

KIVULINI WOMEN'S RIGHTS ORGANIZATION

FIVE YEAR STRATEGIC PLAN

2011-2015



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ABBREVIATIONS

BPA	Beijing Platform of Action
CDWs	Child Domestic Workers
CEDAW	Convention for elimination all kinds of discrimination against women
DEVAW	Declaration on the Elimination of Violence against Women.
ICESCR	The International Covenant on Economic, Social and Cultural Rights (ICESCR)
MDG	Millennium Development Goals
MKUKUTA	Mkakati wa Kukuza na kuondoa Umaskini Tanzania
NGO	Non governmental organisation
TAWLA	Tanzania Women Lawyers
SWOT	Strength, Weakness, opportunities and threats
VAW	Violence against women
WHO	World Health Organisation

EXECUTIVE SUMMARY

Kivulini Women's Rights Organization (Kivulini) is a registered non-government organization based in Mwanza, Tanzania. For the past ten years, Kivulini has been mobilizing communities in the Lake Victoria and Singida regions to prevent domestic violence. In collaboration with a wide network of partners, Kivulini has successfully mobilized communities to respect and value the rights of women and girls, facilitated open discussions and initiated strategies against domestic violence. As a result, community ownership of efforts to keep women safe in their homes are becoming more frequent and common.

While our past efforts have proven to be effective in mobilizing urban communities, we realize that there is much more work to be done in the rural areas where 75% of the population of Lake Victoria and Singida live, and where evidence suggests levels of violence are increasing. As such, since 2008, Kivulini has focused on educating and mobilizing more people in the rural areas about the effects of violence.

This document presents a revised five-year strategic plan for Kivulini for the period 2011-2015. The strategy builds on organizational experience in mobilizing communities to now focus on preventing domestic violence in 18 districts of Mwanza, Kagera, Mara, Shinyanga and Singida; 75% are rural, 25% are urban.

Kivulini believes that there are four critical steps of action that need to take place in order to decrease and prevent domestic violence which include awareness raising, capacity building, institutionalization of by-laws and the empowerment of youth to take a lead in preventing domestic violence.

Kivulini's strategic plan is informed by several key documents. These include our 2009 Survey on The Prevalence and Responses of Domestic Violence in the Lake Victoria Region and Singida; a 2010 external evaluation; the We Can Campaign to End Violence Against Women; Kivulini Information Communication Technology Strategy and various international and national instruments such as The Declaration on the Elimination of Violence Against Women adopted by the UN General Assembly in 1993 and Tanzania's National Strategy for Growth and Reduction of Poverty II (MKUKUTA).

In the next five years, Kivulini will focus on the following strategic objectives:

Strategic Objective 1: Increase education and awareness among citizens to be able to condemn domestic violence against women and girls.

Strategic Objective 2: Strengthen the capacities of various institutions such as legal institutions (police and ward tribunal members) as well as social institutions (health personnel, local government officials), as well as religious leaders and CBOs/NGOs to respond to the needs of women.

Strategic Objective 3: Advocate local government authorities to enact and strengthen by-laws, plans and budgets that address domestic violence within the human rights framework.

Strategic Objective 4: Empower youth to use a Solution Focused Approach to take a lead on domestic violence prevention work.

Strategic Objective 5: Strengthen the capacity of the organization (Kivulini) to ensure the sustainability of programme.

Strategic Objective 6: Increase effective use of Information Communication Technology among staff in order to reach more people in the 20 districts.

Estimated Key Results

- Increased ownership of the problem of domestic violence by all members of a community, i.e. men, women and children involved since violence affects everyone
- Increased percentage¹ of men and women who believe that intimate partner violence is unacceptable.
- Increased knowledge within the community, victims and potential victims about rights and legal provisions for women and girls.
- Increased number of domestic and sexual violence cases reported to formal and non formal institutions.
- Domestic violence against women and girls becomes a priority in the plans and budgets of local government authorities; by-laws are enacted to reduce it.

To successfully implement the programme in the next five years, Kivulini will need a total of USD 4,190,769. (Tshs 5,867,070, 989.)

¹ WHO (2005) Multi-Country Study on Domestic Violence and Health in Tanzania suggests that 56% of women and 48% of men believe wife beating is normal.

SNAPSHOT OF THE 2011-2015 STRATEGIC DIRECTION

1. Mobilizing Rural Areas

Violence is increasing in rural areas of the Lake Victoria region. In response, Kivulini has intensified community mobilization and capacity building efforts in those areas. Kivulini's legal literacy video sessions have been particularly effective in raising awareness, promoting discussion and changing attitudes of acceptance about domestic violence. In support of our efforts, the Sengerema and Musoma rural districts have dedicated to continue ongoing Kivulini activities including festivals, discussions and training workshops.

In the next 5 years, Kivulini will devote 75% of its resources to raising public awareness through such means as video sessions, festivals and community dialogues; we will also build the capacity of our local partners in rural areas.

2. Advancing The We Can Campaign for Sustainability

Kivulini has recruited more than 50,000 Change Makers for the "We Can" Campaign in the past 5 years. Committed Change Makers are essential in widening and sustaining the movement against domestic violence. Rural communities have been highly responsive to the campaign; many people, once introduced to the concept, have taken initiative and ownership to ensure the campaign continues to spread. Local government leaders in rural areas have integrated the We Can Campaign strategies into their regular responsibilities.

Over the next 5 years, we will focus on using We Can strategies to strengthen the capacities of CSOs, health care providers, teachers and law enforcers in targeted areas. We will also conduct regular follow up with these partners to ensure they are well supported.

