

REPORT SUMMARY: *An Evaluation of Kivulini from 2004-2007*

Background Information

Purpose of Report: This is a summary of an evaluation of Kivulini's program over a four year period, from 2004 to 2007. The **aim** of the evaluation is to determine the results generated through the program, the challenges facing the program, the program's strengths and weaknesses and the lessons learned. The **objective** of the evaluation is to explore the effectiveness of Kivulini in achieving its core objectives as specified by the 2004 – 2007 strategic plan. The evaluation will be used to inform the implementation of Kivulini's 2008-2012 strategic plan. This is an impact evaluation and therefore does not examine in detail the processes through which Kivulini achieves its results.

About Kivulini: Kivulini Women's Rights Organization is a registered non-government organization (NGO) based in Mwanza, Tanzania. It was founded in 1999 by 6 women who felt compelled to address the domestic violence (DV) in their community. The word 'kivulini', translated from Kiswahili means 'in the shade', and implies a place of safety, under a tree or another shaded area, where people can meet for discussion and offer each other support.

Kivulini's **vision** is to see communities that are free from DV against women, in which women's rights are respected and valued. The **overall purpose** of Kivulini is to empower women to enjoy their rights, especially the right to safety, and to thereby improve their families' quality of life. The **goal** of Kivulini is to inspire and support communities in the Mwanza region to prevent violence against women.

The **objectives** of Kivulini's program are:

- To mobilize communities in order to change attitudes and behaviours which perpetuate violence against women
- To advocate for change within existing community structures to create an environment supportive of women's rights and priorities, particularly the right to safety
- To build the capacity of community leaders to understand the impact of violence against women and to motivate them to initiate change within their own environments that uphold women's rights and priorities
- To improve women's socio-economic status through legal support, counseling and life skills training

Methodology

Data Collection & Data Analysis: Interviews and focus discussion groups (FGDs) were the primary methods of data collection used in the evaluation. Purposeful sampling was used by involving the street leaders. The focus groups and interviews explored the effectiveness of various aspects of Kivulini's programming. Tools were generated to collect relevant information from the stakeholders, and were pre-tested to ensure reliability. Table 1 displays the general details of the data collection. Data analysis was continuous throughout the collection process. The data was categorized into codes and themes in preparation for final analysis. Data was interpreted and conclusions were drawn. From the findings, recommendations were given.

Table 1 – Overview of Data Collection

Method of Data Collection	Location	Women	Men	Female Youth	Male Youth	Total Number
23 focus groups	4 target wards	54	78	21	32	185
3 focus groups with CAGs	8 target wards	41	40	-	-	81
4 focus groups in schools	4 schools	-	4	31	17	52
12 focus groups in Lake Zone	Areas around Lake Zone	44	66	N/A	N/A	110
Interviews	8 target wards + areas around Lake Zone	35	18	-	-	53
OVERALL TOTAL		174	206	52	49	481

Summary of Key of Outcomes:

Community Perception of Kivulini

Out of the 120 people who were surveyed in the Buswelu, Mirongo, Isamilo and Mbugani wards, 91% had heard about Kivulini Women's Rights Organization. The ways in which people became familiar with Kivulini include: through the media (including flyers, posters and radio), attending Kivulini's activities, seeing performances by drama and choir groups, hearing about Kivulini Kitchen, seeing Kivulini's office, learning materials and word of mouth.

Most people were able to identify that the aim of Kivulini is to deal with women's rights and DV however there was some confusion as to exactly what areas of women's rights and DV it focused on. Providing legal aid, as well as giving assistance with business initiatives were also noted to be Kivulini objectives. In addition, community members commonly thought that Kivulini worked with children's rights, youth and street children. There was some uncertainty within the community about Kivulini's involvement with child and adolescent trafficking; specifically, some of the FGD participants were aware of Kivulini's focus on this area, but were unclear as to what activities they were conducting.

Kivulini in Attaining Objective 1:

Objective 1: To mobilize communities in order to change attitudes and behaviours which perpetuate violence against women.

