including goal setting, coaching on basic budgeting and financial management, conflict mediation and conflict resolution.
- Seven youth were supported to move away from residential care and /or street life into group house with their peers. Four girls were enrolled into group houses in Arusha and linked into vocational trainings while three youth were enrolled into the group house in Moshi as a trial stay. Basic house hold materials were purchased for the new houses.
- The youth were able to successfully manage their budgets including living in harmony with one another.

Challenges:

- A girl came to the house with a baby while this was not included in the plan and the budget.
- Some of the youth engaged in drug use and misbehaviours that undermined their academic performances in schools and complicated the process of reunifying them back to their families and/or relatives.
- About five of the youth were reluctant to move out of the houses and start independent living having lived in Mkombozi set up for many years.
- In the process of looking for houses to place Mkombozi youth, some landlords were reluctant and refused to allow them to live in their houses because they had lived in the streets before.

- One landlord increased rent before the end of the contract believing that the organisation could afford to pay more. We had to urgently look for another house.

Lessons learned:

- Placing the youth in small families improved their self-esteem especially in being more responsible for their well-being and upkeep.
- It is important to put a time frame upon which the youth can stay in the houses so as to further build their emotional preparedness towards independent living.
- When the youth are given opportunity to take charge of their own life, their ownership of their life planning is tremendously enhanced.
- It is important to constantly review the commitments in the contract so that the youth can take greater caution managing their life and facilities entrusted to them.
- It is important to do constant follow up to each family so as to ascertain their progress in household management and responsibility sharing.

Table 7: Matrix on the group housing

Gender	# CYP living in group house	# times follow-ups were done	# CYP out flowed	# Contract closed
Female	4	16	0	0
Male	12	75	2	2
Total	16	91	2	2

Activities/tactics planned for the coming six months:

- To plan on how to improve the quality of life skills provided to the youth such as problem solving, goal setting, reproductive health, time management, budgeting as well as conflict mediation and resolution.
- To work closely with social welfare departments of Moshi and Arusha and local authorities so as to ensure that families and/or other relatives of the youth participate significantly in supporting them towards independent life.
- To offer job preparation training to the youth in the houses to further enhance their opportunities to get employment.
- To enable the youth to access life skills training through partner organisations.
- To arrange for 22 youth (in 11 families) to stay in group houses in both Moshi and Arusha.
- To identify relevant self reliance opportunities and VTC, apprenticeships and employments in order to link CYP as a channel for their independent living and outflow.
- To outflow seven CYP from the group house into independent living and/or reunification.
- To review and present clearly the process of implementing the group house and the profile of youth who should benefit from the services. This will ensure that the available funds for the group house are used sparingly.
- To provide the youth with support and skills in budgeting and proper use of upkeep funds given to them.

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

Youth are supported through provision of relevant vocational training, life skills, apprenticeships opportunities, job preparation activities, business skills and start-up loans and grants.

Achievements:

- 30 youth were trained in Street Business Toolkit (SBTK) in both Arusha and Moshi in addition to five social workers trained as facilitators in SBTK/ Street Banking Toolkit (SBT). However only 28 youth completed the training.
- 11 of the youth have received start-up living grants and business loans. 10 of the youth are managing their business successfully. Besides, one youth has returned his loan of 50,000/- and will be given a similar amount to boost his business.

- 28 care plans have been developed for the youth who completed SBTK training.
- Two youth were linked to employment. No youth were able to find their own jobs even though 9 business contacts were made.
- In two trainings 24 business mentors were trained to support the youth in their businesses while five social workers were trained to deliver business mentorship trainings. 19 of the youth trained in SBTK were linked with business mentors.
- Three youth were trained in IT at Affordable Computers and Technology for Tanzania (ACTT) as well as linked to apprenticeships there, and two of them received start-up living grants.
- Seven youth were linked to the organisation Jobortunity for hotel management and tourism studies in Arusha. Besides, two youth were linked to different courses and placement. i.e. journalism and forestry studies. In addition, five youth qualified to join Umoja centre for self reliance trainings/course, employments and apprenticeships in Arusha.
- Four youth from group housing in Arusha were linked to different courses and placements; hotel management and tailoring courses.
- Eight youth were provided with social skills development on goal setting and self identity.
- Five youth were out-flowed via self reliance and had their contracts closed.

Challenges:

- A few of the SBTK trainees were very young and found it challenging to uptake the course content which made it difficult to implement their planned businesses.
- There were less social workers to support and monitor youth who were trained in SBTK.
- It was difficult to get as many employment opportunities as the number of the demand due to reduced employment affected by the credit crunch.
- Finalisation of the Job preparation guide phase two could not be completed due to lack of funds to engage the consultant as had been planned.
- There has not been any job training conducted due to lack of budgetary allocation.
- The delay in the provision of start up grants and loans to the trained SBTK youth led some youth to change their plans.

Lessons learned:

- Trained SBTK youth are capable of changing their business focus depending on the market demands.
- It is important to seek funds to finalize phase two of the Job preparation manual while the Job preparation target should be reviewed to be in tune with the current realities.
- It could be of great benefit if the Community Engagement and advocacy teams could lobby local authorities and the private sector to provide employment opportunities to the youth.
- A greater percent of the youth who succeeds in their businesses have very supportive business mentors who are themselves business men and women within the city areas.
- It is important to plan and budget for accommodation facilities in Moshi for the youth undertaking IT training from Arusha.

Table 8: Matrix on youth equipped to initiate and sustain their small businesses

Gender	Trained social workers in SBTK/SBT	No. of CYP attending SBTK training	No. of CYP who completed SBTK training	Care plans developed
Female	0	12	12	12
Male	5	18	16	16
Total	5	30	28	28

Activities/tactics planned for the coming six months:

- To facilitate SBTK trained youth in Moshi to start their businesses in January.
- To review job preparation targets including finalising phase two of the manual
- To link youth into VTC, apprenticeships and employment opportunities
- To review criteria for selecting youth for SBTK training, job preparation and apprenticeship.
- To train 20 business mentors to support youth in business.
- To undertake timely follow-up to the youth doing businesses.
- To strategise and focus livelihood provision beyond SBTK.
- To place International Organization of Migration (IOM) funded youth into vocational training in January
- To keenly observe the number of youth that can be accommodated within the budgetary allocations for 2010.
- To plan on how to capture activities in self actualization (acrobatic, arts and craft) that has moved towards self-reliant in youth livelihood.

2.3 Physical 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.

Primary health care is provided to CYP in the streets of Moshi and Arusha and at the residential centre. Referrals are made for a specialised behavioural therapists or mental hospitals to further manage CYP with severe psychosis and trauma challenges.

Achievements:

- 52 CYP at the residential centre and the streets had their BMI recorded and analysed. Two of the CYP analysed were found with health problems and appropriate medication given.
- First aid training was given to staff and certificates awarded.
- 345 CYP received different health services: 316 males and 29 females. This totals to 2314 instances of health services provided; 68 to females and 2246 to males.
- **In Moshi streets:** 166 CYP received different health services (first aid, health education, hospital referrals). 156 were male and 10 were female. 1198 instances of health services were provided, 1163 to males and 35 to females.
- **From the residential centres:** 93 CYP received different health services (first aid, health education, hospital referrals). 90 were male and 3 were female. This includes CYP living at the centre, CYP in boarding school coming for leave etc., CYP studying at MEMKWA and CYP living in group houses, independently or with their families. 916 instances of health services were provided, 906 to male and 10 to female.
- **In Arusha:** 93 CYP received health services (first aid, health education and hospital referrals). 77 were male and 16 female. 200 instances of health services were provided, 177 to males and 23 to females.

Table 9: Matrix 1 on health services provided in Moshi and Arusha

Total health services provided		
Gender	No. of CYP	No. of instances
Female	316	2246
Male	29	68
Total	345	2314

Table 10: Matrix 2 on health services provided in Moshi and Arusha

Gender	First Aid		Health education		Hospital referrals	
	No. of CYP	No. of instances	No. of CYP	No. of instances	No. of CYP	No. of instances
Males	250	1261	196	687	155	298
Female	13	36	5	8	17	24
Total	263	1297	201	695	172	322

Challenges:

- There is an increase in hospital referrals from 183 last reporting period to 322 since the clinics Mkombozi uses lacks facilities such as X-Rays and Ultrasounds. This also increased expenses in the provision of health leading to a slight over expenditure above the stipulated areas in some activity lines.
- A couple of out-flowed Mkombozi youth still come to seek medical service from the organization.
- There has been an increase of malaria cases due to stagnant water gathering at the dorms with broken taps and CYP not using the mosquito nets (some of which have been thrown away or sold by the CYP).
- We have detected increased stigmatisation of the CYP in hospitals when we refer them for further medical support.

Lessons learned:

- There has been a considerable increase in numbers of instances of health services provided from 1258 last reporting periods to 2314 this time, and the increase can be seen in all areas of health service provision. This can be attributed to either an improved service provision or better recording and reporting systems.

- There was improvement on personal hygiene amongst the CYP at the residential centre and group housing although the street is still a challenge

Activities/tactics planned for the coming six months:

- To further improve the quality of the provision of basic health services and referrals including education to the CYP at the centre and on the streets.
- Develop a referral form for use at Mawenzi hospital.
- Work with maintenance team to undertake repairs of health room cupboards so as to ensure safekeeping of medicine, medical equipment and records.
- Support CYP to undertake Voluntary Counselling and Testing regularly and plan/prepare more counselling sessions.
- Provide First Aid training to the CYP at the residential care and staff.
- Conduct health education sessions not only to the CYP but also with community members where the CYP on the streets spend most of their time such as Mbuyuni market area in Moshi.
- Nurse to go to Arusha once a month especially on Thursday to provide primary health care and health education.
- Prepare a letter and negotiate exemptions with the management of the Rau hospital.
- Undertake discussion sessions with the management and staff of the hospitals and clinics we treat our children in order to remedy stigma.
- To educate CYP on how to conduct themselves at the clinics when they go for treatment.

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
2. Develop and pilot a systematic case management process

Living away from (and without the support of) their families and to be confronted with the adversities of street life, most of the CYP Mkombozi works with put up with significant emotional pressure. This requires keenness in the part of the social workers to give them psychosocial support from time to time so as to positively work with such emotional distress. Besides, peer support has been a major booster of the CYP self-esteem in tackling emotional challenges. Referrals are made for a specialised behavioural therapists or mental hospitals to further manage CYP with severe psychosis and trauma challenges.

Achievements:

- One-on-one meetings were held with a total of 200 CYP, 24 female and 176 males. A total of 681 meetings were held, 57 with females and 624 with males. This has improved the effectiveness of family reunification and improved the psychological wellbeing of CYP as well as their functioning in the society. .
- In addition, 121 case management meetings were held with 70 different CYP, 11 with females and 110 with males, in order to help them raise their psychosocial wellbeing.
- Emergency cases have been responded to and dealt with in a timely manner whereas immediate case meetings have been conducted and prompt actions taken.
- Two CYP benefited from professional counselling and were 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.
- Regular sessions was provided on guidance, counselling and emotional support to CYP who were struggling in various aspects of their lives.
- Different volunteers have through CYP support group sessions played a significant role in providing psychosocial support to the CYP.
- Social workers and street educators were capacitated through training with skills in working with CYP with aggressive behaviour on how to address such problems.
- Don Bosco Brothers offered psychosocial support to the CYP residing at the residential centre every Sunday.

Challenges:

- There has been less effectiveness in the implementation of the weekly case analysis meetings due to unexpected staff changes hence not effectively reaching all the CYP. We would have been more efficient if we could have made clear a calendar plan with dates on the days of case analysis meetings.

- Lack of capacity to deal with mental health problems and the organisations inability to verify the extent of services it may provide with regard to sever psychosis.

Table 11: Matrix on the provision of psychosocial support

Gender	One-on-One		Case meetings		Peer support group		Specialised psychiatric counselling	
	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	176	624	61	110	8	56	1	1
Female	24	57	9	11	0	0	1	3
Total	200	681	70	121	8	56	2	4

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 work closely with the community engagements regarding the mentoring programme so as to further increase psychosocial gain for the CYP.
- To schedule 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 as we did in budgeting for 2010 already.
- To effectively use the manual reporting and data system in order to enhance accuracy in data and statistical collection and reporting.
- To develop and pilot a systematic case management process.

2.5 Shelter and food

Planned targets/Results:

250 CYP receive basic services (toiletries, clothes, shoes, food, safe space and recreation) from Mkombozi Mkombozi provide shelter, food, health care and social services at the residential centre to CYP of ages from 10 to 16 years who cannot immediately return to their homes. They also benefit from beddings, clothing and three meals a day.