3. Strengthening the capacities of law enforcers and other institutions

Kivulini will intensify training of law enforcers (e.g. police officers and ward tribunal members) and other institutions (e.g. local government leaders, health care providers, community groups, etc) on laws, women's rights, human rights, the impact of domestic violence and relevant international and national policies for the effective application and enforcement of laws established to protect women.

Kivulini will continue to train and support paralegals. Though they are not lawyers, paralegals have an elementary knowledge about the law and legal procedures. They assist people in navigating simple legal procedures². Kivulini will provide refresher courses to paralegals trained previously to strengthen their legal aid services to women living in rural areas where services are extremely limited.

4. Influencing use of by-laws to safeguard the rights of women in the homes

Local government leaders in Tanzania are mandated to translate the national constitution into by-laws relevant for their communities. Relevant local by-laws supported consistently and

² TAWLA: Five Year Strategy 2010-2014

concretely by local leaders can be highly effective in protecting and securing justice for women and girls.

In collaboration with key partners, Kivulini will advocate for the enactment of and strengthening of by-laws. We will also push for domestic violence to be prominently featured and highlighted in local government plans and budgets. Kivulini will scale-up best practices for enacting by-laws that have proven to work well within the Lake Victoria and Singida regions.

5. Mobilizing Youth with the Solution Focused Approach

The Solution Focused Approach (SFA) has been highly effective in challenging young people to take a lead in speaking out about violence. Over the next 5 years, Kivulini will scale up the number of young people engaged in mobilizing others using the SFA to 40,000. As the youth movement grows, Kivulini will explore the possibility of spinning off the Youth Program in its current form to become an independent program separate from Community Mobilization.

There is also growing demand from Kivulini's partners for training on how to integrate SFA into their organizations. As such, Kivulini will work with teachers and school officials to adapt SFA content for use in classrooms beginning in Standard 3 and will also seek to establish a government-certified training center that offers two courses: SFA and mobilizing communities to prevent domestic violence.

6. Integrating HIV/AIDS and domestic violence prevention into program activities

Understanding that women are more vulnerable to HIV, and that the spread of HIV is closely connected to patterns of domestic violence, Kivulini will apply strategies from the Raising Voices "SASA" Toolkit to educate and mobilize communities in areas of Mwanza most affected by HIV.

The issue of HIV and violence will be integrated into Kivulini's existing program plans and activities including our video legal literacy sessions, festivals, community dialogues engaging community activist groups, and in all training of law enforcers, health care providers, local government authorities and partner CSOs.

After conducting a baseline assessment in the targeted communities, Kivulini will identify local partners to formulate action plans. The planning team will train community members to engage men, women and youth in discussions of HIV/AIDS, power imbalances and violence against women. As more people are challenged to rethink their relationships and behavior, Kivulini believes that a critical mass for change will be reached.

SITUATION ANALYSIS

The right to live free from domestic violence³ is a human rights priority. Unfortunately in Tanzania, violence is an everyday reality for many women⁴. According to a fifty country study by the World Health Organization in 2005, Tanzania ranked 4th highest in terms of domestic violence prevalence.

According to a survey conducted by Kivulini in 2009, 85% of women in the Lake Victoria and Singida Regions had experienced psychological violence, 56% had experienced physical violence and 48% had experienced sexual violence.

Domestic violence is also drastically underreported. Due to widespread acceptance of violence, feelings of shame and lack of resources, most women who experience violence do not report it to formal or informal services. According to the WHO study, 60% of all women experiencing violence had never gone for help from any formal service or authority. The Kivulini study found that 80% of women experiencing violence had not reported the situation to anyone.

These alarming statistics reflect the rampant belief that abuse of women is acceptable. According to the WHO study, approximately 42% of Tanzanian men and 56% of Tanzanian women believe that men have the right to beat women. Indeed, 56% of women surveyed by Kivulini agreed it was important for a man to “show his wife who was the boss”, and 61% believed that a “good wife” obeys her husband regardless of her situation. The view that women “deserve to be beaten” is also common among local government leaders. Kivulini’s survey revealed that leaders are poorly equipped to support women experiencing violence. Eighty three percent of local leaders did not know how to address legal issues and less than 40% had received formal training about women’s rights.

Beliefs that perpetuate violence are most entrenched in rural areas. Thus, it is not surprising that women from rural districts are significantly more likely to experience abuse than those from urban districts. Kivulini found 66% of women from rural districts had experienced sexual or physical abuse compared to 57% in urban districts.

Consequences of Intimate Partner Violence

Unintended pregnancy: Women who experience intimate partner violence have difficulty using family planning methods. They are more likely to use contraceptive methods in secret, or have a partner who refuses to use a condom. Abused women also experience a higher rate of unintended pregnancies, have more unsafe abortions, and are more likely to become pregnant as adolescents. These factors may contribute to high fertility rate of 5.6% among Tanzanian women.

³ Domestic violence includes any threats or acts of physical, emotional, psychological, verbal, sexual and economic harm or abuse between intimate partners (Michau and Naker 2003).

⁴ USAID (2008) Gender-Based Violence in Tanzania: An Assessment of Policies, Services and Promising Interventions

HIV/Sexually Transmitted Diseases: Domestic violence is closely linked to women's exposure to HIV. In Tanzania, the average HIV prevalence rate is 7 percent, but for pregnant women the rate is 8.2 percent.

Women are often unable to negotiate safe sex which leads to easy transmission of the disease. Indeed, young women of the age 18-29 who have been abused by a partner have been found to be 10 times more likely to be HIV-positive than women who have not been abused⁵.

Women who are HIV positive are also more likely to experience violence as a result of their status. Fear of further violence frequently prevents women from accessing HIV/AIDS information and services.