Level of Awareness of DV and its Impact:

Knowledge & Skills Acquired by Community Members include:

- Knowledge of the concept and causes of DV
- Knowledge of various women's rights, including the right to education, inheritance, decision making, productive employment, and right to access credit, loans and grants for economic projects
- Awareness of the consequences faced by perpetrators of DV

Source of Awareness of DV and its Impact:

- The learning materials created by Kivulini (posters, flyers, brochures, t-shirts) were found to be extremely effective in educating community members and promoting behavioural change.
- The print media was determined to be a tool that can be used by other community members when educating others.
- Radio programs and radio spots stimulated dialogue among listeners and encouraged a shift in attitudes and beliefs.

- Festivals facilitated open dialogue among communities about issues related to gender-based violence and HIV/AIDS.
- Dialogues, debates and video shows were effective in raising awareness about women's rights.

Women Standing Up for their Rights:

- Women were becoming assertive for their rights
- Women pursued legal rights, taking cases to court
- Women educated family members about their rights, and are more confident, more vocal and have an increased ability to express themselves in the community
- Kivulini t-shirts were an effective tool in empowering women to stand up for their rights

Change of Attitudes and Behaviours:

Changes seen at the Individual Level:

- 66.5% of cases seen by Kivulini's legal aid and social counseling clinic were reconciled
- More men supported their families and stopped domestic violence

Table 2 – Case Studies of Successful Reconciliations

Case #	Before Coming to Kivulini	After the Reconciliation
1	A 40 year old woman with 5 children was abandoned by her husband for 10 years.	The husband is regretful of his behavior. He is now supportive of his family and his children are attending school.
2	A 38 year old woman was left alone to take care of her 4 children.	The husband agreed to return home. He is supportive of his family.
3	A 47 year old woman with 3 children had been experiencing DV, and was not provided with financial support.	The couple has started a new life together. Currently, they are not facing any serious issues.
4	A 37 year old woman was not receiving child support from her children's father.	The father is currently providing child support and visits his children.
5	A 48 year old woman with 8 children had been deserted by her partner for 2 years.	The husband is currently supportive of the family and they are living together peacefully.
6	A 35 year old woman with 2 children was experiencing DV from her partner.	The couple respects one another, and they are living happily together.

Changes seen at the Community Level:

- A process of change in behaviour towards women was initiated in communities.
- A decrease in level of DV and various violations against women and girls was reported among target communities.
- More women and men are now fighting for women's rights and legal rights in Kivulini's target communities.
- The violations of women's rights which were reported to have decreased from 2004-2007 include:
 - o No right to education
 - o Physical violence
 - o Denied the right to decision making
 - o Gender discrimination
 - o Denied the right to inheritance
 - o Women not granted freedom
 - o Women carry out most/all domestic work
 - o Denied the right to conduct business
 - o Female genital mutilation (FGM)
 - o Denied the right to own property

- Rape
- Women not given the right to expression
- Women seen as property or a way to generate income
- Women's basic needs are not provided for
- Women are viewed as a source of entertainment
- Women are abandoned by their partners

Kivulini in Attaining Objective 2:

Objective 2: To build the capacity of community leaders to understand the impact of violence against women and to motivate them to initiate change within their own environments that uphold women's rights and priorities.

Kivulini working with Local Leaders:

Knowledge & Skills Acquired by Leaders through Kivulini's activities:

- Guidelines on how to work with community
- Knowledge on women's rights, domestic violence, legal issues
- Listening skills
- Better understanding and ability to facilitate reconciliation

Actions Taken by Leaders:

- Ensured that women are given their rights
- Held meetings/discussions to educate community members about women's rights and domestic violence

Kivulini working with Groups:

Community Groups:

Knowledge & Skills Acquired by Community Based Organizations (CBOs) through Kivulini's activities:

- Knowledge on women's rights, domestic violence, legal issues
- Motivated and empowered to work in the community
- Business skills
- Confidence to stand up for their rights

Actions Taken by CBOs:

- Educated the other members of their group
- Adapted policies and activities of their groups to further incorporate/promote women's rights
- Raised awareness and educated the community about women's rights and DV
- Conducted reconciliations with families facing DV within the community
- Ran support programs and education sessions