Achievements:

- Food has been provided to 108 CYP comprising of 95 CYP at the residential centre and CYP attending MEMKWA classes coming from their homes and the Moshi Street, and 13 from group housing both from Moshi and Arusha (this excludes the three CYP staying at the group housing during the December holidays). 14 new CYP were admitted to the residential centre this reporting period, and were provided with basic care.
- Provision of toiletries, for the CYP residing at the centre, group houses, boarding schools and from street of Moshi and Arusha totalled 297 tubes of Vaseline jelly, 294 tubes of toothpaste, 150 toothbrushes, 55 razor blades, 494 bars of soap and 275 tins of kiwi shoe polish, 18 shoe brushes, and 8 pieces of combs. However for Arusha group house girls toiletries was incorporated in their group house budget.
- 72 CYP benefited from staying at the residential centre. They received a total of 6 bed sheets, 15 mosquito nets, 10 blankets and 15 mattresses.
- The CYP at the centre have improved in maintaining and safe keeping their personal items.
- The target for food and shelter were successfully reviewed.

Table 12: Matrix on food provision

Gender	Residential centre and CYP attending MEMKWA		Group houses		Total	
	No. of CYP	No. of times	No. of CYP	No. of times	No. of CYP	No. of times
Males	93	22,442	9	3,600	102	26,042
Female	2	122	4	1,694	6	1,694
Total	95	22,564	13	5,294	108	27,736

Table 13: Matrix on shelter and bed nights

Gender	Residential centre		Group houses		Total	
	No. of CYP	No. of times	No. of CYP	No. of times	No. of CYP	No. of times
Males	71	7,163	9	1,262	80	8,425
Female	1	6	4	474	5	480
Total	72	7,169	13	1,736	85	8,905

Challenges:

- Some of the CYP happened to sell and, or give for free their 'mlezi' items such as soaps and toothpastes to their friends.
- Constant power fluctuation/blackout has remained a major problem at night and provides opportunity for CYP to play unsafe games while the lights are off.
- It was also noticed that a few CYP still dump their bed sheets, mosquito nets and clothes when they are dirty.
- A few CYP formed the habit of picking items from the centre (bed sheets and utensils) and selling them to the surrounding community.

Lessons learned:

- Participation of the CYP in food preparation is an important training for household management when they would move into independent living.
- Having effective duty schedule for the cooks helped in enhancing efficiency and creativity.
- Duty roster developed and managed by the CYP is a useful tool for consistency in cleanliness at the dining hall.
- The quality of food improved and the food was delivered on a timely manner when the necessary ingredients and food stuff were availed to the cooks on time.
- The food stuff and clothes donations from the community were very useful help in maintaining the costs that were increasing at a reasonable level.

Activities/tactics planned for the coming six months:

- To hold meeting with the food and shelter team and the CYP to discuss how to remedy behavioural problems including finding solutions to outstanding fights at night.
- To research and conduct training for team members on behavioural therapy.
- To fix a sink at the dining hall, lights and fan in the dorms including purchasing efficient and durable power back up (i.e. gas lamps).
- Promote team work amongst staff working with the CYP at the residential centre to ensure closer supervision and support to the CYP.
- To include the changed and reviewed target into the M&E frame work and planning structure tree.
- To provide food to the CYP residing at the residential centre and those attending MEMKWA at Mkombozi residential centre in accordance with the budget.
- To buy kitchen utilities (cooking pans, plates, spoons etc).
- Repair the current fridge or purchase new one so as to avoid wastage of food stuff.
- To work with the finance department in conceptualising costing per unit clearly itemising what it costs the organisation to support each CYP.

2.6 Family reunification

Planned targets/Results:

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

This includes preparation of the CYP for the purpose of visiting their family homes or relatives, reunification with the family or relatives, follow-ups at home as well as visiting local authorities and organisations to seek for support and resource mobilisation in ensuring the CYP remain at home.

Achievements:

- Through a strategic partnership with Kilimanjaro Regional Social Welfare office, there has been incredible success in family reunification, outflow and participation of the relevant local authorities in reunification.
- There was a deliberate focus and action towards placement of CYP with their families which has ensured increased reunification from 11 to 27 compared to last reporting period. Besides, 22 of the 27 reunified

CYP remained and continue to stay at home. It is worth noticing that 5 CYP themselves requested to be reunified.

- The majority of the hard copy files of the case loads for both Moshi and Arusha offices have been reviewed and regularly updated especially after every home visit.
- There has been consistence focus on recognising and capacitating family condition of the CYP so as to ensure they remain at home. There is focus to include therapeutic family support to further build relationship, communication and attachments in families where CYP comes from.
- All the reunified CYP had their contracts as regards residential services closed.

Challenges:

- A few of the CYP indicated that they would prefer to continue staying on the streets rather than get reunified back home. They would like to maintain their freedom, company of friends and work to earn their own money in the streets. A few others appear to have lost emotional attachment with their families and are reluctant to go back there. They would prefer to continue staying at the residential centre. A good number of the Mkombozi CYP has lived at the residential centre or group house for an extended period of time. They found it difficult to be reunified home. A few families and relatives that were visited were reluctant to take up responsibility of staying with their CYP and appear to push such responsibility to the organization since it is an NGO having donors support.
- Mainstreaming of CYP living at Mkombozi residential centre into formal schools provided a major challenge for the family reunification practice since the mindsets of these CYP are somehow switched to finalising their studies while at Mkombozi.
- We noted that opportunities for reunification are in most cases tied with underlying issues and family backgrounds/challenges that might need to be addressed first to ensure successful reunifications. Added to this there were not well thought through plans on how to use the family support and reunification kits

Lessons learned:

- Mainstreaming 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. It hinders the success of family reunification.
- Some of the CYP at Mkombozi residential centre or group house had not been visited in their family homes over a prolonged period of time. It was noticed that they switched relatives in every visit.
- Some of the CYP living at Mkombozi were found to come from families that appear to be capable economically to provide for them. They were encouraged to remain at home. Others have at least a relative that they may be reunified with while only a few cases would be considered difficult and irreconcilable family background. Conducting expectation exercise with CYP and families enabled them to listen and understand each other and collectively work towards solution of their problems and facilitate reunifications otherwise would be difficult as mentioned above.
- It is important to start the elaborate December home visits earlier so as to balance timing of the M&E report writing

Table 14: Matrix on family reunification

Gender	Home visit		Home stay		Follow-ups		Reunified	Still at home
	No. of CYP	No. of times	No. of CYP	No. of times	No. of CYP	No. of times	No. of CYP	No. of CYP
Male	46	48	43	44	44	49	24	20
Female	5	5	2	2	2	4	3	2
Total	51	53	45	46	46	53	27	22

Activities/tactics planned for the coming six months:

- To conduct regular and intense expectation exercises with all the CYP in Mkombozi care and ensure that all the CYP in Mkombozi services have their care plans filled and completed.
- To undertake a home visit schedule for all the CYP to encourage building and maintenance of attachment and meaningful relationships with their families.
- To work closely with the Social welfare department in Moshi in developing partnership with social welfare department of Arusha so as to ensure that families and community take responsibility and commitment in the provision of care and support to their children besides ensuring effectiveness and sustainable reunification.
- To put in place a plan and a strategy on how to implement therapeutic family intervention.

- To further enhance relationship between the CYP and Moshi social welfare officer in order to create understanding regarding the importance of reunification and the government policies against institutionalisation and facilitate a process that will challenge our CYP mindset towards reunification
- To plan on how to use the opportunities provided with the SBTK trainings to reunify youth with their families and relations.
- To plan on how to be more accurate on the use of funds as stipulated in the budget activity line ensuring accountability.
- To make contracts with all the CYP in terms of their commitment to their engagement at Mkombozi and future plans.
- To review and adjust the current family support and reunification kits based on the budget so as to ensure effective support to families.
- To involve community engagement group in order to strengthen its participation in the family reunification processes and community education.

2.7 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
CYP at the residential centre and the streets of Moshi and Arusha are offered an array of opportunities for recreation, sports, creative arts and skills in IT (self actualisation). These are focused towards supporting them in coping with adversities, social behaviours, self-esteem and enhanced educational performance.

Achievements:

- A total of 214 CYP, 213 males and 1 female, participated in different self actualisation activities taking place from the residential centre and the streets of Moshi and Arusha. The number of instances of participation was 1722, 1719 from males and three from females.
- A total of 196 CYP, 195 males and one female, participated in sport activities from the residential centre and the streets of Moshi and Arusha. The total instances of participation were 1423, one from females and 1422 from males.
- At the residential centre 28 CYP participated in Drama and Drumming
- 52 CYP, 51 male and 1 female, participated in sports activities taking place from the residential centre, and instances of participation were 747.
- 15 CYP from the drama troupe performed at the palliative care at KCMC referral hospital.
- 52 CYP participated in CRE8 project while 10 participated in clubs (carpet making, cooking). In addition, 68 CYP related to the centre, 67 male and one female, attended the monthly Jioni ya Msanii (The evening of the artist).
- An average of 94 community members participated at the Jioni ya Msanii every month.
- 6 CYP participated in a music workshop with the Change Beats Group from Netherlands; 140 CYP from the residential centre, Moshi streets and four Primary school participated on Mkombozi sports Day.
- 15 CYP from both Moshi and Arusha streets participated at the Orphan Games festival in Arusha while 20 CYP participated at the Kilimanjaro Rugby Seven's tournament at ISM Moshi and won second position. They were also awarded the trophy for being the best of school team during the tournament.
- We hosted a music workshop project in cooperation with the Change Beats Group from Netherlands. Two performances, one at the residential centre and another at Glacier restaurant in Moshi, were held. They were able to compose lyrics including producing five audio and video songs, that can be accessed at www.changebeat.org
- Indoor games were introduced at the residential centre which enhanced opportunity for creativity amongst the CYP.
- After the CRE8 project, three Mkombozi boys and one boy from the community established art group known as Hard Life Art group and now operate their activities at the residential centre. They have small curio shop for displaying and selling their products to visitors, Mkombozi staff and other people. The drama troupe has been invited to perform in different occasion using the ideas from the project in raising awareness to the community.
- The Globe Music Note Group from France performed at Jioni ya Msanii.
- CYP at the residential centre had access to computers for learning basic skills on IT and internet.
- The Children's committee managed to conduct six children meetings to address and discuss issues which concern them with the staff members.

Challenges:

- The music project from Globe Music Note (France) which was to voluntarily run several music training workshops for children and youth from Mkombozi and three primary schools could not happen when the group got irritated with the fact that they were required to buy a temporary permit on top of the permit they already had so as to be allowed to train the children. They decided to go back to France even though they were scheduled to run the workshops for three weeks.
- Finding the market for selling art products of the CYP as a way to help them to become self reliant continue to give a major challenge.
- Drama and acrobatic group in Arusha did not take place due to lack of strategic plan in time.

Lessons learned:

The CYP living in the streets have lots of potential that need to be further explored so as to promote their talents and link them with community clubs both at residential centre and on the street of both Moshi and Arusha.

Table 15: Matrix on sport, IT education, music and creative art

Activities	Sport, IT education, music and creative art		Sports		No. of participants Jioni ya Msanii	No. of children's meetings
	No. of CYP	No. of instances of participation	No. of CYP	No. of instances of participation		
Male	213	1719	195	1422	68 related to the centre and an average of 94 community members	6
Female	1	3	1	1		
Total	214	1722	196	1423	162	6

Activities/tactics planned for the coming six months:

- Mkombozi marathon January, Kilimanjaro Marathon February, 7 soccer tournament March 2010 and Mkombozi football league in April
- To facilitate Cre8 Mkombozi project second phase on June 2010.
- To participate in the Copa coca cola league
- To have a meeting between the Self Actualisation and Self Reliance team to discuss about the level/relevance of reporting of each team.
- To finalise the draft of Mkombozi sports Manual and start its implementation.
- To discuss with ACTT how CYP trained there can volunteer to give support to CYP at the residential centre on IT at least once a week in the weekend.

2.8 Mentoring

Planned targets/Results:

120 volunteer mentors from the communities are recruited, screened, trained and paired with vulnerable children (2007-2011)

Achievements:

- By November we had recruited 40 mentors, 26 males and 14 females. 34 of them are paired with CYP, seven from our residential centre and 27 from the community; one left for further studies and five are still in the recruitment process.
- On July 7th 28 mentees and 23 mentors visited the Snake Park in Mserani, Arusha to enable the mentors to have more time with their mentees and hence strengthen their relationships. In addition it provided the participants with the possibility of learning more regarding reptiles and birds.
- On July 11th 14 mentees and six mentors volunteered to do community work at Rau Primary school, where cleaned the school environment, cut grass and weeded flowers. This enabled the CYP to interact with community members; informing the community about the mentoring programme; built a volunteering and work spirit among the participants and in general strengthened the relationship between mentors and their mentees and between Mkombozi and the community.
- To ensure that the mentors meet their mentees regularly we agreed that each mentor and his/her mentee will meet at Mkombozi every first and last Saturday of the month. We then have group activities like sports, games and drawing.