Maternal Mortality and Morbidity: Intimate partner violence contributes to Tanzania's high rates of maternal morbidity and mortality (MMM). Recent data indicates that Tanzania has 13,000 maternal deaths each year; approximately every 40 minutes, a woman or girl dies from pregnancy-related causes.

Violence during pregnancy is associated with numerous health risks for mother and child. Pregnant women who have experienced violence are more likely to gain insufficient weight during pregnancy, are more likely to experience miscarriages, and stillbirths. Their babies are often underweight. As such, MMM is also a major cause of infant death in the developing world⁶.

An indirect cause of MMM is early marriage⁷; married adolescents often face significant social pressure to become pregnant at a young age⁸. Girls in child marriages usually face highly uneven power dynamics within the marriage. Their husbands are on average at least 10 years older than them⁹. Thus, adolescent wives are likely to exert less control over the household resources, to suffer domestic abuse, and to have little choice in their own childbearing and reproduction.

Childhood marriage often marks the end of a girl's formal education; in a 2005 UNICEF study, Tanzanian women with secondary education were 92% less likely to be married by the age of 18 than women who had attended only primary school. More than 60% of Tanzanian women married by age 18 had received no formal education at all. Thus, adolescent brides are often uneducated about or unable to use contraceptive methods to prevent pregnancy¹⁰.

Women's Poverty: While there are some aspects of poverty and exploitation which are common to both men and women, women suffer disproportionate discrimination and subordination based on socio-cultural beliefs and attitudes.

⁵ USAID, Gender-Based Violence: Impediment to Reproductive Health

⁶ WHO (2002) *World report on violence and health*. World Health Organization: Geneva.

⁷ Women Dignity (2009) *Situation Analysis of Maternal Morbidity and Mortality in Tanzania Presented at the 2009 Popular Tribunal on the Lives of Women*

⁸ UNFPA (2005) *Child Marriage Fact Sheet*. United Nations: New York City.

⁹ UNICEF Innocenti Research Centre (2001). *Early Marriage: Child Spouses*. No. 7. UNICEF.: Florence, Italy. Available at www.unicef-icdc.org/publications/pdf/digest7e.pdf.

¹⁰ UNICEF (2005) *Early Marriage: A Harmful Traditional Practice*. United Nations: New York City.

In Tanzania, gender biases in favour of men in terms of land property ownership or access to higher education compounds the devastating effects of poverty by reducing the earning power of women, fostering dependency and lack of empowerment in situations of abuse.

Legal Framework, Policies and Laws and International Agreements

International Frameworks

A women's right to be protected from domestic violence has been recognized in international legislation and agreements. The Universal Declaration of Human Rights of 1948 and regional instruments including the European Convention of Human Rights (ECHR) provide protection relevant to women suffering from domestic violence. Under the ECHR, the State is obliged to provide protection from domestic violence under Article 3 (the prohibition against inhumane and degrading treatment) and Article 8 (the protection of physical integrity and family life).

Although women are included in all of the United Nations (UN) conventions for human rights, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) aims specifically to promote and protect women's fundamental human rights. CEDAW was adopted by the United Nations General Assembly in 1979 and came into force in 1981. As of July 2002, CEDAW has been signed by 170 countries around the world including Tanzania.

CEDAW calls for state parties to take specific measures to protect and promote women's human rights. Although CEDAW does not specifically mention violence against women, the CEDAW Committee subsequently adopted General Recommendation 12 that explicitly identifies gender based violence in the home as gender discrimination. State parties are mandated to include efforts to protect women's rights to safety in both the private and public spheres.

National Efforts

There are some national efforts to address domestic violence. The current president of Tanzania has publicly stated that eliminating violence should be included as one of the Millennium Development Goals. Furthermore, Tanzania's Poverty Reduction Strategy Papers (PRSP), the National Strategy for Growth and Poverty Reduction, lists violence against women as one of its indicators of poverty.

In addition, the Sexual Offence Special Provisions Act of 1998 poses harsh penalties for perpetrators of sexual violence. The Sexual Offence Provision Act (SOSPA 1998) is part of Tanzania's domestication of the CEDAW and is designed to strengthen the protection of victims and survivors of sexual violence.

Grassroots Level

At the grassroots level, women's organizations have provided leadership in boosting the visibility of violence against women for nearly 25 years; giving victim-survivors a voice through tribunals and personal testimonies; providing innovative forms of support to victims of violence; and forcing governments and the international community to recognize their own failure to protect women.

In Tanzania, women's advocacy has also prompted the formal sectors (legal and judicial system, criminal justice system, and the health sector) to begin to respond to the needs of women. Women have pushed for policy change and institutional mechanisms to be set up – be it legal reform, training of police, or providing shelter to women. In attempting to address the structural causes of such violence, women's organizations have sought to empower women through human rights education, credit programmes, and linking women to larger networks.

KIVULINI'S RESPONSE: ACHIEVEMENTS 2008 - 2010

From the situation analysis provided above, the challenges facing Tanzanian women and those working to improve their lives can at times seem overwhelming. Kivulini is proud of what it has accomplished in light of existing challenges, in partnership with our wide network of partners and supporters. Below is a list of key organizational achievements from 2008 - 2010.

Community Ownership: Kivulini held its first ever legal literacy video session in the Musoma rural region. Our staff partnered with the Nyakatende Ward Councilor to engage approximately 20,000 people in discussions on the rights of women to live free from violence. In support of our work, Musoma region awarded Kivulini with a parcel of land to set up a permanent meeting area where our staff will provide workshops on women's rights.