School Groups:

Knowledge & Skills Acquired by Students through Kivulini's activities:

- Gained knowledge on women's rights, domestic violence, FGM, women's ability to conduct small businesses
- Awareness of link between gender based violence & HIV/AIDS
- Knowledge on how to deal with cases of DV

Actions Taken by Students:

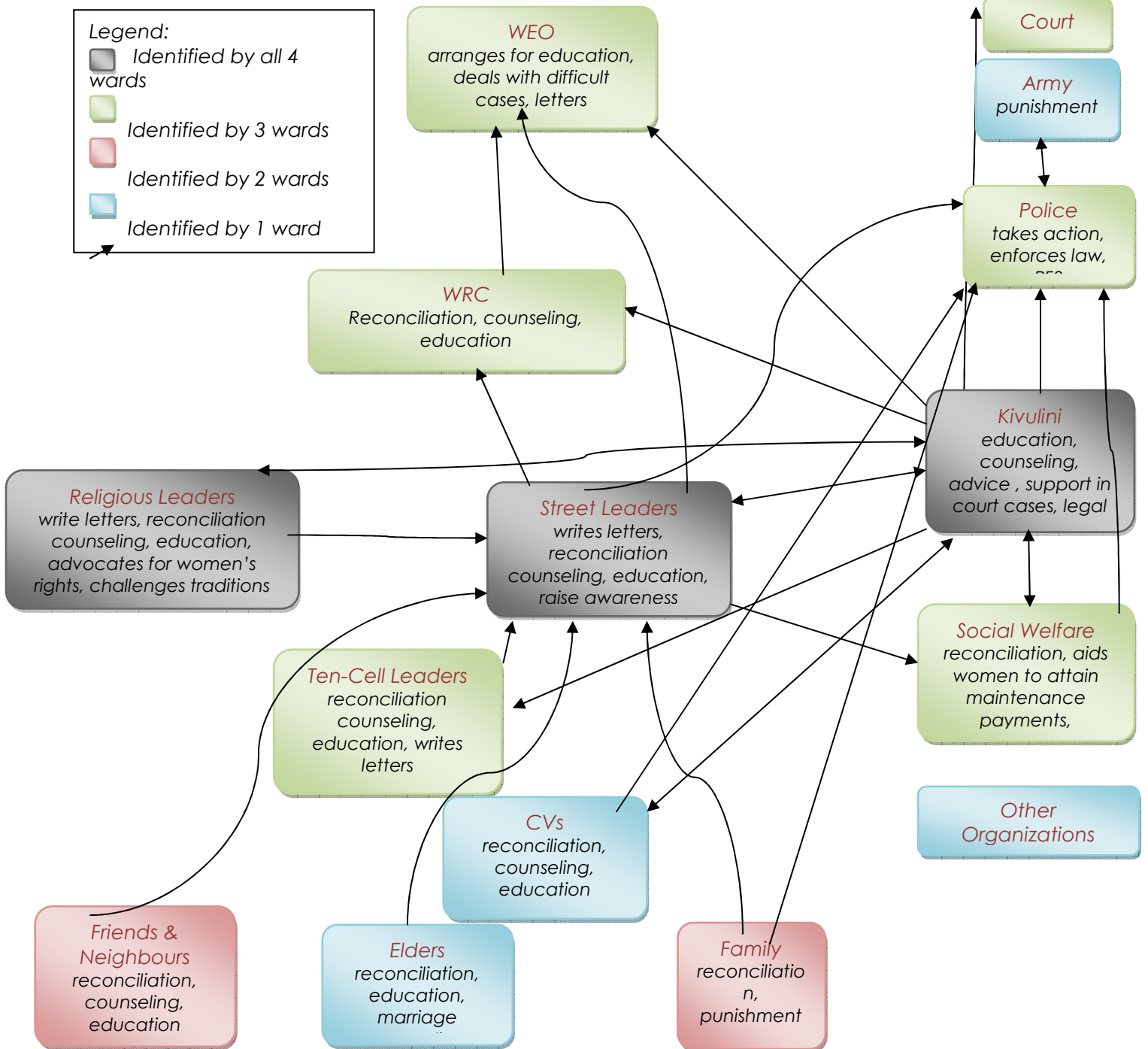
- Educated fellow students and community about women's rights and DV
- Counseled women, girls and fellow students facing DV
- Gained confidence in voicing opinion
- More girls participated in soccer
- More female students enrolling in science courses
- Decrease in rates of corporal punishment

Kivulini in Attaining Objective 3:

Objective 3: To advocate for change within existing community structures to create an environment supportive of women's rights and priorities, particularly the right to safety.

