



**Women's Rights Organization**

**ACTION PLAN FOR 2008**

**Approved by Kivulini Board of Director on 08.01.08**

## EXECUTIVE SUMMARY

This is a one-year action plan of Kivulini Women's Rights Organization for 2008.

### Overall Developmental Goal

**To contribute to improved personal safety, social protection and health among women and girls in Tanzania**

#### **Purpose and focus**

The purpose of the programme is to establish and strengthen innovative and catalytic actions for the prevention of Violence Against Women (VAW) and girls with a particular attention to preventing domestic violence against women and girls in the Lake Victoria Regions (Mwanza, Kagera, Mara and Shinyanga) and Singida.

It is a four- pronged programme with the following key programme areas: **Community Mobilization; Capacity building of rights-based grassroots CSOs; Policy advocacy; and, Organizational Development and Sustainability of Kivulini.**

#### **a) Community mobilization**

**Objective: To support communities to be better organized and strengthened; and able to take actions to prevent and mitigate domestic violence in the Lake Victoria Zone and Singida region.**

During the year 2008, Kivulini shall continue to promote women rights by empowering communities to change negative attitudes and behaviors that infringe upon them. To achieve this objective, Kivulini will implement activities leading to the following result:

Community leaders and community activists strengthened, and promote the rights of women

#### **b) Capacity building of rights-based grassroots CSOs**

**Objective: To strengthen capacity of rights-based Community Based Organizations to design and implement projects and programmes that promotes women rights and prevents domestic violence.**

To achieve this objective, the organization will carry out activities leading: Realization of 10 selected and strengthened CSOs that are able to develop and implement their own VAW prevention programs.

### **c) Policy Advocacy**

**Objective: To influence and facilitate institutionalization of desirable change in policies, laws and practices that prevents violence against women and girls in Tanzania.**

To achieve this objective, Kivulini will undertake a number of activities leading to realization of the following results:

1. Reliable information to support advocacy work generated and disseminated.
2. Better laws, policies and practices that prevent Violence Against Women in Tanzania advocated for; and,
3. Strategic partnership with rights-based institutions and actors forged and strengthened for effective influencing.

### **d) Organizational Development and Sustainability**

**Objective: To improve the performance and sustainability of Kivulini.**

In order to accomplish this objective, the organization will carry out a number of activities leading to realization of the following results:

1. Effectiveness in programme cycle management improved;
2. Human resources management improved; and,
3. Resources mobilization, management and sustainability improved;

The primary beneficiaries of Kivulini programme and services are marginalized women and girls. The other secondary target groups include men and boys who fall victims of Gender Based Violence. This programme will focus primarily on the Lake Victoria regions of Mwanza, Mara, Kagera, Shinyanga; as well as Singida region.

Kivulini will adopt a participatory approach to programme implementation and management. The organization will involve various stakeholders to implement programme activities. This will be done to empower a wide range of stakeholders and at the same time inculcate programme ownership and sustainability.

**The total programme budget for the year 2008 is Tanzania Shillings (TZS) 868,179,000/= (USD 789,254).**

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## **1.0 Introduction**

This is a one-year action plan of Kivulini Women's Rights Organization for 2008. Kivulini Women's Rights Organization is a registered non-governmental organization based in Mwanza, Tanzania. This plan is informed by Kivulini's five-year strategic plan 2008-2012 and 3 year operational plan 2008-2010.

### **1.2 Vision Statement**

Kivulini's vision is a community free from domestic violence in which women's rights are respected and valued.

### **1.2 Mission Statement**

Kivulini is committed to facilitating an enabling social, economical, and legal environment which guarantees women and girls right to live in violence free communities through self empowerment, advocacy and building an active social movement for change.

## **2.0 Situation Analysis**

### **2.1 Violence against Women: Global and Regional initiatives**

Violence against women and girls is both a global and local problem. Many countries around the world are struggling to curb this issue. The magnitude of the problem varies from country to country and from one community to another. Kofi Annan in his speech to the UN general assembly 2006 stated:

*"Violence against women persists in every country in the world as a pervasive violation of human rights and a major impediment to achieving gender equality. Such violence is unacceptable, whether perpetrated by the state or its agents or members, stranger, in the public or private sphere, in peacetime or in times of conflict...as long as such violence continues, we cannot claim to be making real progress towards equality, development and peace."*

There are a number of international instruments that address Violence Against Women (VAW). The Declaration on the Elimination of Violence against Women (DEVAW) states that VAW is a "manifestation of historically unequal power relations between men and women..." The declaration highlights that violence against women takes place everywhere; in the home, in the family, by the state and in the public sphere. It also states that everyone has a role and responsibility in eradicating violence against women. The UN General Assembly through the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) went further on this declaration by appointing a special reporter on VAW, its causes and consequences. This institutional mechanism gave way for in-depth review and reporting by countries on the status of VAW.

The Beijing Platform for Action consolidated all of these gains by declaring that VAW has an impact on all aspects of development, equality and peace and is a violation of women's fundamental rights and freedoms. Recognizing violence against women as a rights issue shifts the focus to state accountability and responsibility to prevent and take action to end violence against women.

The African Union Protocol on the Rights of Women also has a number of clauses on violence against women. The most relevant one to the work of Kivulini is Article 4, which joins state parties to enact and enforce laws that prohibit all forms of violence against women whether it takes place in private or public.