- On August 22nd mentors were trained in our Child Protection Policy and on how abuse hinders children to grow physically, mentally and psychologically. On November 21st mentors and mentees were trained on creating a Memory Book.
- Following the training on Child Protection, one sexual abuse case was identified and reported to the head teacher at Rau Primary School. The case was next reported to the Ward Executive officer for further measures.
- The head teacher of Rau Primary School has indicated that there is less truancy of those children paired with mentors. We need to assess this and make sure how to sustain it.

Challenges and lessons learned:

- Despite some improvements and specific measure taken, we see that there is still a challenge regarding mentors being consistent in meeting with their mentees.
- Educating and empowering the community to take charge of their problems creates a sense of ownership, and hence more community members take the risk of addressing issues that affects vulnerable children instead of waiting for agencies like Mkombozi to do so.

Activities/tactics planned for the coming six months:

- To recruit more mentors, as our targets require
- To identify vulnerable CYP in Moshi and Arusha to be paired with mentors.
- To involve more stakeholders like parents, community leaders, religious leaders in the programme, with the aim of creating ownership and at a later stage hand the programme over to the communities.

2.9 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.

Achievement, challenges and lessons learned:

- We received the statistical results and analysis of the first round of data collection of the resilience research, which was done by an external statistician, Mario Mueller. A report on the initial findings was subsequently written by consultant Kate McAlpine in cooperation with Dr. Bob Henley and Mario Mueller, and send to REPOA (Research on Poverty Alleviation), which has funded this piece of research. A main finding is that the CYP in the Moshi sample, who all live at the residential centre and hence receive an integrated package of care services from Mkombozi, report significantly higher resilience and pro-social behaviour and less hyperactivity than the CYP in the Arusha sample. The latter are still living on the streets and receive more ad-hoc services from Mkombozi.
- A main insight from the analysis of these data was that the questions regarding services received from Mkombozi needed to be refined and more focused; the way they were phrased initially did not generate data which could enable us to see the impact of our different services. The only intervention which allowed for such an analysis was "studying computers", where the analysis showed that those who study computers have significantly higher resilience and pro-social behaviour as well as significantly lower total difficulty scores and less emotional and peer problems than those who do not. The questions regarding Mkombozi's services were hence revised and a frequency rating was included; this with the aim of actually being able to measure the impact of our different services after the second round of data collection.
- The research tools used in the first round of data collection were the Strength and Difficulties Questionnaire (SDQ) as well as the Resilience Competencies Scale (RCS), a newly developed measure for resilience. Based on the initial analysis it emerged that the tools are reliable, they are internally consistent in the sense that they are asking about the same thing. There is however a need to further validate the RCS; to learn whether it is in fact assessing resilience and hence can be used as a resilience scale. It was

therefore decided to include the 10- question version of the Connor-Davidson Resilience Scale (CD-RISC) in the second round of data collection; this tool has already been validated by numerous international researchers as a resilience assessment scale.

- The Mkombozi resilience research team and the consultant met together to discuss some concerns related to the analysis and report on initial findings. Our concerns were in particular related to the ownership of the research, the usability of the research tools from a programmes perspective and how to ensure that we are getting what we originally envisioned from the research; to identify the actual impact of Mkombozi's services in terms of resilience trajectories. We agreed on needed adjustments and the way forward.
- Due to some challenges regarding funds, the second round of data collection was not carried out until November and December. It was done with the assistance of the same external research assistants as during the first round. In Moshi 29 of the CYP were re-interviewed; the one missing was reunited with his family but ran away, and hence could not be located. The experience from Moshi was again that the CYP in general seemed to enjoy being interviewed and to talk about their lives and feelings. It was also noted that they responded with even more ease than last time; this could probably be attributed to the fact that they were familiar with the questionnaires. In Arusha, more than 20 CYP were located and re-interviewed, which we see a success since this group of CYP are more mobile than the ones in the Moshi sample. We encountered some challenges during the data collection in Arusha, related to a few CYP claiming to have been interviewed during the last round but having given false names; we later discovered that these had in fact not been interviewed and believe they wanted to be part of the research due to the fact that food was provided during data collection. Their questionnaires were subsequently removed. Data was also collected from the adults chosen by the CYP during the first round of data collection; there were however a few we were not able to locate in Arusha. An additional challenge was that an Mkombozi staff member, who worked on the streets closely with children, was chosen as the significant adult by 19 CYP in Arusha has left the organisation; following the advice of the creator of the SDQ another staff member filled his role.
- The aim was to complete the final research by the end of 2009 but due to the delays in the second round of data collection, this could not be achieved. All the data has however been submitted to the consultant.
- The literature review and a summarised version of this have been designed and will shortly be published on our website.

Activities/tactics planned for the coming six months:

- To have the final research report in hand by early 2010 and to conduct a workshop where we present the findings from the research to the relevant stakeholders.
- To facilitate discussions in the organisation regarding the findings from the research and how these can inform our practice. This will include the usability of the research tools as monitoring and evaluation tools seen from a programmatic perspective.

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

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.

The documentations to be completed during this reporting period were:

- Adolescent Assessment Handout and Working with Adolescent Trauma Handbook booklets in Swahili.
- Reunification Procedures, First Aid Information, Child Development – Trauma effects theory, Business Mentorship Training Manual, Foster Care review, Job Preparation Manual amongst others.

Due to lack of budgetary allocation and some staff redeployment and reduction, the documentation was not accomplished.

Activities/tactics planned for the coming six months:

- To arrange for a meeting between coordinators, senior staff and our Communication Officer to discuss a process of reviewing the Children's Programmes Handbook.
- To arrange for a one day meeting to review the Handbook in view of the current realities in the organisation and in the country, and publish the final draft.

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 sensitised to build their awareness of child abuse and supported to develop ways to address abuse and standards for protecting children from harm

Achievements:

On November 24th an awareness an awareness raising training was conducted training with local leaders in Pasua Ward, Moshi. There was a good response in terms of attendance, 59 out of 65 invited attended. The participants in the training captured the concept of child abuse and were eager to change their attitudes towards children. A total of 40 *mtaa* (street) committee members were appointed to form and be members of Child Protection Committees. These committees will be trained and facilitated to develop their own Child Protection Policy as away of addressing child abuse. The street committee members agreed to be responsible for child protection in their areas and raise awareness through their street *meetings*.

Challenges:

- Due to the local election registration and campaigns which took place between August and September, we did not manage to conduct trainings in Unga Ltd and Ngarenaro Wards in Arusha as planned and our training in Pasua got delayed. Although we had planned together with local leaders in advance, they did not communicate with us as regards the yearly calendar on election activities.
- We see some resistance in changing the attitudes towards CYP living full time on the streets and they are negatively perceived and seen as difficult to change.

Lessons learned:

- Community members and local leaders seem to have a sense of the vulnerability of the CYP in their communities, which makes it easier to collaborate in addressing abuse and standards for protecting children from harm. However, we understand the importance of creating interest and lobbying with local leaders prior to conducting meetings and awareness raising in their wards. Added to this, the local government is crucial as a starting point when it comes to lobbying towards the central government to act on community issues that need strong actors.
- Using different approaches like the drama was successful in conveying the concept of child abuse and the messages around it.

Activities/tactics planned for the coming six months:

- Community Engagement in collaboration with the Community Police will conduct children's rights sessions in our target schools and communities in Moshi and Arusha.
- We will conduct trainings in Unga Ltd and Ngarenaro Wards in Arusha; including appointing Child Protection Committees and develop Child Protection Policies.
- To conduct follow-ups to monitor implementation of child protection in trained wards, including having sharing and learning meetings.

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

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

Foster care gave an opportunity for CYP who do not have a place to go during December holidays of six weeks to experience family life. Mkombozi is taking this experience to try for longer term foster care for children who have to live longer time in the residential centre and those that are considered with special needs that residential centre cannot accommodate them.

Achievements:

- 4 CYP have been placed with foster parents during this Christmas Holidays. The number has significantly dropped due to improved focus by the social workers towards building familial attachment.
- Feedback session regarding last year's placement was held with the foster parents where the need for improved follow-up by the social workers, during placement was stressed. They expressed their commitment to continue as foster carers.
- A functional plan was developed which assisted effective implementation of foster care activities.
- The current budget was successfully reviewed to include the grant from Pestalozzi Children's Foundation that facilitated successful implementation of the project.

Challenges:

There was less focus on foster care and more on family reunification. Because of this the plan for involving the Community Engagement group to facilitate integrating foster care into local government plans did not take place. Even the critical foster care training module 2 could not be conducted as well. It was challenging to get the Commissioner of Social Welfare's attention to discuss the legal implication of the foster care provision. There have also been changes in the social welfare headquarters that slowed the process. However, the recently approved Children's Law will provide new impetus to re-establish this discussion effectively.

Lessons learned:

For successful foster care we see the importance of further strengthening staff awareness on foster care procedures and guidelines to improve recruitment of community volunteers as well as ensuring that CYP in need of critical foster care are promptly assisted so as to avoid prolonged stay at the residential centre.

Activities/tactics planned for the coming six months:

- To conduct critical foster care training module 2 for about 24 foster parents.
- To conduct a learning meeting with the Social Welfare departments, Commissioner for Social welfare, foster carers, foster CYP, and other organisation or individuals working within fostering.
- To undertake a feedback meeting with the foster parents regarding the experience of December placement and to undertake a follow-up visit with all the current foster families to further confirm their commitment and interest to participate in the fostering programme.
- To work strategically with the Community Engagement group on how to incorporate local government authorities and the Social Welfare Departments in the project.
- To review the foster care targets and include in the M&E framework.

4.2 Lobbying for the financing of children's services

Planned targets/results:

To promote inclusion of vulnerable children in the local authorities' budgets

Achievements:

- From July to December, the major focus has been to lobby with both ward and district leaders in Moshi municipality, ensuring that the budget for vulnerable children is set.
- A big workshop with Moshi Municipal Council was held in July, this was a special opportunity for the council leaders to sit and discuss children issues. The council committed itself to upholding children's right and agreed that this can only be observed by having a special desk where children matters are dealt with. The council is still working on establishing such a desk. During the last meeting with the Community Development Officer, it was noted that the next step will be to include this matter in the budget.
- At ward level, Njoro Ward was brought on board. The decision to work with Njoro was based on the fact that many of the CYP Mkombozi works with on the streets come from Njoro ward. A day session with the Ward Development Committee was held to discuss the situation of children in the ward and define ways of including children in the ward budget.
- All the wards we have worked with have put children on the agenda of Ward Development Meetings.

Challenges:

Some activities were delayed and others cancelled as there was some cash flow in the organisation and when the money was available the election of local government leaders interfered with many of our activities.

Lessons learned:

- The key learning in this process is that, working with political leaders need variety of tactics and approaches, as the political leaders do not necessarily keep to their promises.
- We realize more and more that communities should be enabled to take charge of the interventions in their communities and this can be achieved by involving communities even from the designing and execution of the interventions.
- Communities are changing due to changes in social, economical and political environments and so as an organisation Mkombozi needs to reflect on our Community Engagement interventions to see if and how they are still relevant and workable to the community.

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

5.1 Income generating initiatives 1 (ACTT 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 and challenges and lessons learned during the last six months of 2009:

- General sales from all income sources as from January to December 2009 totalled TSh 145,900,540. This is a monthly average amount of 12 million per month, which was the projected target for the year. January to June amounted to 68,302,390 TSH. This is a monthly average of 11,747,343, which is slightly below our target of 12 million a month. However July-December we made a total of 77,611,250 average of 13 million a month compensating for the previous gap.
- Compared to the same period last year, there was an increase of around 8% on this year’s sale as last year sales reached TSh 134,629,500. We attribute the success to among others improved stock quality and expansion of business content on ACTT in general and restructuring of the internet café, introduction of computer parts sales, follow ups on customer satisfaction and team participation in the marketing strategies.