Community-Based Conflict Resolution Mechanisms:

Social Support for Women Identified to be Available



Community Structures:

- Kivulini, street leaders and religious leaders are a key resource for women in the community
- Community members from the rural ward of Buswelu were more likely to seek help from within the community, community members from urban and semi-urban wards are more likely to seek help from institutions

Changes within Community Structures as a result of Kivulini's activities:

It was indicated that:

- Women are more open to seeking help from leaders
- Leaders are more empathic and open
- Elders recognize the importance of promoting women's rights
- Community opened communication about women's issues

Network Referral System & By-Laws

- Informal referral system between street leaders, community volunteers and Kivulini on cases of DV.
- Kivulini initiated a GBV & HIV/AIDS Care, Prevention and Treatment network, and as a result, collaboration between network members has improved.
- By-laws have been implemented in Mirongo, Mbugani and Nyakato wards which aim to promote women's rights.
- Community leaders and ward reconciliation committees have a high level of awareness of the by-laws.
- Women's status within the family and the community has been enhanced because of the by-laws.
- DV cases are gradually diminishing because men fear the consequences of abusing women.

Kivulini in Attaining Objective 4:

Objective 4: To improve women's socio-economic status through legal support, counseling and life skills training

Women in the Business Sector as a Result of Kivulini's Support:

- Women are conducting successful IGP.
- Many women have gained economic independence from men.
- There is an increased quality of family life because of income generated by women who are conducting small businesses.
- Some husbands supported their wives in conducting businesses.

Table 3 - Outcomes of Income Generating Projects facilitated by Kivulini

Before engaging in business:	After engaging in business:
Husbands were the sole contributor to family income.	Women contributed to family income.
The husbands allocated money for the purchase of family assets, food and clothing. Women rarely knew whether family bills and credits were settled.	Women could use their money to buy home assets, food and clothing for the family. Women could pay off family bills and settle credits.
Women were sometimes forced to beg their husband to pay school fees and provide resources for both boys and girls.	Women could pay school fees and provide resources for the schooling of their children.
Women had no personal money.	Women learned how to save money in the bank.
Women would often avoid talking to their husbands about the need to support their relatives.	Women could buy food and clothes for their relatives with their own money.

Legal Aid & SES:

- Women's SES status was improved when the male partner agreed to provide maintenance payments

Institutional Capacity

Fifty-five percent of staff members feel that they are highly suitable for the job they are doing in terms of qualifications and experience, while 45% feel that they are suitably qualified for their jobs. The staff feel that they are spending most of their time in program implementation and program planning. They indicated that they spend very little time in monitoring and evaluating their activities. They further said that they spend the least amount of time with the Director consulting their work or attending different meetings and administration duties. This could be due to the fact that the department heads act as the link between the Director and the staff under their supervision and they, as department heads, are responsible for updating the Director on the program activities in their departments. Generally, the staff reported that the administration highly involves them in organizational activities. They stated that the support received from the administration which enables them do their work competently is in the form of skills building, feedback and encouragement.

With regards to teamwork, the staff rated themselves as very strong in their ability to communicate among one another on program issues, in their ability to maintain transparency between departments and in staff liaison between departments. There seemed to be collaboration among the departments in this organization, especially during the program planning and implementation stages. However, the staff rated themselves low in communication between the administration and staff, in the ability of the entire staff to work together in programs and in the ability of staff to collaborate in problem solving. Common outstanding skill gaps identified amongst the staff include report writing, community facilitation, research, project proposal writing, strategic/program planning and computer technology.