Legal Literacy Video Sessions: Kivulini hosted 150 legal literacy video sessions which helped to educate approximately 150,000 people on Tanzania's Marriage Act, Inheritance rights, HIV/AIDS, the impact of violence against women and community responsibility in protecting women. More than 6,000 women were able to speak to legal counselors about their cases and many of them received referrals for further follow up in court, with police, ward tribunals and hospitals.

Paralegals: Kivulini educated 350 paralegals from the regions of Mwanza, Mara, Kagera, Shinyanga and Singida. The main objective of the training was to increase the number of paralegals supporting women in rural areas where there are few to no lawyers available. More than 5000 women registered complaints to formal (police, courts) and non formal institutions involving physical violence, inheritance issues and child maintenance etc.

Change Makers: In partnership with 10 'We Can Campaign' Alliance Members Kivulini recruited approximately 50,000 Change Makers. Changes Makers are ordinary men and women who pledge to take a stand against domestic violence, stop and prevent violent behavior and influence their peers to do the same. Change Makers at the grassroots level have spread the message that domestic violence is unacceptable, and that equal relationships are violence free.

Grassroots Community Groups: Kivulini worked alongside grassroots community groups (e.g. Upendo Group, Mwaga Zege Wawakwima Group) in fighting for women's rights. Together, we engaged nearly 240,000 people in the districts of Ilemela, Nyamagana, Kwimba and Ukerewe on issues of women's rights, the impact of domestic violence and community responsibility to prevent domestic violence.

Youth Engagement: Kivulini engaged 8,000 young people from Mara, Shinyanga and Mara to take a lead during public events such as International Women's Day, Day of The African

Child, The 16 Days of Activism, International AIDS Day and Human Rights Day. Youth were involved in planning and organizing the events, circulating petitions, making speeches and performing role plays.

Solution Focused Approach: Kivulini trained more than 100 youth from Mwanza, Shinyanga and Mara on the Solution Focused Approach. These young people are now recognized by families, community members and decision makers as important agents of change. Kivulini has received letters from parents thanking us for engaging youth this way. Youth are inviting us to their planned activities that involve peers, parents/guardians and decision makers.

Invited to work with Commission on Human Rights and Good Governance (CHRAGG). Kivulini was selected to work with the CHRAGG. The Commission is an independent government department, established as the national focal point institution for the promotion, preservation and protection of human rights and duties as well as good governance in Tanzania. CHRAGG has trained Kivulini staff to train others on human rights issues and reporting.

Recognition by USAID: Kivulini was commended by USAID as a leading example of an organization adopting a multi-sectoral approach to addressing domestic violence.

Economic Empowerment: Kivulini has trained and provides ongoing support to two organizations actively involved in women's economic empowerment. XXX numbers of women are now pooling their resources to conduct entrepreneurial activities and to set up businesses including yoghurt making businesses, chicken raising businesses, tailoring and food preservation businesses.

KIVULINI CURRENT SWOT ANALYSIS

Strengths

- Committed, dynamic and vibrant Board of Directors
- Experienced and competent staff members
- Accurate and reliable Tally Accounting Package that provides information for financial decisions
- Good working relationships with a wide range of stakeholders including state and non-state actors
- Deep connections with communities at the grassroots level
- A member of local, national and international networks of CSOs
- Recognized for using systematic and holistic approach that can truly have a long-term impact on the lives of women and men
- Seen as national and local leader in domestic violence prevention, using a replicable approach
- Transparent decision-making that involves staff at all levels

Challenges to overcome

- Need for full-time development officer(s) devoted exclusively to fundraising and program reporting; current resource winning strategy should be strengthened for sustainability and to ensure that all staff are able to focus on advancing strategic objectives of organization

- Under-utilization of ICT due to inadequate technological know-how, e.g. Staff should be trained and consistently encouraged to more document activities and track data more efficiently
- Develop a culture of regular reflection and reporting among staff in order that organization can learn and make real-time adjustments as needed
- Implement consistent follow-up of program activities e.g. After conducting training in rural areas, check in with trainee regularly to monitor progress and support areas of need

Opportunities

- International and national policies on rights of women enables the organization to operate without interference.
- Well-placed to advocate for a specific law on domestic violence
- Ready to collaborate with local government leaders to translate the VAW plans of action into concrete components of community by-laws
- Equipped and experienced to help incorporate GBV guidelines into health, justice, and legal programs and/or continuing education programs for health professionals
- Able to link GBV and HIV in HIV awareness-raising programs and mass media campaigns
- Prepared to research further the varying types of VAW in Tanzania
- Well-experienced to establish formal institution for training in community mobilization approaches

Threats

- Growing income disparity and rise in extreme poverty affects women disproportionately, women's ability to access justice is severely impeded due to costs of pursuing justice
- Conservative and snail-paced judiciary in handling GBV matters
- Prevalence of corruption in the society that contributes in denial of justice
- Entrenched hostile cultural practices, norms and traditions towards women and girls
- Current income winning strategy compromises sustainability of organizational programs and activities.

STRATEGIC DIRECTION: UNDERLYING ISSUES

Inadequate Awareness and Education on Women's Rights

Article 2 of the International Covenant on Civil and Political Rights calls upon all state parties to establish education programs aimed at raising awareness on legal and human rights among the people of their nations.

In Tanzania, there are limited programmes that directly address domestic violence. Much of the population, especially in the rural areas where violence is increasing, remains unaware of the severe consequences of domestic violence on women's physical and mental health, as well as the grave impacts on children, families and communities. Many continue to support traditional practices and values that perpetuate gender inequalities which contribute to perceptions that women are subordinate to men.

Unless existing laws and policies are augmented by extensive consciousness' raising programmes and legal awareness campaigns for the general public and law enforcement

personnel, including local government leaders and health care workers, issues of domestic violence cannot be addressed effectively.