## **2.2 Violence against Women and Girls in Tanzania**

The right to live free violence is fundamental human rights. In Tanzania, violence against women and girls including domestic violence, rape, sexual harassment, female genital mutilation and trafficking within the family is an urgent problem.

The National Strategy for Growth and Reduction of Poverty identifies three main areas of focus namely: Economic growth and reduction in income poverty, (ii) improvement of quality of life and social well-being, and (iii) governance and accountability. Under improvement of quality of life and social well-being, the NSGRP has put eradicating domestic violence and sexual violence as an area of concern. In particular, MKUKUTA makes three main commitments:

- To accelerate legislative processes to enable women to access legal mechanisms;
- To raise awareness and provide education to communities on the consequences of domestic violence.
- To eliminate sexual abuse and domestic violence

MKUKUTA states that the government will “pursue legislative and administrative actions to protect women against violence, promote their right to seek redress, protection and mechanisms to dispense justice to perpetrators.” However, the MKUKUTA targets do not give concrete indicators for women and girls subjected to violence against them. This means that there is an urgent need for a comprehensive study on sexual abuse and domestic violence in Tanzania in order to target the efforts to eradicate and to measure progress. Despite the notable efforts by civil society to create favorable policy and legal framework and political will of the Government of Tanzania, still there are a lot to be done to safeguard women and girls rights.

Consequently, in Tanzania half of the population out of 34.4 million people is comprised of young people between the ages of 15 and 18 years old of whom about 51% are girls. The Tanzanian girl child continues to be confronted with a number of injustices including negative traditions and customs. For instance, early marriages among young girls and payment of bride price have persisted in the rural areas of Tanzania impeding the human rights of girls including their education. Bride-price is payment in cash or in kind that

is made by the bridegroom or his family to the parents (usually the father) of his wife, in exchange for the bride. In most cases this results in women being considered as the property of the husband and his kin, to be exploited and abused at will. In some cases fathers force girls to marry at a young age fearing early pregnancy or raising the wealth. Another tradition that emphasizes the oppression of girls is female genital mutilation which is widely practiced mostly in five regions of Tanzania mainly; Mara, Singida, Dodoma, Manyara and Arusha. Girls are taught to be obedient and respectful to men and to be subordinate to them as an expression of feminine grace. For many girls this also goes with the painful and humiliating practice of female genital mutilation.

WHO in a current study found out some alarming statistics concerning abuse of girls less than 15 years of age and forced fist sex. About one out of ten respondents reported sexual abuse before the age of 15 years; about 15% of women reported that their first experience of sex was forced and the younger a woman had first sex, the more likely that this was forced, with about 40% reporting the first was forced.

The rate of violence and rape cases both reported and unreported is raising lots of fears and concern in Tanzania. Moreover, it could be argued that the reported cases are just a fraction of what is really happening and that not only young girls but also middle aged and older women are at continual risk.

### **2.3 Domestic Violence Against Women in Tanzania**

Domestic violence, the most pathetic aspect of violence against women and girls, is prevalent throughout Tanzania society, mostly because it is considered an acceptable practice. According to a recent study on women's health and domestic violence, Tanzania has high rates of domestic violence. The research revealed that approximately 48% of Tanzanian women report that they have experienced violence in their lifetime, while 56% of the women interviewed for this study consider violence to be a normal part of their lives.

The study also demonstrated that women in Tanzania currently take very few actions to address the domestic violence they face; about one-third (1/3) of the women who had experienced domestic violence had told no one of their experience, and 60% of all women experiencing violence had never gone for help from any formal service or authority. The majority of women remain in violent relationships because leaving would mean losing their homes, other property and their children.

Analyses of intimate partnerships reveal not only a high incidences of domestic violence against women but also that the violence emerges from the deeper cultural assumptions about women and their worth within relationships, families and communities.

Eradicating violence against women and girls is a complicated battle because it is associated with patriarchal and cultural beliefs. One common plight is of widows where the inheritance traditions impede their right to acquisition of resources after the death of the husband. A patriarchal relation that underpins the socio-cultural sphere largely determines the male bias in allocation of resources

at the family, household and community level.

Widespread gender inequality and women's and girl's low status means they are vulnerable to domestic violence and with it, a host of negative health and quality of life outcomes.

## **2.4 Violence against women and HIV/AIDS**

The National Multi-Sectoral Framework on HIV/AIDS has identified women and girls as more vulnerable to HIV/AIDS due to cultural, social, biological and economic factors. The pervasiveness of domestic violence in Tanzania is also a cause and consequence of women contracting HIV infection. Fear of violence prevents women from accessing information on HIV/AIDS; even to raise the possibility that they might be infected results in beatings and berating. If they do find they are infected and reveal that status, they are often exposed to systematic abuse, and/or expelled from the family.

A study conducted by Mamal et al (2002) argues that in Tanzania HIV positive women are over two and a half times more likely to have experienced violence by their partner than HIV-negative women. Women's low status and power imbalances are root causes of gender inequalities and increases their vulnerability to HIV infection. As a result, of the most two groups affected by HIV infection are the youth and the women.

Studies are increasingly highlighting the correlation between women's low status in family relationships and in the community with their vulnerability to HIV infection.

