



Caucus for  
**Children's Rights**



# Strategic plan 2010-2013

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## Snapshot of the Caucus for Children's Rights

### CCR's purpose and intentions

The Caucus for Children's Rights (CCR) is a local NGO network that advances the protection and empowerment of Tanzanian children. The CCR envisions a time when Tanzania protects the human rights of every child; and when consideration of children's best interest informs policies, practices and decisions. The CCR campaigns for legal reform to protect children, campaigns for an end of violence towards children and pilots innovative scaleable models for protecting children.

We are a strong and proactive group of principled institutions and individuals who are passionate about the rights and welfare of children. We provide a vibrant and innovative forum to promote the accountability of duty bearers towards children, to replicate good practice, share learning and catalyze adherence to the United Nations Convention on the Rights of the Child (UNCRC).

### Goal of this strategic planning period

To create popular awareness that Tanzania's will only graduate from a least developed country to a middle income country, with a high level of human development, if it strengthens its human resource base. And that Tanzania can only do this if it invests in advancing the best interests of children and if their rights inform policies and practices.

### CCR's Role

To engage with the structural forces and dynamics that affect children, and to mediate that reality with those organisations who implement change efforts for children.

### The problem situation

50% of Tanzanians are children. Children's needs are sidelined in national policies, budgeting and governance. Children are not accorded the same entitlements and human rights as Tanzanian adults. This results in a lack of will to protect them from violence and neglect. This compromises their potential as the human capital of tomorrow and Tanzania's chances of achieving its aspirations for development.

## Children in Tanzania

### Children in development discourses

Tanzania still has a long way to go if it is to protect children's rights, comply with the UNCRC and achieve its development aspirations. Whilst there has been significant progress in the past five years in increasing school enrolment, reducing under-5 mortality and creating a more enabling environment for social policies that advance children's rights, there are some serious flaws to the assumptions that underpin Tanzania's poverty reduction strategy (MKUKUTA 2005-2010).

Evidence demonstrates that economic growth does not inevitably filter down to the poor and catalyse the development of human capital (McAlpine, et al., 2009). Growth in Tanzania's GDP has not resulted in similar reductions in household poverty rates. 34% of the Tanzanian population lives below the poverty line and there have been negligible decreases in food poverty and basic needs poverty in urban and rural areas, with the latter carrying the brunt of the burden. Tanzania is comprised of a predominantly rural population (77 percent) that depends on underdeveloped smallholder primary agriculture production and has not benefited from strong economic growth. Poverty remains pervasive and largely rural, with growing income disparities. 82.9 percent of those living in rural areas live under the food poverty line while 83.6 percent live under basic needs poverty line. The absolute number of basic needs poor increased from 11,388,000 in 2000/01 to 12,870,00 in 2007 (Government of the United Republic of Tanzania, 2007).

The Tanzanian Government is ostensibly committed to social protection for its citizens, having signed the Livingstone Call for Action in 2006 that accords social protection the status of a right and an empowerment agenda (The Livingstone Call for Action, March 2006). But in practice social and child protection is not viewed as a citizen's entitlement. Rather, there is a reliance on

- Volunteer efforts of NGO's, community groups and faith based organisations,
- Donor funded aid for social protection initiatives and
- A failure to cost an integrated and universal child protection programme and to plan for the institutional mandates, responsibilities and processes and financing that would need to be developed.

What drives these behaviours is the flawed assumption that drives development within the free market. Namely, that social and child protection will be invested in as a result of economic growth, not in order to grow. There is a failure to see universal social protection as a driver of development. Children, more than any other group of citizens, are the losers. Innovative thinkers with regards to social policy argue that what is required is a magnitudinally significant investment in basic social services to drive economic growth (Mehrotra & Delamonica, 2002; Roy, Heuty, & Letouze, 2007). The limited social protection that exists in Tanzania in a context of generalised insecurity serves to perpetuate deprivation and inequity amongst the poor, across generations and hits rural children particularly hard (Wuyts, 2006). Without a real shift in political will, financing and systems towards children's needs Tanzania's human capital will become so compromised that it will be unable to achieve its goal of the eradication of poverty.