Kivulini will continue working directly with the public to transform attitudes and challenge the various inequities and social norms that perpetuate violence and abuse through community wide awareness campaigns and education programmes.

Kivulini will also conduct media campaigns to help reverse social attitudes that tolerate violence against women by questioning patterns of violent behavior accepted by families and societies. New messages through radio and TV spots will be aired aiming to prevent domestic violence. Legal video literacy sessions will be conducted extensively to encourage women and the public to demand for their rights to live free from domestic violence. Other public awareness activities will include the publishing of booklets, t-shirts, kangas¹¹ and commissioning of public art with messages that reinforce violence free communities.

Limited Capacities of Local Government Institutions in Addressing Domestic Violence

In Tanzania, local government leaders are mandated to translate the national constitution into relevant by-laws for their communities. Local by-laws are a major avenue for localizing national plans of action on violence against women and girls. Relevant local by-laws, supported by local leaders in concrete ways can be highly effective in securing justice for women and girls. However, local government leaders often have little guidance or capacity to do so effectively.

Together with key partners, Kivulini will advocate for the enactment of and strengthening of by-laws that protect women; as well as for domestic violence to be prominently featured in local government plans and budgets. Kivulini will scale up best practices for enacting by-laws that have proven to work well within Mwanza and the other four regions of Lake Victoria and Singida.

Limited Access to Justice

Access to justice in Tanzania is limited for women; there are not enough courts and tribunals, especially in remote rural areas; ignorance of laws is pervasive, and judicial corruption is rampant.

Women and girls who wish to press charges against perpetrators of domestic violence have little support in doing so and are not always treated with respect or given an adequate response. Police officers and judges are not trained to work with victims of gender violence. Moreover, there is still much progress to be made on the implementation of existing laws, particularly due to lack of awareness of rights and fear of shame that prevents women and girls from reporting their cases to the authorities.

Kivulini will intensify training of law enforcers (police officers and ward tribunal members) on women's rights, human rights, the impact of domestic violence and relevant international and national policies and laws for the effective application and enforcement of relevant laws.

¹¹ Traditional cloth worn by women

Kivulini will continue to build the capacity of paralegals who address the needs of women. Though they are not lawyers, paralegals have a working knowledge about the law and legal procedures. They assist people with navigating legal procedures¹². Kivulini will provide refresher courses to paralegals to strengthen their legal aid services to women living in rural areas where services are extremely limited.

The Health Response to Victims of Domestic Violence is quite limited

The health care system is well-placed to identify women who have been abused and refer them to other services. The vast majority of women visit a health facility at some point in their lives; during pregnancy, for example, or to get treatment for themselves or their children.

Currently, health care workers are not playing a proactive role. The health care system is too often unresponsive to women and girls suffering from domestic violence. Training for health care providers is necessary to guide them on the early screening and identification of women who are suffering domestic violence.

Kivulini will continue to strengthen the capacities of health personnel to identify, support and refer cases of domestic violence to the relevant authorities for action. In partnership with other national organizations, Kivulini will continue to participate in lobbying for enactment of guidelines for healthcare providers on the treatment and care for victims of gender violence. These intervention measures will be reproduced in all the geographical areas of focus.

Scarcity of Psychological Services

Psychological services for domestic violence victims are scarce in Tanzania, and virtually non-existent in the rural areas. Tanzania has just a handful of trained counselors largely focused on HIV testing. Yet the psychological effects of domestic violence against women and girls can sometimes be more severe than the physical effects. As these professional services are limited, it is important to train people such as community leaders, who are well-placed to provide basic services at the grassroots level, on how to effectively assist victims of domestic violence.

Kivulini will train local leaders on how to counsel women and girls experiencing abuse using a Solution Focused Approach.

There is Little Research on Domestic Violence Against Women and Girls in Tanzania

There are some aspects of violence that are not widely known to decision makers and the general public, such as the link between violence against women and drug abuse, the connection of pornography and domestic violence, poverty and domestic violence, violence against women and HIV/AIDS, etc. Due to the limited amount of data on these issues, more research is needed to clarify their prevalence and interconnection which may impede the eradication of domestic violence against women and girls.

¹² TAWLA: Five Year Strategy 2010-2014

Kivulini will conduct research on poorly understood issues such as those listed above; examining the magnitude, consequences and the economic and costs of intimate partner violence to help to place the issue prominently in local government plans, budgets and by-laws. Such research findings will also be used to benefit the community so that it can lead to awareness and change.

Inadequate Involvement of Young People

Young people make up the majority of Tanzania's population, and they have a strong potential to be an engine for change. Involving youth in social and community development enhances family life, neighborhood vitality and community cohesiveness as communities benefit from their creative new ideas, energy and enthusiasm.

Unfortunately, most youth are not provided with the opportunity to participate domestic violence prevention, in learning about and adopting gender neutral values, and in learning how to avoid becoming involved in violent relationships themselves while influencing their peers to do the same.

Kivulini will engage approximately 50,000 youth using the Solution Focused Approach to bring about a violence-free generation. Focusing on positive youth development, education and participation allows youth to display their inherent strengths and potential in preventing domestic violence.

Kivulini will give youth the opportunity to participate in open dialogues about domestic and sexual violence, gender roles, and gender-based inequalities and encourages them to develop their own positive strategies for change. Kivulini will also support youth clubs to conduct activities that better inform them on gender issues and relations, all using a Solution Focused Approach.

STRATEGIC OBJECTIVES AND ACTIVITIES: 2011 - 2015

Overview of The Strategic Plan

In the next 5 years, Kivulini aims to reduce social acceptance of domestic violence against women and girls in 20 districts of the regions Mwanza, Kagera, Mara, Shinyanga and Singida with a special emphasis on rural areas where violence is increasing. Thus, 75% of the districts in our geographic area of focus are rural.