## **2.5 Poverty and VAW**

Tanzania is a party to the Declaration on the Rights to Development that stipulates it is a human right of individual to participate in decisions that affect them and to develop economic self-sufficiency. Domestic violence against women impedes their full participation in exercising their rights, their opportunity to access to resources for economic development and to receive fair distribution of the benefit of development.

## **3. EXPERIENCE OF THE KIVULINI IN PROMOTING WOMEN RIGHTS IN TANZANIA**

Kivulini has been in the fore front in promoting women rights and preventing and mitigating violence against women in Tanzania since her establishment in 1999. The organization has been very active in addressing domestic violence against women and girls. The organization has acquired notable experience in working with communities and people of all walks of life in addressing multi-

faceted plights of women. Being a learning organization with nine years of experience in designing and implementing rights based projects and programmes Kivulini is poised to make a difference in its new programme beginning 2008. This plan is also informed by key lessons and recommendations emanating from evaluations. The following section points to a new direction and approach in implementing this plan.

#### **4.0 PROGRAMME FOCUS AND IMPLEMENTATION FRAMEWORK**

##### **Overall Developmental Goal**

**To contribute to improved personal safety, social protection and health among women and girls in Tanzania**

##### **Purpose and focus**

The purpose of the programme is to establish and strengthen innovative and catalytic actions for the prevention of VAW and girls with a particular attention to preventing domestic violence against women and girls in the Lake Victoria Regions (Mwanza, Kagera, Mara and Shinyanga) and Singida.

It is a four- pronged programme with the following key programme areas: **Community Mobilization; Capacity building of rights-based grassroots CSOs; Policy advocacy; and, Organizational Development and Sustainability of Kivulini.**

##### **4.1 Community Mobilization**

**Objective: To support communities to be better organized and strengthened; and able to take actions to prevent and mitigate domestic violence in the Lake Victoria Zone and Singida region.**

Community mobilization entails working with people at local and other levels by raising awareness and engaging them to address important issues of their concern. Kivulini Women's Rights Organization has been working with grassroots communities in raising their awareness and facilitating them to take actions in order to promote women rights and prevent and mitigate violence against women, and domestic violence in particular. During the year 2008, Kivulini shall continue to promote women rights by empowering communities to change negative attitudes and behaviors that infringe upon them. Kivulini intends to realize the following results by implementing a number of activities:

#### **Result 4.1.1 Community awareness of the plights and rights of women and girls increased.**

Inadequate awareness of the problems and challenges which women and girls face is one the main root courses of continued violence against women, and domestic violence in particular. This leads to perpetuation of violence against women in society. To address the problem, Kivulini will implement the following activities:

1. Conduct a 3-day training for 30 community leaders on preventing and mitigating domestic violence in each of the 4 regions
2. Conduct an Annual one-week Community festival
3. Conduct 100 video (10-11 sessions per ward) in 9 wards in Mwanza region
4. Organize public events during International Women's Day, Nane Nane and 16 Days of Activism
5. Support Antiviolence Watch Groups involving women, men and youth
6. Conduct 2 Consultative Meetings with 30 key community members (health care providers, teachers, ward community development officers and social welfare) on violence prevention approach.
7. Organize 1 conference, 1 Essay competition and 1 debate for in- school youths in 9 wards

#### **Result 4.1.2 Community leaders and community activists strengthened, and promote the rights of women**

Capacity and commitments of community leaders and community activists play a major role in promoting human rights and preventing and mitigating domestic violence. Such people need to be empowered to be able to play their vital role in addressing the multi-faceted problem of violence against women. To achieve the above result, Kivulini will carry out the following activities:

1. Conduct 3 consultative meetings with community leaders in the 16 wards( 4 in each region
2. Conduct 10 five-day Paralegal trainings for 300 community leaders(60 paralegals per region)
3. Conduct 1 consultative meeting in each of the 16 wards for 40 community action group members

To assess progress towards realization of the stated objective and results, Kivulini will make use of the following **indicators**.

1. Number of community leaders trained;
2. Number of Gender Based Violence cases attended;
3. Number of consultative meetings conducted;
4. Number of GBV debates held in schools;
5. Number of Essay Competitors involved;
6. Women and girls self-esteem and confidence exuded
7. Women and girls rights are clearly understood and respected
8. Increased number of women assuming key leadership positions in communities.

## **4.2 Capacity building of rights-based grassroots CSOs**

**Objective: To strengthen capacity of rights-based Community Based Organizations to design and implement projects and programmes that promotes women rights and prevents domestic violence**

Promotion and protection of women rights and prevention of domestic violence in particular, is a daunting challenge. In order to effectively address the plight of marginalized women and girls and prevent violence against them, there is a need to build capacity of CSOs as the key local actors in making a difference in the lives of women and girls. The following is the expected results and activities towards accomplishment of the said objective.