### Children and violence

The protection of children is a foundational right. Failure to realise rights to survival and development, education and health may place a child in greater need of protection and a child who is unprotected may be less able to realise their other rights. Given the incidence of generalised insecurity and the marginalization of children in Tanzania it is critical that greater attention is dedicated to building a protective environment for children. Similarly children who are protected from harm during their own childhood are likely to marry later, have fewer children, and to provide better care for their children. The resulting improvement in child survival and development at the household level has a large macro-social effect. Taken together, the benefits of greater protection and education of children add up to a virtuous circle of social development (Mehrotra & Delamonica, 2002).

The failure to fully acknowledge and understand the extent of violence against children in Tanzania has created a smokescreen that has justified the failure to conceptualise, design and fund a national child protection system. The normalisation of violence towards children, as manifested in corporal punishment, female genital mutilation, under-age marriage and the detention of children with adults is an indictment our attitudes towards children.

Building a protective environment for children must be a priority for action. Protective interventions cross all points of the child's life course, but during middle childhood and adolescence the needs for protection deepen, as the child increasingly interacts with and is at risk from wider society. As the child's experience of the world expands so too do opportunities for them to come into contact or conflict with the law. Additionally, the children in adolescence need to assimilate the moral lessons they have started to learn with what they see reflected in the behaviour of adults and State authorities. The importance of human behaviour in reinforcing the child's sense of a moral world is critical at this point in the life cycle. Children model their behaviour on that demonstrated by adults. When children witness the impunity and violence with which the police treat street children, when corporal punishment in schools is endemic and when the voices

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of girls are quashed in negotiations for marriage it is inevitable that a culture of violence is inculcated in the next generation. Combined with the increasing number of female headed households that now constitute almost 25 per cent of all households (Government of the United Republic of Tanzania, 2007) there is a risk that we are sowing the seeds for family dysfunction that characterises poor families in many Western countries and that has been such a challenge for their schools and communities.

An investment in protecting children from abuse, violence and neglect would leverage the well-known synergy, or feedback loop that generates a national return into the future. But, this will require that protective services for children become more nuanced to their needs as a child, sensitive to the chronic stress that many children live under and less reliant on simple technical interventions. It will require that child protection interventions work with the whole child, that professionals understand what children need to develop effectively, and that processes are established and funded for agencies to work collaboratively and to ensure that children do not fall through the cracks in services.

Protecting children requires that we enter the 'domestic domain' and engage with sensitive cultural and behavioural norms. Relatively simple investments in promoting behavioural change in care-practices could leverage large-scale benefits for children. There has been a tendency, fed by the Millennium Development Goals, Education for All, the President's Emergency Plan for AIDS Relief and the Global Fund, to focus on technical solutions to development in Tanzania, and to focus on high profile issues and interventions that require high levels of inputs. These include school and health clinic construction, the provision of ARV's and ITN's; and all of which can plausibly be called 'success stories'. But they have squeezed out more nuanced and complex approaches to addressing parental behavioural change. Thus education for All has prevailed over Quality education for all, HIV/AIDS interventions have tended towards care of people infected by HIV, rather than prevention and addressing the drivers of infection. More proximately the Government has a tendency to avoid engaging in the domestic domain, as can be seen in the refusal of the Law of the Child, 2009, to outlaw underage marriage, prohibit corporal punishment which would impinge on a parent's freedom to treat their child in line with customary traditions. But this may also be attributed to the way that the larger development discourse that favours highly visible, technical interventions over those relatively small interventions (in terms of financing and sophistication. And so promoting a culture of hand washing, breast feeding and complementary feeding have not catalysed the attention that malaria and HIV have done from donors, practitioners and the policy-makers.