Duration of the Plan

This is the third five year Strategic Plan outlining Kivulini's strategic objectives and strategies. This plan covers the period from January 2011 to December 2015. Guided by Kivulini's Vision and Mission Statement, Kivulini staff will regularly consult this Strategic Plan to achieve organizational objectives.

In the next five years, Kivulini will focus on the following strategic objectives. Associated activities for each objective are also described below.

- Strategic Objective 1: Increase education and awareness among citizens to be able to condemn domestic and sexual violence against women and girls.
- Strategic Objective 2: Strengthen the capacities of institutions for law (police and ward tribunal members) and other services (health personnel, local government officials, religious leaders and CBOs/NGOs) to respond to the needs of women.
- Strategic Objective 3: Advocate local government authorities to enact and strengthen by-laws, plans and budgets that address domestic violence within the human rights framework.
- Strategic Objective 4: Empower youth to use a Solution Focused Approach to take a lead on domestic and sexual violence prevention work.
- Strategic Objective 5: Strengthen the capacity of Kivulini organization to ensure sustainability of programme.
- Strategic Objective 6: Increase effective use of Information Communication Technology among staff in order to reach more people in the 18 districts.

Strategic Objective 1:

Increase education and awareness of the consequences of domestic violence, HIV and women’s rights among citizens so they are equipped to condemn it.

Activities for Objective 1:

- 1.1 Conduct 800 legal literacy video sessions on women’s rights, laws and impact of domestic violence including the link between violence and HIV/AIDS across Mwanza, Mara, Kagera, Shinyanga and Singida with special focus on rural areas.
- 1.2 Conduct 25 community festivals (five in each of the five regions) on relevant themes regarding women’s rights during International Women’s Day, Farmer’s Day, 16 Days of Activism, International AIDS Day and Human Rights Day.
- 1.3 Provide small grants to 30 non-government, community based “We Can Campaign” alliance members who will partner with Kivulini to recruit “Change Makers”.
- 1.4 Organize 10 half-year meetings for “We Can” Campaign alliance members to discuss successes, challenges and best ways to recruit and maintain “Change Makers”.
- 1.5 In partnership with alliance members, recruit and register 500,000 “Change Makers”.
- 1.6 Organize 5 regional “Change Makers” Forums engaging 2500 people (500 in each region) to discuss and document what works and what does not when spreading the word that women need to be treated as equal human beings.

Strategic Objective 2:

Strengthen the capacities of institutions responsible for law (police and ward tribunal members) and other services (health personnel, local government officials, religious leaders, and teachers, NGO/CBOs) to respond to the needs of women and girls through technical support and training.

Activities for Objective 2:

- 2.1 Identify and train 900 police, health personnel, local government officials, ward tribunal members, community groups, teachers, religious leaders and other CSOs on human rights, women's rights, the impact and consequences of domestic violence including HIV/AIDS, and relevant laws and policies that safeguard the rights of women. Training will take place over 5 days, 75% of participants will be from rural areas.
- 2.2 Organize quarterly meetings with 900 institutional members providing services to women and girls in order to share experiences, update referral systems and document case studies.
- 2.3 Provide refresher training on relevant policies and laws to 300 participants (paralegals, ward tribunal members, local government leaders, law enforcers, CSOs, health care providers, teachers, media personnel, alliance members and teachers) trained in 2009-2010 on relevant policies and laws safeguarding the lives of women's and girls.
- 2.4 Provide 200 top-performing paralegals with bicycles for transport so they can easily provide services to women and girls in the villages. Performance of paralegals will be determined by their active provision of services and timely submission of reports to Kivulini.
- 2.5 Provide grant writing skills to 30 Mwanza Gender Based Violence Network members to acquire funding in order to become fully independent.
- 2.6 Provide grant to one (1) community based organization in Mwanza addressing domestic violence, MMM and infant mortality rates.

Strategic Objective 3:

Influence local government authorities to enact and strengthen by-laws, and incorporate domestic violence into plans and budgets .

Activities for objective 3:

- 3.1 Conduct, print and distribute widely five relevant studies regarding domestic and sexual violence against women and girls.
- 3.2 Produce Information Education Communication Materials to promote importance of by-laws for protecting women and girls from violence and HIV/AIDS including: Booklets, Calendars, murals, T-shirts, Kangas, TV and radio spots, Newsletters, Radio programmes and short documentary films.

- 3.3 Organize quarterly meetings with 5 local government authorities to share research findings in order to integrate domestic violence into government plans, budgets and by-laws.
- 3.4 Facilitate 45 community participatory meetings (15 in each district) to discuss plans, budgets and by-laws to protect women against domestic violence.
- 3.5 Monitor and document implementation and effectiveness of plans, budget and by-laws that contribute to safeguarding the rights of women and girls to live free from abuse.
- 3.6 Conduct quarterly policy dialogues in six districts regarding women's rights, share research findings with partners to influence plans, budgets and laws that will contribute in keeping women safe in the homes.
- 3.7 Mobilize 100 people (20 from each region), especially women, to attend council meetings in order to stay informed on issues regarding women and girls' rights.
- 3.8 Participate in key networks (local, national, regional and international) that foster women's human rights and development issues.

Strategic Objective 4:

Empower youth to take a lead on domestic violence prevention work using a Solution Focused Approach. Kivulini will create a movement for change of behaviours that perpetuate VAW and girls. We will also scale up Solution Focused Approach in Mara, Shinyanga and Singida, and build strategic alliances with primary and secondary schools.