### **Result 4.2.1 Ten grassroots CSOs are strengthened and able to develop and implement VAW prevention programs**

Effectiveness and sustainability of catalytic actions of grassroots-based CSOs depends on its institutional and programmatic capacities. Majority of such CSOs are weak to effectively embark on a challenging work of promoting women rights and preventing domestic violence. Realizing this, Kivulini intends to implement the following set of activities:

1. Identify 10 relevant CBOs/ NGOs to partner with
2. Develop and sign Memorandum of Understanding between Kivulini and 10 NGOs / CBOs
3. Conduct Organizational capacity needs assessment
4. Conduct 15-days training on 4 modules comprising of human rights, women's rights, domestic violence and NGO management to 30 senior officers from the 10 CBOs/NGOs
5. Provide tailored accompaniment services to CBOs/NGOs
6. Purchase or reprint and distribute 10 000 copies of handbook for Paralegals and other Women rights learning materials
7. Conduct 30 days training for capacity building of 2 CBOs on curbing domestic violence through economic empowerment

**Indicators:** In order to gauge the extent of accomplishing the above objective and results, Kivulini will employ the following indicators:

1. Number of CBOs identified
2. Number of CBOs trained
3. Number of Kivulini staff attending courses
4. Number of networks forged between the CBOs and other organizations
5. CBOs have clear visions, missions, structures, strategies and systems
6. CBOs effectively and efficiently promote human and women rights

### **4.3 Policy Advocacy**

**Objective 4.3: To influence and facilitate institutionalization of desirable change in policies, laws and practices that prevents violence against women and girls in Tanzania**

Structural set-up, attitudinal inclination, policy and legislative frameworks dictate the nature of environment in which people or certain sections of society find themselves in. Bad and outdated cultural practices are the main cause of infringement of human rights. Violence against women and domestic violence in particular results from the nature of the aforementioned paradigm. To address this requires concerted efforts to change bad policies, practices and laws.

#### **Result 4.3.1 Reliable information to support advocacy work generated and disseminated**

Successful advocacy requires garnering authentic data and information to support it. Experience in bringing about profound structural and policy changes points to a famous adage, “no research no right to speak”. Credibility in pursuing any cause depends, to the greatest extent, on availability and rightful application of well-packaged information. To this end Kivulini will carry out the following activities:

1. Conduct research in 5 districts of Lake Victoria regions
2. Engage a consultant to prepare two fact sheets on policy and legislative gaps that perpetuate violence against women in Tanzania
  1. Print 5000 copies of research findings for dissemination
  1. Print 5000 copies of fact sheets on policy and legislative issues
  2. Conduct report launch meeting and distribute the research reports/Fact sheets
  3. Write newspaper articles, Organize a three day workshop for 30 community leaders and CBOs leaders on Policy Advocacy

#### **Result 4.3.2 Better laws, polices and practices that prevent Violence Against Women in Tanzania advocated for**

Creation of favorable and equitable policy and legal frameworks is an important step towards addressing inequalities in society and preventing violence against women. To institute structural and policy change at various levels, Kivulini will embark on the following interventions:

1. Develop and update a database of relevant local, regional and international influencing opportunities
2. Organize one-day information sharing seminar for 20 Ward Councilors in two districts of Mwanza region
3. Organize 2 one-day bylaws making meetings for Ward Tribunals to prevent violence against women in four wards of Buswelu, Ilemela, Pamba and Isamilo

4. Organize two community dialogues on by-laws which prevents VAW in each of the 9 wards
5. Engage a legal consultant(Lawyer)to draft and fine-tune bylaws that prevent VAW
6. Print and distribute 5000 copies of user-friendly bylaws
7. Organize a one-day seminar for strategically selected parliamentary standing committee
8. Conduct dialogue and follow up with the Association of The Local Government Authorities in Tanzania(ALAT) on integrating VAW into local government authorities
9. Conduct dialogue and follow with the Law Reform Commission on progress of legal reforms that address VAW

#### **Result 4.3.3 Strategic partnership with rights-based institutions and actors forged and strengthened for effective influencing**

Efficiency and effectiveness of Kivulini depends very much on its relations with like-minded organizations. Effective advocacy work requires rightful identification of your allies and foes and how you work with them to bring about anticipated changes.

1. Organize one-day networking meetings with both old and new partner CBOs to discuss key priority issues for advocacy
2. Participate in strategic Policy Forum Meetings
3. Participate in Regional Consultative Meetings in Mwanza region
4. Provide stationeries to ward tribunals
5. Develop and sign an MoU for partnership with strategic actors( CBOs, NGOs) in the lake zone
6. Organize annual general meeting from the end of 2009
7. Participate in regional networks addressing Gender-Based Violence

#### **Result 4.3.4: A media campaign promoting public engagement in taking action to end domestic violence launched**

Media plays a very big role in creating public awareness, constituency building and mobilizing support for advocacy. To realize the above result, KIVULINI will make deliberate efforts to establish and strengthen its strategic partnership with journalists and diverse media houses. Specifically, the organization will implement the following activities:

- 1 Organize a two-day seminar for 20 journalists and editors
- 2 Collect, collate, compile strategic newspaper cuttings for advocacy
- 3 Produce and air 4 Radio spots
- 4 Conduct 3 press conferences during and/ or after strategic events
- 5 Prepare, print and distribute posters with key messages

Kivulini will make use of the following **indicators** to assess performance toward realization of the above output:

1. Number of strategic researches conducted
2. Number of strategic research reports produced and procured
3. Number of newspaper articles produced and published
4. Number of bills reviewed
5. Number of policies reviewed
6. Number of policy meetings attended
7. Number of press conferences conducted
8. Number of journalists and editors sensitized
9. Number of media houses attending and covering Kivulini events
10. Number of MoU s signed between Kivulini and Media Houses
11. Number of newspaper articles on GBV produced and published
12. Number of bylaws promulgated and enforced
13. Communities respect and abide by human rights principles
14. Women and men are assertive and protects the rights of women and girls; and
15. Lasting and implemented structural and practical changes made and people clearly understand and uphold the rights of women and girls