### Children and governance

The intention of the Decentralisation by Devolution (DbyD) policy is to bring services closer to people, to better define the relationship between local and central government and to enable citizens to hold public officials to account. This provides opportunities for co-ordinated action that is locally relevant and that brings cross sectoral partners together.

The Opportunities and Obstacles (O&OD) process enables communities to identify and implement their local development and should be taken advantage of more strategically by Local Government Authorities. But despite the stated policy intentions mixed messages persist about decentralisation on the ground. Whilst, resources need to be devolved to Local Government Authorities and communities need to see their plans funded in practice LGA's have only a limited degree financial autonomy. Many local revenue sources, especially business licenses, were abolished in 2004. Urban councils are increasingly dependent on central government grants. "There has not been any movement in transferring more budgetary resources to LGA's in 2008/9 budget. Should this trend persist in the next two years it will compromise the government objective of transferring 25 percent of budgetary resources to LGAs" (PER Macro Group, October 2008, p. 22). Rather than being driven primarily by local priorities and choices, local expenditure reflects national sector priorities and is driven to a large extent by the nature of the intergovernmental fiscal transfer system. This limits the spending discretion of local government authorities. Local participatory processes are redundant if local capital development priorities are ultimately shaped by the instructions of the central government's leadership rather than by community needs.

### Ways forward

There are four cross-cutting themes that need to be addressed if we are to make child rights and national development a reality. These are a renewed focus on:

*The human element:* The family and household is the critical locale for achieving change for children. The role of the State is in enabling the family to care for, educate and protect their children. To this end emphasis now needs to shift to the domestic domain, to parenting education, social transfers that lift families out of poverty and addressing the unpaid burden of care that defines so many women's lives. It also means improving the calibre of professionals working in the social services and as public servants, which leads us towards the next focal area;

*Quality as opposed to quantity:* Access to services has increased exponentially over the past five years, but the quality of care and service has not witnessed equivalent improvements. We now need a focus on professional development; pre-service and in-service training, management for performance and supervision. Skills development needs to include the

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basics of information technology, communication and leadership skills. A child rights lens and an understanding of the basics of child development should inform development for professionals who come into contact with children and there should be both minimum standards for the delivery of services and mechanisms for the users to hold professionals to account.

*Integration rather than fragmentation and the need to go to scale:* There are a myriad of effective small scale interventions that have a proven track record in effecting change for children, but the need now is to leverage these so that they go to scale. We need to build on what works and to this we need to address structural issues in terms of how agencies, ministries and donor partners work together. Whilst the shift to General Budget Support, the D by D process and other reforms have started the process of integration there is a real need to now focus on the complementarity of strategies, to build modalities, shared visions and processes for working across the boundaries of Ministries or sectors. There is also an opportunity at a local level to leverage the investment that has already been made in the school and health clinic infrastructure to use these locales as hubs for children and families; whereby they also offer child protection, parenting education, social protection and information services. This would call for a real co-ordination of interventions, which has historically been the challenge preventing the move to scale. An effective results-based sector dialogue and co-ordination amongst multiple Ministries, donor partners, local government authorities and non-state actors will be critical to ensure an integrated and coherent social protection framework and the advancement of children's rights. There will need to be a concrete, time bound and achievable plan of action in place to enhance the capacity of the Social Welfare department and cross-ministerial political will must be built if Tanzania is to join up the dots on its fragmented social protection efforts and build a coherent system that lifts families out of poverty. Important questions about the institutional structure will also need to be addressed including: where the overall responsibility for policy formulation, inter-governmental co-ordination, and oversight will lie; how responsibilities for implementation will be divided and what types of administrative reforms will be required to support these; and what mechanisms and modalities will be best suited for co-ordination between government and development partners.