Activities for Objective 4:

- 4.1 Provide refresher course to 100 youth trained on SFA in order to address violence with positive approach rather than blame.
- 4.2 Train 500 youth (50% each male and female) on leadership skills, Solution Focused Approach, violence and HIV/AIDS, human and women's rights.
- 4.3 Recruit 50,000 youth (in/out of school) to join a movement on domestic and sexual violence prevention. Recruitment will involve registering youth who are willing to change their behaviors that perpetuate violence against women, girls, other youth and children and then spread the message on violence free communities.
- 4.4 Provide technical and financial support to 260 youth clubs conducting activities (debates, dialogues, spots, festivals, etc.) that inform them better on gender relations.
- 4.5 Provide technical and financial support to 10 organizations implementing child domestic work activities that fight abuse and exploitation.
- 4.6 Facilitate 20 youth from 5 regions to lead discussions with decision makers to advocate for women's girls, youth and children to live free from violence.

4.7 Organize quarterly meetings with 15 teacher's/guardians' alliances to continue supporting youth activities.

4.8 Provide technical and financial support to two youth parliaments in Mwanza and Mara that focus on advocating for women, girls and children's right to live free from abuse.

Strategic Objective 5:

Strengthen the capacity of Kivulini to ensure sustainability of programme by securing new sources of funds, strengthening board governance and supporting staff to stay motivated and deliver programme objectives in timely manner.

Activities for Strategic Objective 5:

5.1 Prepare and implement a resource winning strategy for institutional sustainability.

5.2 Prepare quarterly, half year and annual narrative and financial reports.

5.3 Conduct weekly, monthly and quarterly management meetings to review progress.

5.4 Conduct semi and annual board meetings to increase governance and transparency.

5.5 Conduct semi and annual financial audits to increase accountability.

5.6 Review and write organizational policies to increase accountability and transparency.

5.7 Conduct 5 Annual General Meetings to increase accountability.

5.8 Conduct semi-year and end of program evaluations to document impact of the domestic violence programme.

5.9 Facilitate staff attendance at trainings relevant to Kivulini programming.

5.10 Formalize Kivulini's Community Mobilization training events to provide government recognized certification which will strengthen credibility of our programs, generate income and promote long-term community mobilization against violence.

Strategic Objective 6:

Develop effective use of ICT in reaching out to people, monitoring progress and evaluating the impact of the programme. Kivulini will strengthen capacity of staff on ICT uses such as photography, film-making, database management, website design etc. Kivulini will create partnerships with private sector institutions, such as telecommunications companies, that are effective in ICT management, and work to strengthen the Kivulini brand.

Activities for Strategic Objective 6:

6.1 Train staff on the effective use of databases, Power Point presentations, internet, film, photography, Microsoft Excel and other computer design applications.

- 6.2 Continue updating the Kivulini website to ensure that all information is accurate in order to increase awareness of the general public.
- 6.3 Establish and develop new partnerships with private companies (such as telecommunications companies) to effectively reach out to people with the message that women and men are equally human beings.

RISKS AND ASSUMPTIONS

There are factors outside the control of Kivulini that could affect realization of expected outputs and desired outcomes and impacts of our programmes.

This programme strategy assumes that the political situation in Tanzania will remain stable; that the government will continue to commit to good democratic governance; and that the rule of law and respect for human rights will remain top priorities of the government.

It is also assumed that resources for effective implementation of this strategy will become available in a timely manner, and that important implementation partners and decision making bodies will be cooperative in the course of programme implementation.

PROGRAMME MONITORING AND EVALUATION

Kivulini is committed to being more effective in the design and implementation of its programmes. The organization intends to institutionalize a results-based management approach such as that used by CARE. Kivulini will recruit a Monitoring and Evaluation officer to implement this new approach.

To effectively gauge its performance, the organization will make use of qualitative and quantitative process and impact indicators. The Logical Framework attached to this programme strategy will be used to gauge both programmatic and institutional performance. The organization will also undertake annual performance reviews during staff retreats and carry out rigorous annual financial audits.

PROGRAMME SUSTAINABILITY

To sustain the organization and its programme, Kivulini will continue engaging the community to promote ownership of efforts. To ensure programme benefits are long-lasting, the organization will train state actors and non-state actors to continue providing their services beyond the life span of this strategy.

By influencing desirable changes in policy, practice and legal frameworks, the benefits accruing from these interventions will endure. The organization will continue to network with likeminded organizations for information sharing and strategic influencing.

Kivulini will also continue to diversify funding sources and enter into long-term partnerships with strategic funding sources. Kivulini will also move forward with its intention to acquire permanent office space with conference rooms that can be rented out as a further source of income. Further, Kivulini will continue seeking development partners to establish an endowment.

RESOURCE REQUIREMENTS

Human Resources

To effectively implement the programme, Kivulini will need to maintain existing staff and recruit approximately 3 additional staff members: Director of Programs, a Monitoring and Evaluation Officer and a Development (Fund-Raising) Officer. Selection and recruitment will be based on a rigorous needs analysis, thorough job descriptions and job specifications.

The organization will undertake regular performance appraisals of staff to enhance programme performance. To inculcate team spirit, the organization will organize staff retreats during which team building exercises and reflection on the organization's endeavours will be carried out. The organization will organize quarterly "lunch and learn" sessions to build staff capacity.

Material Resources

The organization needs material resources to implement programme activities efficiently and effectively. Such material resources include, but are not limited to, vehicles, computers, printers, digital cameras, an overhead projector, flip chart stands, photocopier, binding and lamination machines and stationary.