Table 6: Matrix on breakdown as per income sources for July-Dec 2009 and Jan to June

Income source	July-Dec	Jan-June	Yearly total	Monthly average
Hardware sales	63,127,150	51,435,850	114,563,000	9,546,917
Training sales	6,000,000	6,855,000	12,855,000	1,071,250
Maintenance, repair and IT support	6,638,550	9,417,000	16,055,550	1,337,963
Internet and secretarial services	594,300	422,950	1,017,250	84,771
Total	77,611,250	68,289,290	145,900,540	12,158,378

- Intensive advertising for computer sales, repair services, IT support activities and the Internet Café was done. Special leaflets which included information about price discounts were prepared and delivered to specific targeted customers.
- Restructuring and discounting of our product prices seemed to have attracted a substantial amount of potential and existing customers as well as decreasing competition. This occurred mainly in special promotions to specific groups e.g. teachers and specific periods as the Christmas season promotions. This has been helpful mostly in curbing the ever rising competition
- Designing and printing of ACTT branded stickers with contacts, roller Poster, table flags, branded T-shirts and branding the ACTT Car was done for advertising and exhibitions. This has helped much in putting ACTT at a greater exposure to the general public.

- As we faced challenges with the previous Internet Service Provider (kicheko), we decided to shift to TTCL which enabled the Internet café to run more efficiently as connections became fast and more reliable.
- Internet café business plan was created focussing on additional secretarial services including printing, design work, scanning and photocopying, full implementation though is still to come though we faced some challenges including a faulty photocopier which we had to re-repair a severally.
- ACTT participated in exhibitions and took the chances to display our products and demonstrate some of our services. These exhibitions included Nane Nane exhibitions and Arusha Modern School exhibitions in Arusha, and A&A exhibitions in Moshi. We utilised this opportunity also to evaluate our immediate competitors' strengths especially in Moshi. Intensive adverting in Same, Karatu and Rombo using ACTT car for special promotions was done in December. These came up with a great impact as many people showed up for the promotions and were keen to get the services we offered.
- Support school letters were designed and despatched to various corporate bodies mostly Banks, Mobile phone operators and travel and tours companies as means to selling the plan for the various institutions to provide funds for schools to get computers. A challenge was noted that many institutions based in Moshi have their headquarters and relevant departments mostly based in Dar and hence a proactive follow-up may be needed.
- Due to promotional loan scheme that were introduced late last year and continued early this year, we had issues with staff particularly and other clients as well not paying as agreed which led to high credit accumulation and to laying down firm credit control measures and intensive follow-up plan. Closer follow-up particularly on students was also conducted and this led to many of the debtors clearing their debts. A special credit purchase agreement form was designed and put to use as a way of assuring that when there's need to sell on credit, there are terms and conditions to be followed and adhered to for ultimate commitment from the customer. As much as possible, it was agreed to discourage credit sales.
- To deal with an emerging issue of electronic waste piling up and occupying a big space in our workshop, and as a way of creating additional income, we came with strategies for disposing old and broken computer parts as metal and plastic scrapes which were sold to specific dealers while electric circuit boards and monitors which are not currently locally disposable were still kept till a long term solution is sorted. To expand this program, support schools special computer upgrade programs was devised with advocating for schools to budget and allocate funds annually to do upgrades as well ensure smooth efficiency of their programs.
- As a key learning and way forward this year for the first time we did a budget for 2010 purely reliant on our business income and not grants. The fact is with ACTT having steadily grown over the past 4 years and reached great height so fast and now being a well known IT company in Kilimanjaro region as well to a certain extent Arusha, Manyara and Tanga regions attributed mainly to hardworking and dedicated staff, good strategic plans as well as good support from rest of Mkombozi. The additional funding support from external bodies including Microsoft and Barclays was supportive to this. This support has on the other hand clouded ACTT as a business and it's not been easy to fully gauge ACTT success and its self sustainability. It is time now for ACTT to test its feet on whether it can stand on its own without external support and focussing more on business oriented activities as opposed to charity activities. The external support will focus on specific community IT interventions and where possible buying ACTT services and products as would any other client. The focus will be on ACTT as a full business entity. Luckily ACTT is in good position to re-focus with its name being well established; with good stock base; strong staff base and support from the main organization.

Activities/tactics planned for the coming six months:

- Strategize on promotions for our Products and Services incorporating the teams' income generating activities. Special priority being on emerging services to attract more potential customers and on new or specific products at ACTT (January 2010)
- To update the computer sales and services matrix on a monthly basis as well as sharing with staff and management.
- To advocate for the Support school campaign to educational institutions in the Northern zone at the same time utilising that opportunity to make more business with the client schools e.g. setting up computer rooms, sale of power stabilisers to schools, wiring, networking and IT consultancy in mid January
- Fully implement the Internet café business plan from early January.
- Conduct customer care/communication skills training every three months at the same time reflecting on our position concerning customers and challenges faced.
- To identify and train a person/apprentice to permanently keep/control and account for the stores at the same time support sales services-Late January
- Review marketing strategy and budgets in early March
- Set directions to ACTT office, repaint the doors and design/purchase a display for literature in mid March

- To advertise for our services through radio, newspaper and magazines from Feb through April
- Expand our certification process that includes Affiliation and Participation certificates, Accreditation etc as a symbol of recognition, formality and authenticity.
- Conduct and participate in outdoor exhibitions, May 1st as well as on site exhibitions at ACTT office/open air exhibitions- March, June

5.2 Income generating activities 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 last six months of 2009:

- With maintenance, repair and IT support a yearly income target was reached by generating TSH 16,055,550/= which is an average of 1.3 million a month.
- Twenty maintenance visits were conducted from July to December with 7 emergency calls to educational institutions which was 90% achievement of the target, we were unable to fully reach target considering that we still having a problems of electricity cut off.
- The schools visited the last six month include Mahida VTC, Vunjo, Shauritanga, Arusha Morden, Minja, Anwarite girls, Enyoratta and Kibosho Girls secondary schools, Mkombozi Moshi, Mkombozi Arusha, Salama and Mwema children centres, Kwamkono polio hostel, Monduli and Handeni FDCs, Ebeneza, Marangu Hills, Royal Junior and Highrige English medium schools and finally Umoja Youth center. Emergency visits were mostly to Royal junior, Umoja youth centre and Ebenezer academy.
- 110 equipments were repaired and 112:98 hours of IT support was offered mostly to Mkombozi Moshi and Arusha main offices and other clients.
- Two consignments were received from Digital Links International. The first consignment was two pallets which are 6 refurbished Compaq and dell, 30 Laser jet printers, 5 switches and hubs, 182 internal CD drives while the second was of 40 RM Pc all in one, 34 Laptops and various accessories including Hard disk drives and memory chips. Clearing and handling was smoothly done and apart from few faulty items all were in good shape and ready for deployment.
- Two new schools signed maintenance contract which are YWCA and Kilimanjaro Centre while Minja, Handeni and Anwarite renewed their contracts. Vunjo, Rau primary, Shauritanga, Mahida VTC, Mwema and Kibosho Girls have finished their maintenance contracts.
- Electricity power cuts during maintenance still remains a big challenge and without having a good standby generator our performance and cost control will remain an issue.
- As we move to 2010 we have realized the need to separate maintenance services with repair and IT support as separate income sources, this will not only make it easier to monitor the income source but to separately set strategies to increase income in both sources. Its evident both sources have high potential to boost ACTT income but will need among others positive attitude of the staff particularly technicians with effective performance as well as cost versus income considerations to make the sources effective. We will need to have at least 2 schools joining and at least one school renewing contract monthly to keep the target while with repair and IT support together with intensive promotion, quality service to clients, good communication skills and trust building with confident technicians will make a difference in this regard. Issues of quality in particular i.e. computers ready for sales and still found to be having errors, not activated, not booting are a among other that need addressing urgently. More importantly technicians as well as apprentices need to take more ownership, be responsible and accountable for effective performance.

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. Bruno and technicians- January
- To review maintenance contracts with some clients, Intensive marketing to schools, Advocate for schools to sign and/or to renew contracts- 2nd week of January (Bruno, Robert, All)
- To re-visit schools interested in renewing contracts and those almost finishing their current contracts including Vunjo secondary school, Mabughai FDC, Anwarite girls secondary school, Enyorata 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 - January
- To install computers in supported schools, conduct maintenance and emergency visits, as per schedule and as they join the program.
- To double check all computers in the stockroom ready for sale - early January
- To order technology licenses - middle of 2010
- To conduct a workshop on quality on maintenance processes.
- To conduct follow-ups on balances on maintenance.
- To re-design the ACTT network.

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 last six months of 2009:

- Twelve educational institutions were supported the whole of this year with 5 schools supported the past 6 months which include Msafiri English Medium School at Kisangara, Mwanza district, YWCA center in Moshi, Kilimanjaro Children centre, Moshi institute of technology Himo branch, Tarakea Volunteer Centre and Moyo Mtakatifu tuition centre
- In all the above institution, computers were delivered, installed, training conducted as well as signing maintenance contracts.
- Letters to corporate bodies advocating support school program was designed and distributed to 16 corporate bodies including Banks, mobile phone services providers and other businesses.
- Website was updated incorporating support school campaign document as well as adding upgrade plan and cost for schools which we believe will boost the support school campaign
- ACTT started implementing on some of the issues including designing upgrade plan rationale and costs; Upgrade training was scheduled before the end of the year but was not possible due to lots of events ongoing in schools and conflicting timetable with ACTT staff.
- We received Barclays third year funding for inspiring education project, and have started implementing on the program as per agreement for support school program
- Mid year review visits was conducted by ACTT manager on schools supported in our CTLCs program to review status, challenges and way forward as well as advocating for budget allocation for IT equipment sustenance and upgrade not only for program sustainability and hence educational enhancement but also in line with environmental concern on electronic waste. 23 schools were visited while among the targeted 30. Some major feedback obtained was:
 - Regular meetings to discuss issues and way forward were shared by most schools as very important as this was reduced with number schools growing. The sense of attachment to the program and close support somehow weakened added to some admitting with regular change of staffing in public schools.
 - Training wise most felt regular upgrade was essential for program growth. Together with this the teachers want the trainings to be nearer and costs managed by ACTT to support the.
 - For maintenance and repair services, there was a general feeling of the cost of this being high and though they understood the rationale, they called upon seeking for other alternatives.
 - Program sustainability in general was understood well, however they felt that support should not be stopped immediately after one year but rather distance support be ongoing until they are
 - With Computer upgrade and yearly budget allocation for IT support and sustainability, all embraced the idea fully although they expected challenges with school boards and supporters particularly with their limited knowledge and valuing of IT, they were going to give their best in conveying the value and ensure all is accepted.
- As noted above we did not fully meet the target for this year in the number of schools supported, contrary to our believe that we could possibly get more schools in the second part of the year, there was very little response in our strategy to get local corporate bodies to support, one big learning is that a number of this bodies have their headquarters where decisions are made elsewhere mostly in Dar-es-salaam, again it maybe that there is a need to have schools themselves participate in the follow-up. On the other hand to a greater percentage most schools have high priority needs than computers in term of infrastructure, teachers, and stable electricity among others. We have also noted a pull of some schools to

simply purchasing computers without related services like training and maintenance, even though this is because of financial constraints it poses risks of ACTT losing link and hence support with these schools.

- As we reflect on support school program in general it has been and continues to be ACTT's main objective, not only does it offer a business base for income but also addresses educational empowerment through IT. Although times calls for ACTT to foster business mind a balance has to be reached to strengthen its popularity and support growing number of schools using computers. ACTT needs to re-strategize on making the program more successful for the future as a business as well as a quality intervention that enhances quality education that supports the national development.

Activities/tactics planned for the coming six months:

- Re-strategizing on establishing new partners and recruiting corporate bodies, such as Celtel and Vodacom, to support this intervention. This will involve schools in making strategic proposals to the relevant departments
- Further follow-up on letters already sent, particular concentrating again on tour operators and companies
- Monthly e-campaign on support school program
- To conduct evaluation of the CTLCs not evaluated already emphasizing on school upgrade and budget allocation as well as evaluating progress and way forward.
- Plan and implement on full support for schools to include room setup plan, power protection devices, networking and general consultancy support.
- To review CTLCs' functions, MOUs and maintenance contracts in this intervention support school as well as to ensure that the payment issue is reviewed.
- Plan on ensuring that schools get full support in the program and not only to take computers but also to benefit from the training and maintenance at least for the first year.

5.4 Capacity building and IT trainings

Planned targets/results:

1200 students per year trained at ACTT and Community technology learning centres (CTLCs).