*Acknowledging and gaining commitment to the cost of investing in our future:* Finally, the response to HIV and Most Vulnerable Children has been characterised as an emergency response. As such the significant financial input from donor partners has been appreciated and used to effect real short-term change. But as we move forward we need to acknowledge that the reliance on off-budget financial support from donors and on volunteer efforts from community members in the Most Vulnerable Children Committees (MVCC's) prevents the Government from appreciating and costing the real investment that needs to be made in social and child protection. Not only is reliance on external partners precarious, but it also enables the State to avoid its statutory duty towards social protection as a citizen's entitlement. The current response is an emergency response, not a developmental response and we need to generate the political will and make the fiscal case for investing in social protection and children now if we want development to occur tomorrow.

## CCR's history, philosophy and added value

### CCR Principles and Values

These principles inform the nature and design of partnerships that CCR enters into with donors. They should inform CCR's negotiation with donors and provide guidance to CCR Board and Staff in determining an appropriate fit between CCR and its donors.

**Principle 1:** Shared values and commitment to the best interest of children is fundamental to partnership.

**Principle 2:** Partnership means equality – we each bring different expertise and value to children in Tanzania. The relationship is a reciprocal relationship where each adds value.

**Principle 3:** We are seeking partners who will invest their time, energy, and voice in joining us to build a more protective environment for children. Partnership is not solely a monetary transaction, but is about building a collective voice for change.

**Principle 4:** Exchange of learning is integral to partnership; and is built into the activities, budget and programme outcomes. Provision should be always be made in the budget for a learning and training.

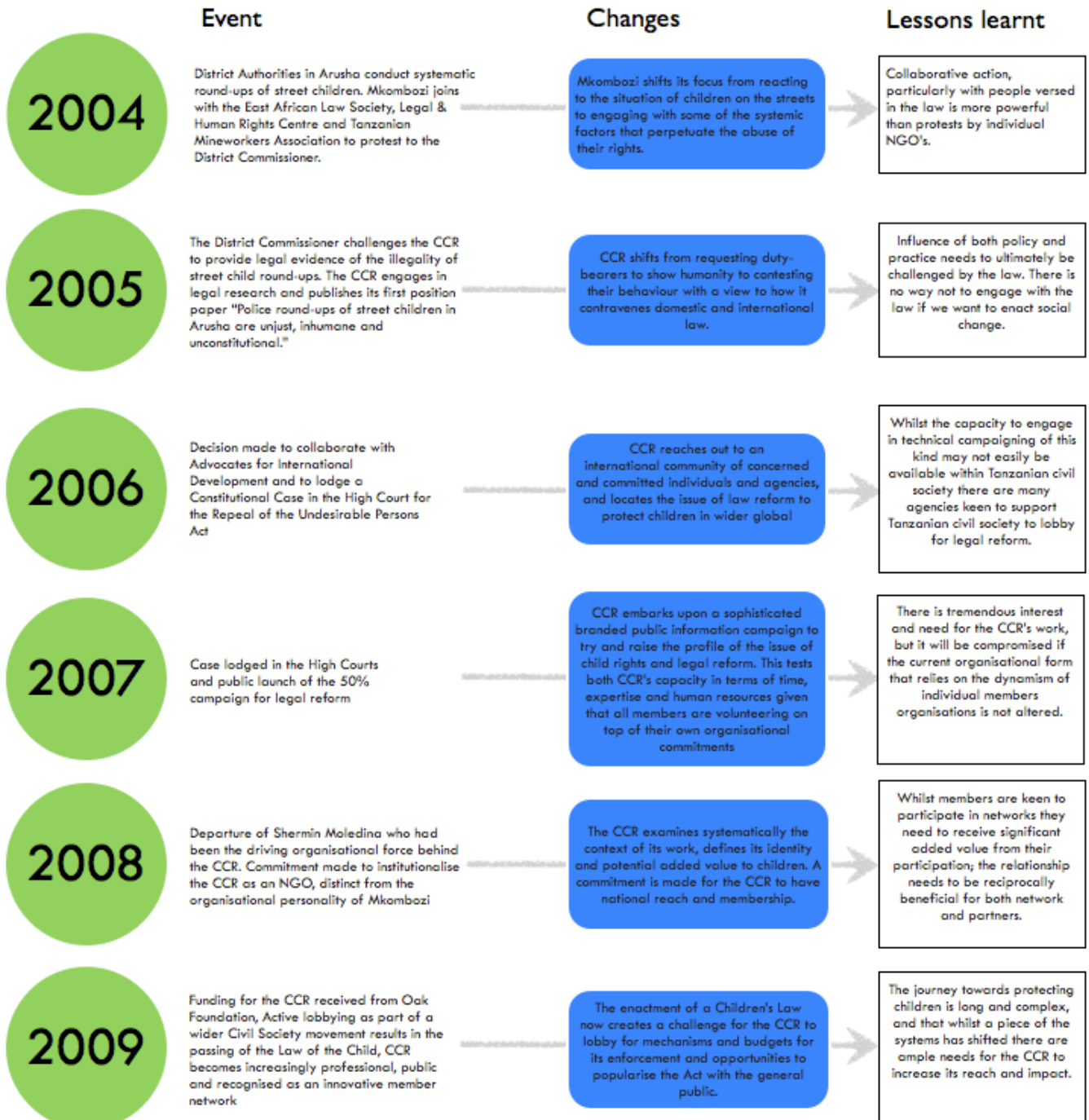
**Principle 5:** Project design, implementation and monitoring is a shared endeavour. Project proposals should, whenever possible, be drafted jointly and each partner should be associated as much as possible to the important decisions which need to be taken. Both parties should meet regularly to review ongoing work and plan future activities.