#### **4.4 Organizational Development and Sustainability**

##### **Objective 4.4 To improve the performance and sustainability of Kivulini**

Sustainable delivery of quality products and services of Kivulini depends, among other things, on its institutional capacity and sustainability. To be able to set pace in promotion of women rights and prevention of domestic violence, there is a need for Kivulini to keep on remaining on the cutting edge in regard to application of innovative approaches in governance, programming, human resource management and resource mobilization to mention but a few. Kivulini intends to realize objective and results shown hereunder by embarking on a number of interventions as follows:

##### **Result 4.4.1 Effectiveness in programme cycle management improved**

Efficient and effective programming, implementation and management of demand driven interventions requires adoption of sound and adaptive approaches and techniques. To ensure this, Kivulini will continue to build-in a culture of programmatic and institutional learning in all its undertakings. A participatory and process approach to Programme Cycle Management will be given priority. Specifically the organization will implement the following activities:

1. Review and a participatory M&E system
2. Conduct quarterly monitoring visits to programme focus areas
3. Conduct annual customer satisfaction survey on Kivulini products and services
4. Prepare and submit quality bi-annual and annual reports timely
5. Conduct annual retreat to review the programme implementation
6. Update Kivulini website

#### **Result 4.4.2 Human resources management improved**

Human resource is an indispensable asset for the life and effectiveness of any institution. Failure to prudently manage this resource results in poor performance, lack of credibility and high staff turnover. It goes without saying that an effective and sustainable organization is the one which accords human resources development matters a special attention. Kivulini is determined to create good working environments so as to retain existing members of staff and hire new staff members that are open-minded, qualified; competent and result oriented. To this end, Kivulini will implement the following activities:

1. Hire an Administrative Officer
2. Conduct staff capacity needs assessment and prepare capacity building plan
3. Organize quarterly lunch and learn sessions( 2 with In-house and 2 with external resource persons
4. Conduct semi-annual staff performance appraisals
5. Conduct two Workplace HIV/AIDS awareness sessions
6. Prepare and adopt Workplace HIV/AIDS policy
7. Review and adopt Personnel Policy Manuals

#### **Result 4.4.3 Resources mobilization, management and sustainability improved**

Institutional and programmatic health of Kivulini depends, among other things, on availability of funds and prudent financial and management. Financial sustainability underpins institutional sustainability. To achieve this, Kivulini needs to broaden its funding mix my maintaining existing and exploring new other sources. Specifically, the organization will carry out the following activities:

1. Review and adopt Financial Policy Manual of Kivulini
2. Conduct one-day in-house training to non-finance staff on basic financial management
3. Prepare monthly and quarterly financial updates, bi-annual and annual financial reports
4. Prepare and implement a fundraising strategy
5. Conduct an annual round table meeting with strategic development partners

6. Submit Audit Reports to the Board and Development Partners timely

#### **Result 4.4.4 Governance of Kivulini improved**

Efficient and effective performance of Kivulini depends, among other things, on the nature, capacity and commitment of the governing Board. Sustainable competence of the Board of Directors requires regular personal and corporate capacity building. Realizing this, Kivulini will undertake a participatory capacity needs assessment and capacity development interventions of the Board by engaging an experienced consultant. Specifically, Kivulini will implement the following activities:

1. Conduct 2 one-day tailor-made trainings for the Board one day before each meeting
2. Review and approve Kivulini programmes and policies
3. Identify, select and engage Auditors to audit books of accounts
4. Conduct Training Needs Assessment for the Board of Directors
5. Conduct two Board Meetings to assess performance and provide direction
6. Conduct an Annual General Meeting of Kivulini members

**Indicators** to assess performance towards achievement of the planned objectives and results will include:

1. A user- friendly participatory monitoring and evaluation system maintained
2. Number of development partners contributing to the KIVULINI budget
3. A funding strategy devised and operationalised
4. Number of staff members trained
5. Number of Staff leaving the organization in search of greener pastures minimized
6. Performance appraisals conducted twice per year for each staff
7. Number of volunteers and other people applying for Kivulini's advertised jobs increased
8. Funding strategy in place and operational
9. Increased demands for KIVULINI products and services
10. Number of demand oriented correspondences from both local and international origins
11. Number of queries related to financial matters reduced by 90% by 2009
12. Level of participation of the Board Members in organizations programme activities
13. Number of policy decisions made by the Board of Directors
14. Standard organizational structure and systems in place and operationalised
15. Effective team spirit, commitment and motivation among staff increased
16. Institutional resilience against external shocks

## **5. TARGET GROUP AND GEOGRAPHICAL FOCUS**

The primary beneficiaries of Kivulini programme and services are marginalized women and girls. The other secondary target groups include men and boys who fall victims of Gender Based Violence. The other secondary beneficiaries include community and government leaders at all levels, and from all walks of life, who in one way or another play part in determining women and girls destiny. This programme will focus primarily on the Lake Victoria regions of Mwanza, Mara, Kagera, Shinyanga; as well as Singida region.