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

- For a period of July–December a total number of 2533 students successfully completed different courses at ACTT as well as in CTLCs while 11061 students were reached in one way or another with IT skills. The courses covered included basic computer awareness courses with introduction, word, excel, and internet; more advanced courses covering graphic design, publisher, power point, QuickBooks, hardware and networking. Of the total 490 out of those who completed their courses were trained at ACTT centre and 2043 at the various CTLCs.
- Within ACTT a total of TSH 12,855,000 was generated from the trainings service averaging 1.1million a month which was slightly above our target.
- Regards specific target group trainings, we were able to train a total of 14 teachers and CYPs in IT skills that enabled them to utilise the skills in running business as well as train other people. The service offered to the above group was valued a total of TSh 1920000/-
- A total number of 23 educational institutions were visited for evaluation and one of the outcomes was the need for upgrade of teacher's skills. We were able to perform an upgrade training in which only one CTLC teacher participated, the low turnout was attributed to conflicting timetable of teachers and our staff. Nevertheless an upgrade plan for computers was also devised which will also enable us to install newer educational software's before deployment.
- We were able to recruit one apprentice to assist in training tasks as well as gain more skills as a professional trainer. This goes hand in hand with ACTT's mission in providing IT skills to Children and Young People. This also has been expanding our capacity to handle more students.
- One of the key learning is the need to do more follow-up in CTLCs to capacitate the trainers in report preparation and data collection as well and support them to increase their capacity in class handling.
- We have also learnt that we need to restructure our Classroom in order to be able to accommodate more number of students when on high season and that will avoid stopping new intakes because of availability of Space.
- By recruiting one apprentice we have been able to be more flexible in our plans and that has improved our capacity in providing our trainings
- As ACTT moves more into focussing into income generation and profit creation as well as in fighting competition, quality trainings should be given emphasis with particular focus creating short and focused courses, time management, proper planning in service delivery together with ensuring our training

content are regularly updated. Monitoring of income and particularly ensuring participants pay in full amounts from the beginning of the course will help in controlling credits which is our biggest current challenge.

Activities/tactics planned for the coming six months:

- Restructure the classrooms to accommodate more students -January
- Advertise and start evening training classes-January
- Design new tailor made short course introducing computers and basic skills-January
- Pre-plan on utilising the opportunities that are available when students from secondary schools finish their education (form four and six)
- To identify and negotiate for upgrading of CTLC trainers-Quarterly
- To do follow-ups on CTLC training evaluations(If funds available)
- To review the CTLC contracts, particularly the training element, in line with MOUs and maintenance contracts -February

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 last six months of 2009:

We were able to conduct one workshop in October with 58 participants from different educational institutions as well as general educational stakeholders. The main agendas were to discuss challenges facing ICT training syllabus and highlights on emerging technologies, which was facilitated by a representative from TTCL. Some of the issues that emerged within the discussion was how to utilise the opportunities that TTCL and other ISPs provides in order to connect most schools to the Internet through which students will be able to get closely more information perform a national curriculum exams. Through very successful discussions and debate forums, following feedback was obtained:

- Electricity issue in most schools is still a problem and should be addressed nationally in order to move forward in the information age
- Challenges the language used to train as well as the computer processes that use English
- Lack of enough teaching resources to primary school teachers for the newly introduced TEHAMA curriculum

In the beginning of the year we had conducted another seminar attended by 50 participants making a total of 108 sensitized for the year, which is still low in our yearly target and we attribute this to change in our strategy to be more focussed in specific target groups as opposed to general invitations together with having enough time to prepare and plan. Key learning is utilizing different experts in the field of ICT to help facilitate and present on different key topics add a big value in learning and sharing of information.

Activities/tactics planned for the coming six months:

- Plan and conduct one sensitisation seminar as well as plan for the whole year - first quarter
- 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 and whenever opportunity arises.

5.6 Apprenticeships and livelihood support

Planned targets/results:

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

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

- Five youths from Mkombozi joined and benefited from our computer training and apprenticeship program this year with one in the last six month. We successfully reached our target for this year and the youths include Omary, Manase, Juliet, Asha and Petronila.
- All the above youth together with other apprentices who have been in ACTT since last year joined a new street business skills training together with two ACTT staff who will be running this trainings in the future. Various workshops on life skills conducted was also conducted with the support of Renee Ritter a Mkombozi volunteer the past six months

- We then selected 3 youths who got further support and more training on running banda business (a Banda business is a small-scale business conducted in populated locations from a small 'hut') an initiative to support youth to self dependency by setting up business that sells IT related products and services as well as being ACTT agents. Research was done and agreed on 3 locations for the 3 youth to establish their business which were Same, Karatu, and Tarakea in Rombo. Prior to this an intensive marketing campaign was done for them in their respective locations. All youth are now established and continuing well with their businesses.
- With various meetings and discussion a document outlining process and systems for ACTT apprenticeship and livelihood support program was created to help formalize the program and funding. ACTT apprenticeship and youth livelihood support program's main objective is to give opportunity for youths moving towards self dependency, workplace skills and particularly IT skills in processing computers and later being computer technician though they can join any other careers as well, this is one objective with direct link to Mkombozi mission and visions, supporting youth to be productive adults. With a growing need and interest from youths to join the program together with Mkombozi strategy for the outflow of youth from residential care ACTT role in this became has become vital and there was a need to formalize the support leading to self dependency. Funding though for full support for the program is very essential and should be a focus for the fundraising team the coming year. Registration and evaluation forms are designed for the apprentices.

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
- To continue registration of CYP for hardware, networking and awareness courses as well as for the apprenticeship program.
- To deliver an entrepreneurship course for coming CYP
- 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.
- To re-look on how the apprenticeship program can work with main mkombozi youth livelihood program and alignment with SBTK support initiatives.

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

6.1 Census of and research on street living Children and Young People

Planned targets/results:

Progressive reduction in number of street living CYP coming from target communities, measured by census

Mkombozi has previously conducted censuses of street living CYP (2003, 2005 and 2006); the data from the censuses indicated that the number of CYP coming to the streets from our target communities was in fact reduced following our interventions. This year we have participated in a national survey on street living children. We have also participated in a qualitative piece of research exploring the realities of life for CYP on the streets of East Africa.

Achievements, challenges and lessons learned:

- Following a conference held in Dar es Salaam in January to have a national strategic plan to work with street children, it was decided that a national survey of street living children should be carried out to understand the scale of the issue. The Ministry of Community Development Gender and Children (MCDGC) in collaboration with Consortium for Street Children (CSC) conducted training on conducting such surveys on June 29th – July 1st in Morogoro. Two Mkombozi staff members attended and also facilitated part of the training, which was given to staff from different NGOs as well as government employees. The survey was as such a joint exercise between the government and NGOs working with street living children, and was facilitated by a consultant. It covered seven major cities; Arusha, Dar es Salaam, Iringa, Mbeya, Singida, Dodoma and Morogoro. The stated objective of the survey was to provide an overview of the current situation, which subsequently will enable the government to develop a policy to meet the needs of street living children.

- Since Mkombozi has experience in carrying out such surveys, it was asked to facilitate the training of research assistants and the actual data collection in Arusha, and one of our staff members was appointed to be the team leader for the Arusha part of the survey. In the beginning of August, 18 people from different NGOs and the government took part in training on conducting the census, and the survey itself took place in Arusha on August 7th. Five Mkombozi staff members took part in the training and the data collection.
- Results were compiled from the survey, also assisted for three other cities, and wrote a report which was submitted to CSC. In November, we attended a meeting in Dar es Salaam with the Ministry and CSC, where the reports from all seven cities were compiled into a national report which was submitted to the Ministry. The final report with relevant statistics will be finalised by CSC, and disseminated to all involved parties and other stakeholders. This is meant to inform policies strategies and practices in working with street living children. We are expecting to receive the report early 2010. Preliminary results show that the key factors driving CYP to the streets are violence, alcoholism, hunger, family conflicts, poverty and physical as well as sexual abuse. These are all issues that our communities should be empowered to address themselves.
- We participated in a qualitative piece of research: “The experiences of Children living alone on the streets in Tanzania and Kenya”. The research was initiated and led by Railway Children, our partner organisation in the UK, and done in partnership with Mkombozi and Undugu Society of Kenya. From September 1st -4th a Street Interviewer Training was conducted at Mkombozi, as part of the research project. The training was facilitated by the Research and Strategy Manager of Railway Children, who is also in charge of the research. The participants were staff from Railway Children, Undugu Society in Kenya and Mkombozi, a total of six people who would take part in the research as either translators or street interviewers. In addition, four other Mkombozi participated for the purpose of developing their research and interviewing skills in general. Interviews in Moshi and Arusha were carried out from September 5th – 15th and in Nairobi and Kisumu in Kenya during the following weeks. One of our staff members acted as a translator during the part of the research which took place in Tanzania, while a second staff member worked as a street interviewer in Kenya. Both spent a considerable amount of time transcribing interviews after they had been carried out. A total of 94 interviews were done, and to our understanding the research report will be completed during 2010.

Activities/tactics planned for the coming six months:

- To facilitate organisational discussions on how the findings from both these pieces of research can inform our way of working both with individual CYP and their families and with communities.
- To carry out a census among street living CYP in Moshi.

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). In addition we carry out a yearly CYP satisfaction survey.

Achievements, challenges and lessons learned:

- The entire M&E team, consisting of members from all Mkombozi departments, met twice to share information and discuss different M&E activities taking place in the organisation. We also strategised and planned for the M&E week of December.
- The MSC and SROI groups each met several times, while the RBM group did not have separate meetings but its members regularly discussed relevant issues as regards revision and updating of our M&E framework and Planning Structure Tree as well as our approach to get accurate statistics (see below).
- Biannual M&E and planning week was conducted from December 14th to 18th. An important activity during this week is for our different groups 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. Both our own analysis and feedback from our partners indicates that our different M&E reports tend to be very much focused on numbers and quantitative information; while we lack focus on more qualitative results and how our different interventions contribute (or not) to our seven strategic objectives and ultimately to our vision and mission. Prior to and during this M&E week we tried to address this concern through different measures; such as revising our guidelines for writing the

monitoring report and setting aside a day for discussion of cross-cutting issues and how our different interventions are related to our bigger goals. Although we still have a way to go, it is our hope that this report to some degree reflects these efforts.

- A contributing factor to the above mentioned challenge, is that most targets, results and indicators in our Planning Structure Tree and hence our M&E framework are phrased in a way that does not encourage qualitative reporting and analysis; they are often phrased in numbers. Furthermore, both these documents are not very user-friendly in their set-up, and a considerable effort has been made to update and revise them during this reporting period. This included an assessment of how they relate to our different project proposals submitted to main donors. We aim to have the revised versions of the documents ready for use by the beginning of 2010.
- Comic Relief Mid Term review was facilitated, which was carried out from October 26th – 31st by consultant Salma Maoulidi. At the end of the review the consultant had a feedback session with staff members regarding her initial findings, and we have also had the chance to comment on a draft version of the review report. We are expecting to receive the final report shortly.
- Mkombozi co-hosted and co-facilitated a workshop on participatory Monitoring and Evaluation of Child Rights in East Africa, together with our partner organisation International Child Support (ICS). The workshop took place from August 16th – 21st, and three Mkombozi staff, including our M&E technical advisor and two other members of our M&E team, participated in the workshop. The participants were ICS partners from Tanzania, Kenya and Uganda. Mkombozi staff facilitated the sessions on the Most Significant Change (MSC) Technique and Social Return on Investment (SROI).

Result Based Management:

As discussed in the previous monitoring report, we experienced challenges related to our database in terms of it giving us accurate statistics related to our Children's Programmes interventions. We have this term continued using and improving the simple excel based system created to compensate for this, which has enabled us to obtain the statistics referred to when reporting on these interventions. This method is however time consuming, and we aim to revise and have a working database by June 2010, based on the insights we have gotten through the use of the new system.

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 28 stories were collected. Through a selection process that took place during our M&E week and which involved three different organisational levels where each level select the stories they value as the most significant before passing them on the next level, the 28 stories were reduced to five stories. This selection process thus 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 MSC team during this reporting period tried to enhance the organisational learning we aim at achieving through using this technique, by starting to implement an additional step: Secondary analysis and meta-monitoring of the stories collected from January to June this year. Secondary analysis refers to conducting some deeper analysis of the content of all the stories seen together regardless of which stories got selected in the end, while meta-monitoring means to look more into which types of stories we as an organisation collect and select. The latter could tell us quite a lot about what we see as the most significant part of our work; how we identify ourselves as an organisation. We have not completed these two analyses, and will carry the process forward through including the stories collected this reporting period which also will give us a better foundation for drawing more concrete conclusions. We would however like to indicate some preliminary findings.
- In our secondary analysis, we searched all the stories for different kinds of changes, through doing a so-called thematic coding. We identified a total of 26 types of change, 16 directly related to changes with regards to CYP, and 10 other kinds of changes. The latter group comprises of changes mainly related to our community engagement work and the interventions of ACTT. With regards to CYP, the most common types of change reported are; literacy, access to formal education, ability to make long-term plans and relationship building and acceptance in their communities. We were particularly intrigued by the two latter types of changes, since they are not related to specific targets as such and hence do not appear in our other reporting. They can however be seen as an indication of success as regards our strategic objective 2.
- Through meta-monitoring it became clear that we tend to collect stories directly related to CYP, and that these stories fall into a wider range of change categories than do the others which often are related to just one area, such as increased computer knowledge. The stories regarding CYP are often related to

CYP at our residential centre. Furthermore, we do not see many stories related to our community engagement work. Our material is as mentioned too small to draw firm conclusions, but we need to ask ourselves whether this is indication of that we as an organisation still have our identity linked to being a residential centre. This can be further substantiated by the fact that we see some “gaps” also when it comes to the stories we collect related to CYP; there are very few concerning relationships with families, independent living and self reliance. This moreover means that we have less information regarding the impact of our interventions in these areas.