A total of 54% of the staff felt that Kivulini is gradually succeeding in moving towards achieving its overall purpose of empowering women to enjoy their rights, and thereby improving their families' quality of life.

Challenges

Objective 1: Mobilizing Communities

The FGD respondents indicated that the negative images on some of the learning material invoked pessimistic thoughts and feelings, making it difficult for people to see the positive outcomes of ending DV. They also stated that they rarely see Kivulini's aired television programs. In addition, they noted a lack of learning material which focuses on legal issues.

In addition, not all of FGDs indicated that they had seen a decrease in the level of violations against women within their ward over the past 4 years. A few of the FGDs indicated that the frequency of some of the women's rights violations, such as ownership of property and being kicked out or abandoned by a husband, had remained the same, or increased over the past 4 years

Objective 2: Capacity Building

Kivulini has struggled to keep consistent and continuous communication with the leaders; instead, Kivulini's interaction with the leaders appears to be sporadic and random. In addition, there is some confusion among some of the leaders about the process and protocol by which Kivulini conducts its activities. Kivulini has not provided regular training to leaders, or contacted or trained recently elected leaders and ward reconciliation committee members.

The CBOs in which Kivulini worked with also faced challenges. One obstacle faced by some of the CBOs was obtaining support and cooperation from the community members and street leaders. Lack of finances and material was another major limitation encountered by the groups, and often

compromised their effectiveness and prevented them from conducting activities in other areas. The CBOs also indicated that they lacked various technical skills, such as facilitation skills, and other knowledge. Legal aid is one of the major areas that the groups felt unequipped to provide. They stated that they did not have an in-depth understanding of the laws and although they knew about women's legal rights, they were often unable to properly advise many of the clients on how to proceed with their issues.

Feedback from the students interviewed indicated that they require more knowledge and skills. Specifically, they wanted training in counseling skills so they can effectively counsel other students. They also indicated that they required further legal training related to women's rights issues. In addition, the students wanted to have an information exchange with professionals who deal with cases of DV on a regular basis.

Objective 3: Creating Supportive Community Structures

The female respondents from the Mirongo ward indicated that they had difficulty seeking unbiased, uncorrupt assistance. They noted that Kivulini was one of the only impartial bodies which could provide assistance to them. These women also felt that only half of the street leaders provided good services to them. They indicated that helping women was not a high priority among some leaders, and that the leaders would frequently request money or tell the women to return another day.

There were also some supports which were lacking within communities. The respondents from Buswelu, Mirongo and Isamilo wards did not identify CVs as a resource for issues of DV. In addition, some community members were not aware of any community support groups or women's rights groups in their area which would provide support to women whose rights had been violated.

Some leaders noted the ineffectiveness of Kivulini's current reporting system for cases of DV. As it stands, the street leaders and some CVs bring reports to Kivulini when they have addressed cases of DV. However, they stated that Kivulini does not provide feedback on their reports nor does it conduct regular follow-up on the outcomes of these cases.

Women in the community seemed to have very little knowledge or understanding of the newly implemented community by-laws. In fact, only 20% of the women respondents demonstrated specific knowledge of the community by-laws. This is unfortunate, as a solid grasp of the by-laws would allow these women to use it as a tool when advocating for their rights.

Objective 4: Improving Women's SES

In the majority of cases, economic empowerment was a successful way to bring about an increase in women's rights. However, approximately 3% of the people interviewed pointed out that income from the wife creates disharmony in the family, as the husband might want to control that income and use it for his personal errands. There were also some members of the community who had mindsets against women running small businesses; opinions which may be the result of underlying cultural traditions. As such, some members of the community viewed women who conducted their own business as radicals and social misfits whose sole agenda is to create disharmony in the family by challenging their husbands.

Best Practices

Given the important role of street leaders in addressing DV and violations of women's rights, they become key figures to engage during the training process. The strategy that Kivulini uses to raise awareness among street leaders is appropriate and highly effective within these communities. By targeting their education to the street leaders, Kivulini is ensuring that the knowledge disseminated will reach a larger audience and have a greater impact.