## **6. PROGRAMME IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS**

KIVULINI will adopt a participatory approach to programme implementation and management. The organization will involve various stakeholders to implement programme activities. This will be done to empower a wide range of stakeholders and at the same time inculcate programme ownership and sustainability.

The Executive Director of Kivulini will be responsible for overall coordination and management of the programme. Four managers will assist the Executive Director for smooth, efficient and effective programme implementation. These will include the Programme Manager- Community Mobilization; Programme Manager- Policy Advocacy; and the Finance and Administration Manager. The said managers together with the Executive Director will constitute the Management Team.

The Managers shall plan and implement activities with their respective subordinates according to the operational plan and shall meet regularly to update each other and to share lessons. Interdepartmental meetings and cross learning will be encouraged throughout the implementation period.

The Programme Managers and the Finance and Administrative Manager shall produce and submit to the Executive Director monthly updates and quarterly and half -yearly progress reports. The Executive Director shall report on progress of programme implementation and management to the Board of Directors which shall sit after every six months.

## **7. PROGRAMME MONITORING AND EVALUATION**

KIVULINI will adopt a participatory monitoring and evaluation right from programme inception. KIVULINI will review and implement its monitoring and evaluation system to enhance accountability and contribute to good knowledge management for institutional learning. In addition, KIVULINI will monitor wider-operating context by taking stock developments in the political, economic, social, technological and environmental landscape. This is very important for adaptive programming, implementation and management to scale-up impact on our work.

The managers will make use of weekly and monthly programme implementation meetings with their subordinates to regularly monitor progress in implementing programme activities. Programme implementation updates will be reviewed during these meetings. The Management Team will also meet monthly to monitor programme performance. Monthly reports from each manager will be submitted and discussed during the monthly meeting.

Annual programme reviews will be conducted during staff retreats. The Board of Directors will monitor quarterly performance of the KIVULINI. The Annual General Meeting will monitor and steer programme implementation and management annually. The partners meetings will provide insightful and technical inputs for improved programme performance.

KIVULINI will make use of both qualitative and quantitative indicators to track and gauge programme performance and sustainability trends. The organization will undertake a holistic programme evaluation at the end of three years. Both local and external evaluators will be engaged to assess performance and sustainability of the KIVULINI and its programme.

## **8. RISKS AND ASSUMPTIONS**

External factors outside the control of the programme can affect successful execution of the programme. To bring about meaningful structural changes means tempering with power relations in society. Holding the government to account is another delicate issue in growing democracies like Tanzania. This state of affairs poses a big challenge to realize lasting and favorable changes in society. To manage this risk, KIVULINI will adopt a conciliatory and yet non-compromising approach in conduct of its business. Constituency building will continue to be among the top strategies of KIVULINI to build people's power to safeguard the noble cause of human rights promotion and protection in Tanzania.

The KIVULINI will bank on and seek to influence the following assumptions for successful programme implementation and management and, at the same time, sustain programme benefits and impact:

1. Country continues to be peaceful and politically stable;
2. The government will not interfere with media freedom;
3. Development partners will continue being supportive of Kivulini's aims, strategies and activities;
4. Funds will be available timely.

## **9. PROGRAMME SUSTAINABILITY**

In order to sustain catalytic actions that promote women rights and protect women against domestic violence, Kivulini has adopted a community-based, transformational and process approach. The said approach plays a key role in facilitating community empowerment. Use and empowerment of existing structures to address plights of women and girls make it easier to sustain the on-going efforts. With regard to institutional sustainability, Kivulini intends to create good working environment for her staff; and devise and implement a resource winning strategy so as to broaden the funding base.

## **10. PROGRAMME BUDGET**

The total programme budget for the year 2008 is Tanzania Shillings (TZS) 868,179,000/= (USD 789,254). Activity Plan, budget and responsible staff for implementing activities is as shown hereunder. A corresponding detailed budget is attached as Annex 1.

## Kivulini Activity Schedule 2008

S.No	Programme: Community Mobilization	Timeframe				Budget in Tsh	Responsible
		1	2	3	4		
1.0	Activities						
1.1	Increased awareness at community level on the rights of women and girls						
1.1.1	Identify community leaders (religious leaders, street leaders, street committee members and ward tribunal members) in 4 new regions for training and Mwanza.					3,900,000	PM-CM PO-LA PO-YD
1.1.2	Conduct a 3-day training for 30 community leaders on preventing and mitigating domestic violence in each of the 5 regions (Mwanza, Mara, Kagera, Shinyanga and Singida)					63,000,000	PM-CM, PO-LA
1.1.3	Conduct an Annual one-week Community festival					3,980,000	PM-CM, PM-CB
1.1.4	Conduct 100 video sessions (10-11 sessions per ward) in 9 wards in Mwanza region					5,000,000	PO-CM PO-YD
1.1.5	Organize public events during International Women's Day, Nane Nane and 16 Days of Activism					19,670,000	PO-LA PO-YD
1.1.7	Support Antiviolence Watch Groups involving women, men and youth					20,000,000	PO-LA PO-YD
1.1.8	Conduct 2 Consultative Meetings with 30 key community members (health care providers, teachers, ward community development officers and social welfare) on violence prevention approach.					2,220,000	PO-LA PO-YD
1.1.9	Organize 1 conference of 3 days, 1 essay competition and 1 debate for in-school youths in 9 wards					11,250,000.00	PM-CM, PO-CM
	<b>Sub-Total</b>					<b>129,020,000.00</b>	