- Based on these findings we consciously encouraged staff to collect stories from a wider range of stakeholders during this reporting period. Although we have yet to conduct deeper analysis of the stories collected from July to December, it does seem as if we this time succeeded in collecting more stories from community members we work with as well as related to our work in the area of strengthening familial relationships.

The Social Return of Investment Approach (SROI):

- 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 ICS. Mkombozi's SROI team had a two days workshop, July 20th-21st, facilitated by Francis Nthuku, the Regional M&E coordinator of ICS. The aim of the workshop was for Mkombozi to get more support and knowledge as regards how to take this M&E methodology further in our organisation. As an important part of this, we went through and redid the one case (example) we have previously worked with - “To measure (monetise) the added value/impact of training and apprenticeship programme offered to vulnerable youth”, seen from the perspective of ACTT staff. Since this methodology requires that the different stakeholder groups involved in an intervention are facilitated do their own SROI processes and valuations, we decided to facilitate a process also with the apprentices themselves. This was done on July 30th. Reports on these two processes have been written and are available. The team now feels much more proficient in the methodology, but have continued working on the actual calculation process so as to make the end result as relevant and accurate as possible. The SROI team in agreement with the whole M&E team decided that we will carry the SROI approach further at Mkombozi, through doing a SROI process regarding our health service in February 2010.
- In November SROI team member and ACTT manager Robert Mafie participated in an SROI write shop in Anantapur, India. The write shop was arranged by Context, International Cooperation, an organisation that has taken the lead in exploring the possibility of employing SROI, which has its roots in the social entrepreneurial sector, in the development sector. A main lesson learned was that the approach also internationally is in its early stages of development, and that the work we so far have done actually was considered quite advanced by the other participants. The write shop also resulted in a draft version of the handbook ‘Applying SROI in development cooperation- a practical guide’. This guide is expected to be completed by 2010.

The CYP satisfaction survey:

- A CYP satisfaction survey took place during the first weeks of November. This is meant to be done yearly, although it has not taken place the past couple of years. The purpose of the survey is to get feedback from the CYP we work with on how they view and experience the services we provide. This is a quantitative survey, which will be used to get an overview, and will give us a possibility for us to dig deeper into areas where the results show us that we have challenges or are exceptionally successful. A second equally important purpose is to enhance CYP participation in our M&E.
- Selected CYP conducted the actual data collection after having been trained by the M&E technical advisor. We received response from a total of 108 CYP, 91 from Moshi and 17 from Arusha.
- All the data has been compiled and plotted into an excel sheet, but the final analysis is yet to be done.

Activities/tactics planned for the coming six months:

- The entire M&E team will meet twice, and the subgroups will meet as needed according to the activities planned.
- To continue the improvement of the Mkombozi database and reporting systems.
- To have the revised versions of our Planning Structure Tree and M&E framework ready for use by the beginning of 2010.
- To conduct secondary analysis of and do meta-monitoring with regards to all the MSC stories collected in 2009.
- To analyse and write a report on the CYP satisfaction survey.
- To conduct a SROI process regarding our health interventions.

6.3 Team based way of working

Planned targets/results:

A team based way of working piloted, evaluated and strengthened

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

Achievements, challenges and lessons learned during the period of July - December 2009:

- As a way of strengthening team based way of working, during the all staff performance appraisals which took place from 9th to 30th November 2009, staff had an opportunity to select and join new teams.
- Tentatively it has been agreed that the Senior Management Team will be reviewed to include coordinators from different departments namely the Human Resource, Finance and Children's Program. The inclusion of these coordinators will be useful in innovation, decision making, communications and achieving potential. This will assist in filling the gap in SMT that will be left by the Children's Program Manager whose contract is coming to an end in January 2009.
- From September 2009, Yusuph Nyaki, the HR coordinator and Kate Duder, an Mkombozi volunteer, conducted the Organisational Development Workshops at Mkombozi. The OD Workshops encouraged that in teamwork members discuss their objectives, assess ideas, make decisions and work together towards their targets. It also emphasized initiative in taking responsibility for work and actions and the importance of balancing individual, team and organisational interest.
- It was agreed during the OD that: Teams could create their own set of behavioral/personal values, relative to them and their work and then review alongside the organizational values, documenting these values in a way which is visible to staff daily and creating a discussion on people's interpretation of these, develop a set system, criteria and measurement for a values evaluations within appraisal times.
- It has been noted that managing teams well is a challenge to any team leader from novice to experienced one. At Mkombozi teams do not meet as often as required to reflect, plan and implement their activities. This challenge has been persistent for quite sometimes and team leaders need to promote togetherness in teams and facilitate teams meetings to take place.

Activities/tactics planned for the coming six months:

- Discuss a way to allow staff to learn about other staff member's roles and respect these i.e. switch roles or shadow for a day. Cross – functional teams offer people the chance to learn about the roles and work of others.
- To meet with team leaders regularly for support and assessment of teams' performances.
- To ensure the Human Resource Team meet, review and update the target indicators

6.4 Systems for staff reward linked to performance and achievement of strategy

Planned targets/results:

Systems for staff reward linked to performance and achievement of strategy

- The new amended Human Resource Policy has improved benefits and privileges of Mkombozi employees. Some of the benefits improved in this amended policy are end of contract benefits, acting allowance, terminal benefits and leave allowance.
- All staff performance appraisals was done from 9th November 2009 to 30th November 2009, the appraisal was a two-way participative process. In this appraisal the employer engaged in a meaningful discussion with the employee on the work performance and development needs. As a result of Performance Appraisals, leadership trainings and the organisation's need to fill vacant posts were identified.
- The applicants for the position of children's program coordinators in Moshi and Arusha were short listed interviewed and 2 candidates were appointed for the positions. Both candidates have accepted the appointments. The two candidates namely: Mr Michael Reuben is in Moshi and Mr. Obedi Muvumu in Arusha. This brings the total number of new employees who joined Mkombozi to 4.
- During the retreat the management team and supervisors recognized the good performance of all employees by giving small presents and Christmas cards to all of them. We experienced that rewarding good work is more effective than punitive measures for bad work.
- Social workers were the best employees for this year. The Director called them in front of other staff and was praised in a special way. He went an extra mile and purchased a gift for each of them. This is a good practice of inspiring people to work individually or in groups in ways that produce best results. For staff to be motivated we need to tap into their own personal motivational forces.

- Staffs that were punctual on arriving and registering in the staff attendance register book were praised and given presents during the retreat. This is a good process of controlling absenteeism and time keeping.
- After seven years of continuous service with Mkombozi, Simon Mvuingi, Mkombozi Head driver received the long service award of one million as token of appreciation for loyalty and dedicated service.
- Benefits: Staff members who filled the National Social Security Fund (NSSF) Health Cards have started to use the services from different hospitals. The NSSF Health coverage is of great help especially at this time of global financial crisis. Also through The Human Resource, employees who registered for smart cards have started collecting the cards from NSSF Offices as they are ready. The smart card stores data related to claims management system, social health insurance benefit scheme and other social applications.
- Work permit for Mkombozi Executive Director was obtained from the Immigration authorities in Dar es salaam much more easily than other times.
- From July 2009 Mkombozi Staff held farewell parties for the following employees who left the organisation: Nipael Mrutu who has gone for further studies in Holland, Hilda Chigudulu who got married and joined her husband in Morogorro and Fikiri Elias who secured employment with an international agency abroad.
- Staffing: Mkombozi delayed in recruiting and hiring staff to fill some of the vacant positions such as social worker, community engagement facilitator, and street educator. The delay was because the organisation wanted to understand and facilitate change while taking into consideration how to position ourselves as a manageable organisation with the available resource that we have. The lesson learnt was that recruitment is a continuous process.
- Retaining staff has been a challenge that many organisations face. Mkombozi will need to look on how to motivate staff, strengthen compensation and benefits. Also the staffing strategy needs to be reviewed to ensure we get right people on board.

Activities/tactics planned for the coming six months:

- Keep in mind various remuneration options each year, when pay reviews are due
- To ensure that staff members collect their NSSF SMART CARDS.
- To improve attendance management by working very closely with supervisors
- Develop a set system, criteria and measurement for values evaluations within appraisal times. Documenting these values in a way which is visible to staff daily and creating a discussion on people's interpretation of these.
- Focus on the largest and most important area for current intervention, with focus areas including gaining further understanding of the staff structure and each others roles & responsibilities, recruitment of vacant positions, communication, internal relationship building, time management, increasing staff morale and embedding a culture of support, encouragement and recognition in everyday work life.

6.5 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*

Leadership development was part of HR focus in the last six months. The goal is to ensure that staff grows in knowledge and experience to assist the organisation to expand and continue to meet its needs.

Achievements, challenges and lessons learned during the period of July- December 2009:

- Mkombozi staff members who participated in a leadership course as part of their leadership roles enabled other staff to do reflections on various professional fields. The reflection exercises enabled staff to assess and understand themselves.
- Some of our staff members have created and submitted their Individual Development Plan to the HR team. We have been encouraging staff to keep their Development Plans updated so that the organisation can understand employees' training and development needs.
- Mkombozi has created conducive environment for staff to get trainings for their professional growth. IT courses, Ordinary Level Studies and colleges' courses are some of the courses which Mkombozi staff attends. Enabling staff to attend trainings improves the organisation capability, which often has remarkable results. The more skills each member of staff has, the greater Mkombozi's choice of potential delegates.

- As part of staff training and development, HR coordinator attended the Facilitating Organisation Development Training run by EASUN at Uhuru Hostel. The training which has three modules and will last up to early next year 2010.
- From September 2009 Mkombozi staff members participated in Organisational Development Workshops. The course was geared to enable staff understanding the OD process, enable staff to become leaders, encourage team work, facilitate learning and maximizes staff engagement for the organisation's development and future. The OD process techniques included contracting with clients, Action Learning Cycle, Participatory processes, Facilitation, Small group discussions and full staff workshops.
- The HR coordinator attended a training on Implications of the New Labour Laws in Promoting Industrial Harmony, Productivity and Competitiveness at the Workplace
- Mkombozi offered another round of First Aid Training to her staff. The training was conducted by a volunteer from First Aid Africa. The training is useful for staff as they can assist the kids they are working with as well as staff can assist among themselves when there is first aid emergency.

Activities/tactics planned for the coming six months:

- To advertise and do recruitments for the following positions; Social Worker, Street Educator, Community Engagement Facilitator and Administrative Officer.
- Revision of staff structure including creating a slightly flatter system for reporting, supervision and decision making. Look at giving senior staff some responsibility to make decisions (unless major decisions) and encourage management to delegate and enforce this. Updating of organogram as required according to any structure changes
- To participate in facilitating organisation development (OD) 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.

6.6 HR and Admin policy and procedure development

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 period of July - December 2009:

- The new revised Human Resource Policy is completed and now it is in use effectively from 1st October 2009. The reviewing and editing of Mkombozi's HR policy was done in consultation with Mkombozi staff, Mkombozi Senior Management Team, and the Labour Office. The revised policy was approved by our Board of Trustees, and the final touches such formatting and designs were put together by our Communications Coordinator.
- Reduction of overhead costs has been one the key achievement for the Human Resource group. The department facilitated the acquisition of a new Arusha office. The new office is simple, much cheaper than our previous office and located in Arusha Town centre. To reduce the costs further, Mkombozi entered into a security contract with another company called Mahiri Security which is much cheaper.
- We also renewed the tenancy contract with our residential centre landlord since it lasted in August. This term Mkombozi has also paid rent to the landlady who owns our administration block.
- Mkombozi has found another cheaper garage for repairing her vehicles. The vehicles were repaired by Valmet Garage and the fixing costs became so high and the vehicles were repaired regularly. Mkombozi drivers should take initiatives to ensure minor services are performed inside the organisation by purchasing necessary tools and supporting gears for the drivers.
- Mkombozi received anonymous emails saying negative things about the organisation. The unfounded claims in the email were sent to staff and Mkombozi's donors with the aim of tarnishing the good name of Mkombozi. As part of making sure the truth was prevailing Mkombozi convened meetings and shared the reality on the ground with her donors and staff.
- On 5th October 2009 Mkombozi bought 1.5 acre piece of land in Kibosho, Sambarai. The land will be used for constructing Mkombozi's buildings as currently the landlords/ladies have rented to us the buildings. Purchasing of the land is something to celebrate as we have been waiting for this moment for so long.
- HR/Admin monthly report, Headcount report, Turnover report, New staff report, Emigration report, Vehicle usage report, have been updated regularly. Updating Vehicle Maintenance report and Building

Maintenance report has been a challenge since the Mkombozi administrative officer left the organisation for Morogoro because of family affairs.