Financial Resources and Budget Projection

Kivulini requires financial resources to run the organization and its programme. The organization will need financial resources for both fixed costs and recurrent expenditures for its smooth organizational functioning and implementation of programme activities. Over the coming five years Kivulini will require the total budget of Tz 5,867,070,989. (Equivalent to 4,190,769. USD).

DESCRIPTION OF KIVULINI

Vision Statement

Kivulini envisions a community free from domestic violence against women and girls that respects and values women's rights.

Kivulini's Mission

Kivulini exists to facilitate the creation of social, economic and legal environments within society that guarantee women and girls' rights to live in domestic violence free communities through self-empowerment, advocacy, and an active social movement for change.

Kivulini's Approach

The goal of Kivulini is to reduce social acceptance of domestic violence against women and girls in 20 districts of the regions Mwanza, Kagera, Mara, Shinyanga and Singida with a special emphasis on rural areas where violence is increasing. Thus, 75% of the districts we will focus our efforts on in the next 5 years are rural.

In Swahili, Kivulini means “in the shade”; Kivulini implies a place of safety, perhaps under a tree, where people meet for discussions and offer support to one another. Kivulini Women’s Rights Organization is a registered non-government organization based in Mwanza, Tanzania. It was founded in 1999 by six Tanzania women who felt they could not sit back and simply watch the rampant violence against women and girls in their communities take place.

For more than ten years Kivulini has been mobilizing entire, mainly urban, communities to take ownership of the problem of domestic violence and find solutions to prevent it. Kivulini has built a “critical mass” for change through education and awareness raising on the rights of women and impact of domestic violence. Furthermore, Kivulini has empowered local government authorities to include domestic violence in by-laws.

To mobilize communities to prevent domestic violence, Kivulini uses A Resource Guide co-published by The United Nations Development Fund for Women (UNIFEM) and Raising Voices, (www.raisingvoices.org) a registered NGO based in Uganda. A Resource Guide is a practical tool that contains creative ideas and practical suggestions for organizations such on the front lines of the global effort to prevent domestic violence.

Key guiding principles in Kivulini’s work on the prevention of domestic violence include:

Prevention: Our approach raises awareness of both the causes and consequences of domestic violence and works to address violence before it happens by changing the attitudes and behaviours that perpetuate it. Kivulini’s efforts expose this fundamental injustice and work proactively to change these assumptions.

Holistic Approach: Preventing domestic violence requires commitment and engagement of the whole community. Ad hoc efforts that engage isolated groups or implment sporadic activities have limited impact¹³. Kivulini efforts to prevent domestic violence creatively engage a cross section of community members in order to generate sufficient momentum for change. We consider domestic violence to be a community problem.

Human Rights Framework: Kivulini uses the broader framework of human rights and justice to create a legitimate channel for discussing women’s needs and priorities and holds the community accountable for treating women as valuable and equal human beings. It challenges community members to examine and assess their value system and empowers them to make meaningful and sustainable change. We also encourage non-state actors to take responsibility for promoting and protecting the rights of women. Without this foundation, projects tend to appeal solely to the goodwill or benevolence of others to keep women safe.

Community Ownership: Kivulini builds the capacities of individual members within the community, groups, and institutions to be agents of change in their own community. We believe that as an organization we play an important facilitative and supportive role, yet the change must occur in the hearts and minds of community members.

Process of Change: Kivulini understands that preventing domestic violence in homes and communities requires individuals to identify the problem of domestic violence, consider its

¹³ Michau and Naker (2005): Mobilizing Communities to Prevent Domestic Violence

importance, evaluate their own behaviour, and then begin making change in their lives. AS a result starting to 2009, Kivulini has a joined a “We Can” Campaign [Tunaweza in Kiswahili] that has mobilized about 50,000 “Change Makers”.

Solution Focused Approach (Positive/Strength-based Approach): The Solution Focused Approach (SFA) focuses on a process of positive problem resolution where there is a focus on solutions and strengths rather than problems and issues. This approach assists Kivulini in supporting individuals in realizing their own strengths, abilities and potential in developing solutions to individual, familial and community issues.

Governance and Management Arrangements

The Annual General Assembly is the supreme body charged with the responsibility of making important decisions for the welfare of the organization. This body meets once a year. Kivulini’s Board of Directors consisting of seven members represents various groups of the Mwanza and Dar es Salaam CSOs, health and legal personnel, business person, business people and Bank personnel is responsible for policy formulation and provides technical and policy direction to the management team. Kivulini Board Members meet twice a year at minimum; additional meetings are held as needed.

Kivulini’s Management Team consists of the Executive Director, 3 Program Managers, a Finance Manager and an Administrator. The day-to-day management of the organisation is the responsibility of Kivulini Executive Director. The director ensures that Kivulini effectively accomplishes its mission and planned objectives and activities. The three Programme Managers (Community Mobilization, Capacity Building and Advocacy) are responsible for planning, implementing and monitoring programme activities. Finance department under the Finance Manager bears responsibility in finance, accounting and payroll. Finally, the Administrative Officer is responsible for administration, supplies, stores and overall human resource issues. These all together form a strong committed and experience team.

A list of the management team with their respective biographs is provided as Appendix A, and current reviewed organisational structure is as shown on Appendix B.

Beneficiaries

The main beneficiaries of this programme are socially and economically disadvantaged women and girls. However, the programme aims to reach out to and mobilize men and women across the community to make homes and communities safer for women.

Special groups that will be targetted to prevent violence and provide services to disadvantaged women and girls include: police, health personnel, teachers, paralegals, local government leaders, media personnel and houses, alliance members, other CSOs, local leaders, community activists and young people.

Geographical focus

In the next 5 years, Kivulini will continue working in the areas of Mwanza, Mara, Shinyanga, Kagera and Singida regions with special focus on rural districts.