1.2	<b>480 Community leaders and community activists in Mwanza, Mara, Shinyanga and Singida regions promoting the rights of women and fighting domestic violence</b>					
1.2.1	Conduct 25 consultative meetings with community leaders in the 40 wards (5 in each regions)				14,000,000.00	PM-CM, PO-LA PM-CB
1.2.2	Conduct 10 five-day Paralegal trainings for 300 community leaders (60 paralegals two trainings per region)				35,100,000.00	PM-CM, PM-CB
1.2.3	Conduct 1 consultative meeting in each of the 16 wards for 40 community action group members				14,080,000.00	PM-CM, PO-NL PO-CB
	<b>Sub-Total</b>				<b>63,180,000.00</b>	PM-CM, PO-LA
	<b>Total Community Mobilization</b>				<b>192,200,000.00</b>	

<b>2.0</b>	<b>CAPACITY BUILDING</b>						
2.1	<b>Ten rights-based grassroots CSOs strengthened and actively engage in prevention and mitigation of VAW</b>						
2.1.1	Identify 10 relevant CBOs/ NGOs to partner with by the March, 2008					4,350,000.00	PM-CB, PO-CB
2.1.2	Develop and sign Memorandum of Understanding between Kivulini and 10 NGOs / CBOs					2,600,000.00	PM-CB, PO-CB
2.1.3	Conduct Organizational capacity needs assessment					6,250,000.00	PM-CB, PO-CB
2.1.4	Conduct a 15-day training on 4 modules comprising of human rights, women's rights, domestic violence and paralegal to 30 senior officers from the 10 CBOs					54,300,000.00	PM-CB, PO-CB
2.1.5	Provide tailored accompaniment services to CBOs					5,500,000.00	PM-CB, PO-CB
2.1.6	Purchase or reprint and distribute 10 000 copies of handbook for Paralegals and other women rights learning materials					20,000,000.00	PM-CB PO-MLM
2.1.7	Engage 2 training institutions to train 2 CBOs for two 30-day on curbing domestic violence through economic empowerment					18,600,000.00	PM-CB, PO-CB
2.1.8	Identify and arrange Kivulini staff to attend courses					15,000,000.00	PM-CB ED, FAM
	<b>Total</b>					<b>126,600,000.00</b>	

<b>3.0</b>	<b>POLICY ADVOCACY</b>						
3.1	<b>Reliable and quality information to support advocacy work generated and disseminated</b>						PM-PA,
3.1.1	Conduct research in 5 districts of Lake Victoria regions and Singida and write report					20,250,000	PO-RPA PO-MLM PO-NL
3.1.2	Engage a consultant to prepare two fact sheets on policy and legislative gaps that perpetuate violence against women in Tanzania					6,650,000	PM-PA, PO-RPA
3.1.3	Print 5000 copies of research findings for dissemination					15,000,000	PM-PA, PO-NL
3.1.4	Print 5000 copies of fact sheets on policy and legislative issues					15,000,000	PO-RPA
3.1.5	Conduct report launch meeting and distribute the research reports/Fact sheets					550,000	PO-RPA
3.1.6	Write newspaper articles					3,050,000	PO-RPA
3.1.7	Organize a three day workshop for 30 community leaders and CBOs leaders on Policy Advocacy					8,840,000	PO-PA
	<b>Sub-Total</b>					<b>69,340,000</b>	

3.2	<b>Better laws, polices and practices that prevent Violence Against Women in Tanzania advocated for</b>						
3.2.1	Develop and update a database of relevant local, regional and international influencing opportunities					300,000	PM-PA, PO-LN
3.2.2	Organize 2 one-day bylaws making meetings for Ward Tribunals to prevent violence against women in four wards of Buswelu, Ilemela, Pamba and Isamilo					3,240,000	PO-LN
3.2.3	Organize two community dialogues on by-laws which prevents VAW in each of the 9 wards					1,000,000	PO-LN
3.2.4	Engage a legal consultant (Lawyer) to draft and fine-tune bylaws that prevent VAW					6,780,000	PO-LN
3.2.5	Print and distribute 5000 copies of user-friendly bylaws					10,000,000	PM-PA, PO-LN
3.2.6	Conduct dialogue with members of Association of Local Government Authority in Tanzania (ALAT) to integrate VAW in Local Government Authorities Plans					36,375,000	PM-PA, PO-LN PO-MLM
3.2.7	Conduct dialogue and follow up with the Law Reform Commission on progress of legal reforms that address VAW					1,740,000	PM-PA, PO-LN PO-RPA
	<b>Sub-Total</b>					<b>59,435,000</b>	PM-PA, PO-LN, PO-RPA