- As a way of improving communications in the organisation the senior management team has resumed sending to all staff minutes which emanate from Senior Management Team.
- The Human Resource Coordinator made exchange visit to Amani Centre to learn how they deal with administrative and immigration issues.

Activities/tactics planned for the coming six months:

- Policy and education on use of Mkombozi vehicles will be shared with the staff supported by finance group as relevant to cost saving
- HR policy and clarity needs to be developed regarding staff going out of the organisation for longer periods of training and studies.
- Promote opportunities to learning about others roles and find ways to recognise and appreciate staff
- Together with tem leaders and supervisors, ensure that weekly supervision meetings are happening with all staff and monthly department meetings particularly including the Arusha staff
- HR policy will be translated and made popular among all staff
- Develop a criteria to measure upholding values during appraisal times together with personal and behavioral values which link into organizational values
- To make available all information to management so that they can make informed decisions
- To improve staff record keeping and ensure that all HR files are accurate, complete and auditable.
- To build relationships with immigration authorities through intentional networking.

6.7 Mkombozi's brand

Planned targets/results:

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

1. *2 E-news mail-outs 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*
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

- Generally, the communications have been progressing well. A new publications series, "Mkombozi @ work", was introduced to the website and e-news with two initial pieces offering deeper looks into the everyday work of Mkombozi and the environment in which we operate. These stories take quite long to produce, but they are definitely worth the extra effort since they show the realities of our work, thereby attracting potential support as well as giving current supporters a picture of the work that takes place on the ground.
- From now on, we will aim to send out one e-news every month, since the past target of two has turned out to be unrealistic to meet within the current staffing situation.

Challenges and lessons learnt:

- We need to develop ways to monitor and evaluate our general communications. Positive feedback from staff and community members on our simplified annual report ("Snapshot") has led to the conclusion that such feedback needs to be systematically documented. Not only this, but we should also start asking people what kind of communications they would like/prefer to get, and how these could make a difference in the way they view Mkombozi.
- During a Community Engagement feedback session towards the end of this year, people revealed that the community holds the perception of Mkombozi as being *only* a center for *raising* "street children", "orphans" and "children who have failed" etc. It strikes us once again that the very community that we

operate in is not aware of the programmes and orientation of the organisation. This can be seen partly as a result of the community's perception around centres in general, but also as a result of our communications being so strongly focussed for an international website audience. Next year, we should work on this by translating, printing and disseminating our newsletters so that the local community learns more about our work. Judging by networking experiences from this past year, Mkombozi has definitely stood out and "moved ahead as a leading NGO in the field of child rights" on a national level, that is, according to our reputation among other institutions. However, since our reputation on a local level is so different, it seems we still have some way to go in making people aware about our mission.

- Another point of reflection after this year has to do with children's participation in communications and advocacy materials – a topic which was mentioned during the internal review that took place in October. Most likely, Mkombozi needs to become more child-participation oriented in general, but when it comes to the communications, children should start being involved in some of our productions since they are Mkombozi's whole purpose of existing. Involving them more in advocacy related communications will fulfil our mission by empowering them to speak for themselves through expressing the things that concern them.

Activities/tactics planned for the next six months:

- Start finding appropriate ways of involving children in making of publications, e.g. annual report
- Orient publications more towards the local audience
- Make feedback evaluation of communications tools a routine
- Initiate process of total website makeover

6.8 Individual and corporate donors

Planned targets, results:

(The below targets are also the targets of "Improve success rates" as used before)

1. *Progressive increase in number of donors and income by 30 % every six months of 2010.*
2. *Donor Liaison: Cultivate and maintain donors who are involved members of the 'Mkombozi community' (loyal, reciprocal relationship)*

Achievements, challenges and lessons learnt:

- 37 new donors of gifts in kind
 - 4 second-time donors
 - 1 repeated donor
 - 6 solicitations made
 - 14 donations made through website
 - 128 donations made directly to FoM accounts (June-Oct)
 - 21 donations of money made directly to Mkombozi office (June-Dec)
- Overall, we have experienced a real increase in local "gift in kind" donors since we started disseminating the fundraising poster. One concrete success is that Mkombozi has not bought any new clothes for the children this year – all clothes that were given out came as donations.
 - The majority of donors have come to donate gifts in kind without having been solicited, but the observation is that they have heard about our work, and some have received the fundraising poster and decided to donate. The six who have been solicited in this period were shop owners, and unfortunately none of them responded to our request. In the future, we will attempt to also approach other types of donors, such as houses of worship. Among the people who donated gifts this past period, staff themselves has made contributions – a very encouraging thing for the organisation. Furthermore, some of the children in the centre, who make and sell their own art, gave part of their income to Mkombozi.
 - When it was decided that Mkombozi should buy land, the staff and their friends gathered in a small event to raise funds that would help the purchase. This turned out to be successful as it increased staffs ownership of the land, at the same time as raising a significant contribution for its purchase.
 - We attempted a small fundraising event for local donors in Moshi. Even though many people were invited, and confirmed, very few actually showed up. We are not sure as to why people did not come, if this was due to lack of time or interest. We have the feeling that a request to come to an event where you should donate something did not appeal to them. We need to take the lessons from this and consider them when we plan how to better do an event for local donors in the future.
 - When it comes to the "long-distance" individual donors, two mail-outs have been done this year – one with our "Snapshot" and the other with a Christmas card fundraising appeal. We hope that such mail-

outs will strengthen our relationships with them – something that in many cases can take time to monitor.

- Even though we now have a fundraising team with regular meetings, we lack the skills to progress further in some of our activities. Next year, the fundraising team will undergo training, hopefully solving part of this challenge. Another challenge is the fact that we suffer from lack of manpower, especially in local fundraising. At the moment, these activities are carried out by people whose main jobs are not fundraising.
- Our fundraising poster has been a help this year in attracting local donors. However, it is quite coloured by the residential center, and the new direction of our communications is that we should locally work on spreading the image of Mkombozi as much more than a center. Therefore we will produce a new and developed poster next year which more cleverly contextualizes the gifts in kind we are seeking from local donors.
- Next year, as part of deepening our strategy, we as a fundraising team should conduct a small situational analysis of local corporate and private donors, and also learn more about the profile of people and corporations who are likely to give. This way, we can estimate our income and plan our work in a better way.

Activities/tactics planned for the next six months:

- Create a comprehensive tracking-sheet of long-distance individual donors.
- Fundraising team undergoes training.
- New fundraising poster/flyer is produced
- Event as Watering Hole and other opportunities that might come

6.9 Finance

Target

Stabilise Mkombozi Finance administrative practices to maximise efficiency and effectiveness in the use of resources.

Achievements, challenges and lessons learnt

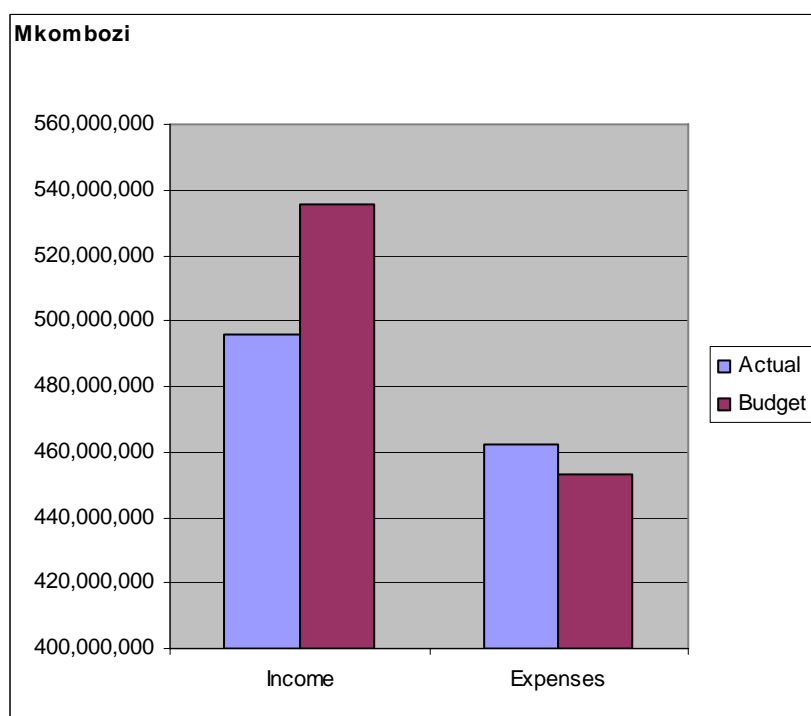
- Finance group submitted monthly detailed reports budget vs. actual to budget holders and management
- Staff advance reports have been submitted twice a month to the responsible budget holders
- On the 24th of October a detailed picture of the actual financial situation of Mkombozi was presented to the board of trustees. This included the newest overview (until September 2009) of budget vs. actual report and a cash flow report until the end of the year 2009. Further we introduced to the board the first version of the new budget for 2010.
- We met on the 20th of August representatives of Foundation for Civil Society and discussed in detail our reports and the difficulties we have when they delay transferring funds.
- Auditors from Foundation for Civil Society checked our accounts and compared our reports submitted to FCS. The audited period was from Jan 2008 until June 2009. The audit took place on the 22nd of October. Up to date we had no feedback from the auditors.
- Mike Northcroft from Child Hope, who facilitates our donor relations with Comic Relief, met us on 19th of August. Mike was working on an internal financial report to Comic Relief about Mkombozi's financial position and internal procedures. Mike Northcroft was very pleased with the financial systems and procedures in place. We discussed how we could improve the financial position of Mkombozi and he gave us some guide lines and recommendations.
- Finance group also met the representative from railway Children, Pete Kent in July and September. In these meetings were discussed reports and budgets. A mini audit was done of some of the reunification receipts. He was pleased with our finance system and had no complains.
- With a big effort of all the staff, budget holders and management we succeeded to have a first draft of 2010 budget ready by mid of October. After presenting it to the board and reviewing some line items we finalized the budget mid of November. The budget 2010 was presented on the 20th of November to all Mkombozi staff.
- Together with the director we prepared a revised budget 2010 for Railway Children and ICS. These budgets need to be updated and adjusted every year to our needs.
- Donors report for the period of July – December were sent to IOM on monthly basis
- Railway Children, Pestalozzi, ICS and FCS on Quarterly basis
- Finance created a new cash flow forecast report time plate. This new cash flow report was introduced in July to the director and been updated and discussed monthly. The report is helping finance, director and board to have a detailed picture of the actual and future cash flow situation of Mkombozi.

Mkombozi Monitoring and Planning Report
July – December 2009

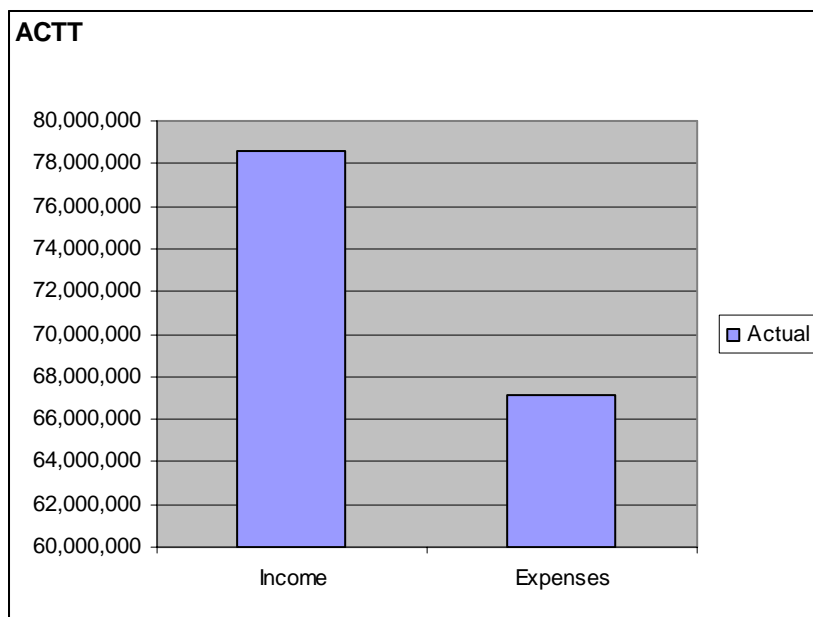
- Once a week, the finance coordinator is working with ACTT accountant on ACTT accounts. She is reconciling cash & bank and stock takings monthly. Further on, finance group is supporting ACTT in setting up, implementing and control of finance systems. Spot checks, producing reports and helping creating budgets are done regularly.