Targeting schools is also a sustainable way of eradicating DV in the future. Providing students from secondary schools with education on DV has resulted in the nurturing of a future generation which is highly assertive to DV. Both boys and girls in the selected schools seemed eager to assist their communities in addressing cases of DV

The approach that Kivulini has employed when working with CBOs and leaders from outside the 8 target wards is extremely effective. By building the capacity of the pre-existing groups, the communities rely less on Kivulini and instead, the community members themselves begin to take responsibility for decreasing DV in their own communities.

The learning materials are an extremely effective means of raising awareness among the community. They reach a large audience and thus have more influence to change community attitudes and behaviour than any other media regarding DV.

Recommendations and Way Forward

Recommendation 1: Expand Learning Materials Program

The print material, radio spots, radio programs and murals all appear to be an effective means through which to raise awareness about DV and women's rights. Therefore, Kivulini should increase amount and distribution of the print media, increase the number of murals in public places such as in schools, hospitals, business centers and community halls and have more frequent radio programs and radio spots. Kivulini should also print and distribute more t-shirts which have powerful anti-violence messages. When designing these materials, Kivulini should ensure that they portray positive images where DV does not exist. In this way, the viewer will be encouraged to change instead of feeling discouraged by the negative images. Television programs, however, have little effect on curbing DV. Thus, it is recommended that Kivulini decrease or stop investment in television programs.

Kivulini should develop a strategy of publicizing and distributing a simple version of the amended and developed by-laws to women and men so that they are well informed about the existing by-laws that defend their rights. This knowledge would be empowering to women as that will better equip them to handle cases of DV. For example, Kivulini should consider publishing and distributing Kiswahili summaries of the by-laws to community members. In addition, learning material focusing on legal rights should be created.

Recommendation 2: Strengthen Relationship with local leaders

The leaders play a key role in addressing DV and supporting CBOs and community members to prevent DV. As such, Kivulini should ensure that all trainings include a sufficient number of leaders and that newly elected leaders are sensitized to women's rights and DV issues. Kivulini should also start sensitizing ten-cell leaders. This is particularly important in wards like Mirongo, were they are often sought out by women for assistance. In addition, Kivulini should increase the number of community volunteers (CVs) in each ward so that they can become a support to both the leaders, and the community members.

There has been a lack of regular communication between Kivulini and the leaders. Thus, it is suggested that Kivulini facilitate regular meeting between leaders at least once every 3 months. Kivulini should also ensure that their protocol for conducting activities is well known by the leaders. They should consider creating and distributing a schedule of events. In addition, Kivulini should work to improve the effectiveness of the current reporting system for cases of DV, as it can be an excellent way for them to communicate with leaders and monitor DV rates. First, Kivulini should improve the documentation of these reports. The number of reports received per ward per year should be recorded which would allow Kivulini to be better able to track the rates of DV within the wards where they work. Second, Kivulini

should follow-up on the cases of DV to determine outcomes. They should provide feedback and advice to leaders on difficult cases of DV. This would allow the leaders to continue to build their skills in addressing DV and Kivulini to ensure that difficult cases are dealt with appropriately. It would also allow street leaders to remain updated on the progress of cases which were referred to Kivulini.

Recommendation 3: Continue to Build Capacity of CBOS and IGPs:

Through the evaluation it also became apparent that the capacity of CBOs has been built by Kivulini; however, there is still room for improvement. The CBOs outside of Kivulini's target wards seem to be extremely active in working to prevent DV and promoting women's rights in their respective communities. As such, Kivulini should consider implementing the same strategy used when working with the CBOs within Kivulini's target wards. Kivulini should also build the capacity of the CBOs they train in terms of facilitation skills and technical skills. In this way, the CBOs could obtain their own funding and become self-sufficient in conducting activities in the future. Kivulini should also consider providing the CBOs with additional educational opportunities, such as learning tours and round-table discussions among CBOs from the various areas.

Kivulini should continue to provide technical support to women running IGPs so that their projects are sustainable and they can run successful businesses without relying on external support. Furthermore, in order to ensure that women can stand up for their rights to conduct businesses and are able to control their income, Kivulini should continue to empower and support women who conduct businesses.