3.3	<b>Strategic partnership with rights-based institutions and actors forged and strengthened for effective influencing</b>						
3.3.1	Organize one-day networking meetings with both old and new partner CBOs to discuss key priority issues for advocacy					3,150,000.00	PM-PA, PO-LN, PO-RPA
3.3.2	Participate in strategic Policy Forum Meetings					1,480,000.00	PM-PA, PO-LN, PO-RPA
3.3.3	Participate in Regional Consultative Meetings in Mwanza region					240,000.00	PM-PA, PO-LN, PO-RPA
3.3.4	Provide stationeries to ward tribunals					4,500,000.00	PM-PA, PO-LN, PO-RPA
3.3.5	Develop and sign an MoU for partnership with strategic actors( CBOs, NGOs) in the lake zone					200,000.00	PO-LN
3.3.6	Organize annual general meeting					1,600,000.00	PM-PA, PO-LN
3.3.7	Participate in regional networks addressing Gender-Based Violence					6,000,000.00	PM-PA, PO-LN
3.3.8	Organize quarterly meetings of 2 days for network members					15,920,000.00	PO-LN
	<b>Sub-Total</b>					<b>33,090,000.00</b>	
3.4	<b>A media campaign promoting public engagement in taking action to end domestic violence launched by 2008</b>						
3.4.1	Organize a two-day seminar for 20 journalists and editors					2,960,000	PM-PA, PO-MLM
3.4.2	Collect, collate, compile strategic newspaper cuttings for advocacy					1,883,000	PO-MLM
3.4.3	Produce and air 4 Radio spots					81,760,000	PO-MLM

3.4.4	Conduct 3 press conferences during and/or after strategic events					1,035,000	PO-MLM
3.4.5	Prepare, print and distribute posters with key messages					5,000,000	PM-PA, PO-MLM
						<b>92,638,000</b>	
						<b>254,503,000</b>	

4.0	<b>Programme 4: Organizational Development and Sustainability</b>						ED, FAM M&E
4.1	<b>Performance in programme cycle management improved</b>						
4.1.1	Review and maintain a participatory M&E system					2,800,000	ITO PO-M&E
4.1.2	Conduct quarterly monitoring visits to programme focus areas					2,700,000	PO-M&E ITO
4.1.3	Conduct annual customer satisfaction survey on Kivulini products and services					8,330,000	PO-M&E ITO
4.1.4	Prepare and submit quality bi-annual and annual reports timely					10,000,000	FAM, PO- M&E
4.1.5	Conduct annual retreat to review the programme implementation					1,525,000	FAM
4.1.6	Maintain and regularly update Kivulini website					1,320,000	ITO
						<b>26,675,000</b>	
4.2	<b>Human resources management improved</b>						
4.2.1	Hire an Administrative Officer					1,000,000	FAM, ED
4.2.2	Conduct staff capacity needs assessment and prepare capacity building plan					110,000	ED TA

4.2.3	Organize quarterly lunch and learn sessions (2 with In-house and 2 with external resource persons)					980,000	ED
4.2.4	Conduct semi-annual staff performance appraisals					88,000	ED TA
4.2.5	Conduct two Workplace HIV/ AIDS awareness sessions					490,000	ED TA
4.2.6	Prepare and adopt Workplace HIV/ AIDS policy					4,800,000	ED, AO
4.2.7	Review and adopt Personnel Policy Manual					2,800,000	FAM AO
	<b>Sub-Total</b>					<b>10,268,000</b>	

4.3	<b>Resources mobilization, management and sustainability improved</b>						
4.3.1	Review and adopt Financial Policy Manual of Kivulini					2,800,000	FAM,TA
4.3.2	Conduct one-day in-house training to non-finance staff on basic financial management					140,000	FAM,ED
4.3.3	Prepare monthly and quarterly financial updates, bi-annual and annual financial reports					1,000,000	FAM, ED
4.3.4	Prepare and implement a fundraising strategy					6,800,000	FAM, ED
4.3.5	Conduct one-day round table meeting with strategic donors in Mwanza					175,000	ED FAM
4.3.6	Submit Audit Reports to the Board and Development Partners timely					100,000	FAM, ED
	<b>Sub-Total</b>					<b>11,015,000</b>	

4.4	<b>Governance of Kivulini improved</b>						
4.4.1	Conduct Training Needs Assessment for the Board of Directors					200,000	ED, TA
4.4.2	Conduct 2 one-day tailor-made trainings for the Board one day before each meeting					6,568,000	ED, TA
4.4.3	Review and approve Kivulini programmes and policies					1,200,000	BoD
4.4.4	Identify, select and engage Auditors to audit books of accounts					6,250,000	BoD

4.4.5	Conduct two Board Meetings to assess performance and provide direction					4,000,000	ED
4.4.6	Conduct an Annual General Meeting of Kivulini members					1,600,000	ED
	<b>Sub-Total</b>					<b>19,818,000</b>	
	<b>Total Governance</b>					<b>67,776,000</b>	
	<b>Total Programs</b>					<b>641,079,000</b>	

<b>5.1</b>	<b>Operational and running costs</b>						
5.1.1	Salaries for 18 staff members					170,400,000	
5.1.2	Staff benefits (medical charges, compulsory pension schemes and staff welfare fund)					24,720,000	
5.1.3	Equipment					9,600,000	
5.1.4	Office running costs (utilities, communication, office rent, maintenance and fuel)					22,380,000	
	<b>Total Operational and running costs</b>					<b>227,100,000</b>	

	<b>Budget Summary</b>						
	<b>Total program costs</b>					<b>641,079,000</b>	
	<b>Total operational and running costs</b>					<b>227,100,000</b>	
	<b>Total Budget in Tsh</b>					<b>868,179,000</b>	
	<b>Total Budget in USD (\$ 1 = Tsh 1,100/=)</b>					<b>789,254</b>	

# Kivulini Organogram