Total income and Expenses (July to 15th of December 2009)

Mkombozi			
	Income	Expenses	Variance
Actual	496,152,483	462,405,393	33,747,090
Budget	535,317,842	452,915,995	82,401,847



ACTT			
	Income	Expenses	Variance
Actual	78,584,100	67,147,217	11,436,884



Stores

- Store keeper is taking quarterly stock. Last stock count has been done on the 15th of December for the year end valuation and audit report.
- Stock report has been submitted monthly to finance coordinator and Management.
- Stock value: 9,085,541.12
- Valuation of gift in kind: 2,755,140.60

6.10 Internal finance control systems

Targets

Internal Control systems strengthened to improve efficiency and increase value for money in our programmes.

- The finance unit has been engaging its staff in various financial matters such as one on one going through their retirements, smoothly facilitation of cash request withdrawals on time which enables staff to carry out their project activities as planned. Despite the global financial crisis which has affected Mkombozi funding situation we have tried our level best to facilitate staff receive their pay cheque on time.
- We have been tireless in providing information regarding the application of difference financial procedures and forms. This is to make sure that staff is always kept informed so that they can make informed decisions.
- Finance with support of staff made savings of about 8m by planning and cutting unnecessary administration costs without compromising and disturbing the core project activities.
- Our store has played great role in ensuring that staff have the resources they require and kids get basic needs such as clothing, food, medicine etc. Staff is now more aware of store procedures and trying to follow them.
- The monthly reports to budget holders are improving our financial control substantially and management has a much better picture of the financial status quo.
- We thank the managers and coordinators for their support. They gave much of their time during the preparation of the budget for 2010.

Challenges:

- Again, the delaying on submission of retirements/receipts from some staff thus causing delay on report and report not be 100% correct i.e. budget vs. actual report.
- To balance income and expenditures in the overall budget and manage cash flow.
- Improve even more our reporting systems in time and accuracy.
- Implement a recycle system for old or used items in ACTT and Mkombozi stocks.
- Debtor control in ACTT

Learning and way forward

- The monthly cash flow reports to the director will improve to avoid our short term cash flow crises. Board, Director and finance department is working hard on finding a way to build up reserve funds, which will help Mkombozi in cash needs caused by late submission of funds from donors.
- The budget 2010 has the following new changes, which we would like to be noted:
 - The operational budget and donors budget is balancing
 - If there are changes in donations, the operational budget will be adjusted. These adjustments will be done quarterly – 1st of April, 1st of July and 1st of October

Activities planned for the coming 6months:

- Prepare annual valuation of fixed assets
- Implement an ACTT reporting system splitting between “business and charity wing”
- Set up a better debtor control system in ACTT
- Set up recycling system for disposal items from stocks
- Implementing auditors recommendations/suggestions
- Create a reserve funds policies to cover short time cash flow shortages
- Prepare for annual audit of Mkombozi
- Prepare for audit for Pestalozzi
- Revise finance policy

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

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:

Teaching children how to protect themselves: As a joint effort between youth, independent actors, a drama consultant and Mkombozi staff, a new drama play was produced as part of our campaign “Tulinde Watoto Sasa!”. The play told the story about how a boy from a village came to choose living in the streets and engaging in destructive behaviour after running away from an abusive situation at his uncles house. The play was performed at nine occasions, mainly in the main market places of Arusha and Moshi where many of the street-based children and youth come to generate an income. Our monitoring and evaluation shows that some of the youth who watched the play learned to avoid stealing and other destructive behaviours, expressed by one youth as: “To not have behaviours which are not acceptable in the community. To not involve myself in bad things such as stealing.” Thereby, it can be concluded that this play has not only educated adults on the harmful effects of abuse, but also showed children and youth how negative choices can lead to very bad consequences in life.

For future activities please see ‘Campaign against child abuse’.

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 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*

Achievements, challenges and lessons learnt:

- The campaign outputs this past year have consisted of:
 - One play produced and performed at nine occasions in Arusha and Moshi
 - Design of booklet on child abuse (not yet printed)
 - Perception survey data collection performed
 - Print and dissemination of campaign materials
- We have been able to further develop the methodology of awareness raising drama. The first new component was the dissemination of a flyer during performances detailing the major highlights of the story so that people could better comprehend the full play even though they might only have watched a part. This proved to be both useful and popular with the audience. Another significant progress that was made as part of this tactic was the conduct of a small questionnaire survey with the objectives of 1) learning more about people's perceptions of children in the streets, and 2) measuring people's immediate learning from the message in the play. The findings are in the progress of being analysed, but preliminary results show that a portion of viewers did receive new learning about why children go the streets along the lines of what was intended.
- The findings from the survey will give us an important and very interesting baseline that informs our continued awareness raising and advocacy work. For now, we have managed to manually type and categorize the respondents answers to the question "why do children go to live in the streets?" into over fifty different categories of answers. The analysis is yet to be done, but initial observations tell us that there are contradictions between the realities experienced by children (according to our social work experience), and the perceptions of community members about why children end up in the streets. For example, one of the leading answers to this question is that children go to the streets because they are orphans – something that in our experience is not true for most children. The data from this survey will be analysed in relation to the coming results of the "national survey of street children", as well as our experience of social work. If done properly, information and insights from survey such as this should inform several of our interventions.
- The troupe made several appearances at Mobile School sessions in Arusha, giving an opportunity for youth to participate while testing the play in front of a small audience. This turned out to be quite an appreciated event for some youth, and tells us that such initiatives are good for strengthening youth participation in advocacy efforts.
- A big lesson that has reminded itself during the past two years of attempting to implement this campaign is that Mkombozi is understaffed in the areas of communication, advocacy and research compared to what it has set out to achieve in terms of bringing changes in public attitudes and societal systems. Campaigns such as these require proper staffing and sufficient time allocation within several areas of expertise and this particular intervention has only been driven by mainly one staff member under limited consultation with others. This is the main reason why especially some planned publications have not yet been produced.
- Another challenge within this past period was the unexpected lack of funds (due to the drop of the GBP) which for this campaign resulted in having to postpone the print of a booklet, t-shirts and not being able to conduct the desired amount of drama performances.
- Lastly, even though this campaign has partly been intended to be a communications tool to be used in Community Engagement interventions, in this reporting period we again failed to find such connections due to lack of internal synergy between our programmes and departments. Such a connection will be strengthened for the sake of the organisations growth and development.

Activities/tactics planned for the next six months:

- To share responsibilities of this intervention between Communications Officer and the newly hired Children's Programmes Coordinator Arusha.
- To re-strategise and fundraise for this intervention and make it more advocacy-oriented by relating it to the new legislation on children. As part of this, to conduct a small literary research / situational analysis ahead of concrete planning.

7.3 50% Campaign, Arusha Caucus & Lobbying for legal reform for children

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 learnt:

- Together with members of the Caucus for Children's rights, Mkombozi in 2007 presented a constitutional case in the high court arguing for the repeal of several pieces of legislation which in practice give local authorities the right to round up and detain children who live and work in the streets. The judgement, which came in November, was for the laws to remain since it was the opinion of the court that they "serve the public interest". Thus, detaining and rounding up children who are in the streets remains legal.
- Mkombozi continued to support the national efforts in bringing out the children's law by the ministry of Community development Gender and Children. Our contribution was to study the draft bill and mobilising the stakeholders to input into it through the national forums. Mkombozi staff together with other caucus members participated in all the civil society meetings and the task force who worked closely with the parliamentary committee. Some of us including the director were also present in the parliament as the bill was passed to show solidarity and appreciate the government for its efforts. Although not all of the comments made by civil society was taken on board, it is a good start to work with an act to support children.

Activities/tactics planned for the next six months:

- For the Caucus to repeal the judgement

Conclusion

The last six months have been productive and challenging for Mkombozi and with the strength of staff and support of donors, partners and stakeholders we have managed to achieve what we had planned.

A common point of discussion was to link various interventions to see the impact from a broader perspective. To facilitate this further during the monitoring, evaluation and planning week, two reflections sessions were conducted to assist staff to look beyond their specific roles and teams and understand how they are contributing to the bigger picture of Mkombozi. From appreciative inquiry perspectives, all staff were mixed and divided into four groups to look at the overall achievements and lessons learnt around the main strategic objectives of Mkombozi and the mission.

Following is the summary:

Achievements of Mkombozi in the last six months

- Youth benefited from increased job opportunities, the businesses, the banda business and are living independently. They have also been educated in self-reliance and independent life and some of them have become great peer role models.
- Cooperation of teachers reduced school drop outs and truants and the school environment has been improved.
- Community has been educated and a noticeable relation between community and children. Community has been empowered through awareness and working on development together. There is much more consciousness about child abuse and protection helping the community to be caring society and more safety for children. Perception of community about children has been changing and efforts are there to include children in budgets and reduce child vulnerability.
- Reduced expenses of treating illnesses as they are taught to prevent
- Strategic local leaders have been sensitised leading to improved relationship with government and development achieved together with other actors. Although it is not just Mkombozi but we have played an important role in having the Children's act in the country.
- Spread ITC through ACTT has filled some of the technology gaps in the community. An interest has been created in the youth and created employment opportunities through IT. ACTT has also support Mkombozi.
- The organisation can rely on correct statistics and data and accurate reports are written to relevant people as well as to plan interventions well.

- Mkombozi has obtained some land which in future might reduce expenses together with having more space for children to grow. Having a community centre and other interventions will also reduce the perception and allow people to see that Mkombozi is more than a residential centre. The different working groups will also feel together working in one campus.
- Mkombozi has more local donors covering basic needs of the residential centre. This will also fill budget gaps and allows more people to come to know about mkombozi and build a caring society.

Learning and insight

- Children are enabled more to identify and manage their problems compared to what we did earlier
- Empowering community alleviates other problems related to children. We could equip with more legal knowledge and skills
- If we provide good non formal education, it can support more children to go to formal school
- Mkombozi's example and experience can be imitated in the communities
- Knowing others work and asking questions helps us to understand the impact of our work
- The more we understand each other's work and the connections
- How to go beyond M&E framework and engage in the process cycle and get into the interventions deeply
- Mkombozi needs to appreciate efforts of government actors
- If our interventions are funded Mkombozi can reach more youth
- Livelihoods and bands business are a very good way for outflow of youth.
- ACTT has a lot of potential to link with livelihoods and other opportunity to talk about Mkombozi as well as support advocacy. However ACTT and Mkombozi work differently and need to find ways of working in the same target communities supporting each other's interventions for instance CTLCs can be used for advocacy of Mkombozi
- Primary objective of ACTT is to support Mkombozi youth as well as get profit and so it needs to balance and separate these two areas.
- There is so much need for networking and Mkombozi needs to do that locally
- In development work one cannot give up hope as it happened with children's act which has come out after so many years of patient work.
- We do a lot of work but are not accessing our successes well and need documentation to prove success
- Mkombozi has less resource input and staff compared to the magnitude of work
- Having our own place will give us more freedom to do the work we want to do.
- Both children and other stakeholder have a narrow understanding of the work we do and so the question is how to raise more awareness that Mkombozi is more than residential centre.
- Local donors can create more sustainable fund
- ACTT is still trying to stand on its own feet but the question is till when?

As a whole group we also reflected on some important cross cutting issues that were brought to our light either during the visits of our partners or through external reviews:

How have we engaged children in their own development?

- Enabled CYP to realize their talents through participation in sports, education, art and various other things
- Enable through actions and to make personal and life's decisions
- To coordinate and improve life skills of CYP
- Involvement of families in the development of their CYP

How to engage more and more the community to take responsibility towards vulnerable children

- By educating family and community regarding the law and the rights of children and those who makes laws
- To forward the problems and their origins from families and to make strategies to solve these problems through various interventions including income generating activities and loans according to the needs of the environment.
- To network with legal entities to enforce the law with the street and village committees together with community development and social welfare

How can we make all that we do to support advocacy of child rights?

- Share our practice of experiences with other stakeholders and communities
- Lobbying for children rights in different forums
- Dissemination of our documentation, publication by making it user friendly and through other forms like snap shots and training on children rights

- Identification of problems by children's programmes staff and direct to community engagement to get input from the field and inform advocacy team for action
- To involve various stakeholders and community members like police, local leaders, parents and others in the processes of our work
- To involve / engage Mkombozi volunteers such as fosters, mentors in advocacy interventions in a process of handing over to communities
- To use media in the process of advocacy of children rights