Recommendation 4: Increased Involvement with the Schools

Due to the current level of success in working within the 8 secondary schools, Kivulini should continue with this program and consider expanding it. It is recommended that Kivulini organize formal training with the students which include specific components on counseling skills and legal issues. Kivulini should also facilitate information exchange meetings between students and professionals. Kivulini should consider implementing a program in primary schools, so that students can be taught about DV at an earlier age.

Kivulini currently works from more of a bottom-up approach within the schools. As such it is suggested that Kivulini should incorporate a top-down approach into their strategy. Specifically, Kivulini should work with the school administration and all teachers to ensure awareness of DV the incorporation of women's rights issues into the school activities and classroom curricula. In this way, students bear less responsibility for lobbying for change within their schools, and students and staff will be better able to work together to address DV.

Recommendation 5: Develop more Supports for Women within their Communities

Kivulini's legal aid and counseling clinic appears to be an important and unbiased support for many of the women within the 4 wards surveyed. However, many women who had accessed these services were reliant on them to solve their issues, while those from outside of the Mirongo and Isamilo wards lacked the funds or means to get to the clinic. Thus, in order to create a sustainable support for women, Kivulini should work to decrease women's reliance on Kivulini's legal aid and social counseling clinic by training members of the community and leaders about legal rights and counseling skills. In this way, women will have services available within their own community.

Kivulini should consider expanding their work beyond street leaders and continue to work deeper within the community, targeting more women in their activities. Kivulini should also work to develop additional support systems by facilitating the formation of women's support groups or similar structures within the community. In this way, the women will become less reliant on both Kivulini and the local leaders to advocate on behalf of them for their rights. It will also increase women's ability and confidence to

stand up for themselves and encourage them to develop mechanisms within the community which will allow them to address women's rights violations themselves.

Recommendation 6: Improve Implementation of Activities

From the data gathered, it is clear that Kivulini has been effective in decreasing domestic violence and reducing violations against women. However, there were inconsistencies between FGDs on what specific women's rights violations have decreased within each area, and progress on addressing DV was different within each ward. As such, it is suggested that Kivulini implement their activities systematically and regularly in their 8 target wards in order to ensure that the desire to fight for women's rights continues to remain ignited in the leaders and community members.

Recommendation 7: Improve Information Systems

Through the process of conducting this evaluation, it became clear that there was some lack of written information about the activities conducted in each ward. As such, it is recommended that Kivulini places more emphasis on reviving the M&E department to make it fully functional. Routine internal M&E of Kivulini's program against the organizational core purpose should be conducted to monitor program effectiveness. If the staff running the monitoring and evaluation department lacks the necessary qualifications and knowledge on monitoring and evaluation, the administration is urged to develop the staff capacity in this area.

Kivulini should also conduct another baseline survey which is relevant to Kivulini's indicators and provides general information on the rates of DV in all areas in which Kivulini works. This recommendation is in accordance with the National Strategy for Growth and Reduction of Poverty, which aims to address domestic violence, and create effective M&E systems¹. A process evaluation should also be conducted to explore the effectiveness of the method of conducting activities and level of engagement with the community. This evaluation could also explore the amount of time spent in program implementation in the communities.

Limitations of the Evaluation

There are some limitations to this evaluation. To begin with, the FGDs were held in only one area of each ward, and did not contain a sample which was representative of the entire ward. The data is also subject to the reporter biases of social desirability and the respondents' ability to recall accurate information. As such, changes in DV rates or the extent to which women's rights were respected within a community were determined solely by respondents' opinions.

The question is not whether Kivulini's activities are effective in achieving its objectives. The ability of Kivulini to act as a motivator and facilitator of change becomes clear when examining the impact that Kivulini's activities can have on people taking action against DV. The focus should now be on Kivulini's implementation of the activities, and the extent of interaction and support they provide to the community.

© 2007 Kivulini Women's Rights Organization. Written by Jodie Ellenor.

¹ Vice President's Office (2005). *National Strategy for Growth and Reduction of Poverty*.