**Principle 6:** Mutual transparency should be the golden rule between the partners. Both sides have information on the budget allocations to each side and how funds are spent.

**Principle 7:** Effective communication is critical to partnership success.

**Principle 8:** Partnership is longer than the duration of projects. Mechanisms should be established so that the collaboration can continue after the project is terminated, to ensure a long lifetime of collaborative partnership.

## CCR's Turning points and key learning:



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### The centrality of the network in CCR's Approach

In Tanzania civil society organisations engage in networking in an attempt to catalyse social movements for change. They routinely establish new, formalised networks. In this endeavour they are often confronted with the paradox that whilst they network as an activity, they do not operate in any substantive way as a network form. The Caucus for Children's Rights strives to align its practices with the network form that is revealed in natural living systems. It does this by opening boundaries between Governmental, non-governmental and private sectors; each of which has their own norms and beliefs about what change is viable to achieve. The CCR network strives to add value to its member organisations who may have previously worked in silos, and it examines what is necessary to create a genuinely open living system where small inputs may have significant changes for children.

*"Life did not take over the globe by combat, but by networking"*

*(Margulis and Sagan cited in, Capra, 1996, p. 232)*

The network is the critical metaphor for understanding the system in which Tanzanian children live. Children's experience of childhood are affected by their relationship with duty-bearers and families, their experience of accessing social services and the opportunities that they have as they develop towards maturity. Public and private attitudes influence how children are treated in their daily lives and the centrality of their issues in the wider political arena. Other less proximate elements of the system that affect children, include the agencies and individuals who work in the sector and access to commodities for children (food, school materials, health inputs etc). More distantly, the discourses on human rights and development and political will affect the realisation of children's rights and particularly the fiscal space open to children.

All of these elements have the potential to shift and to significantly change the experience of being a child in Tanzania. CCR works at the intersection of these elements and aims to trigger a shift in the system so that it moves into a new trajectory where Tanzanian children are prioritised and protected. In doing so the CCR's approach is to try and apply lessons from the natural world of biological networks. This requires that we adopt as members, Board and staff three inter-related mindsets:

1. Integrative thinking that requires that we work with the whole system, rather than with parts and that we seek out connections and inter-dependence. To operate effectively we need to examine the various forces that are influencing the system that children live in; we need to use what power we have to influence the relationships that are unfolding in the network.
2. Relational thinking demands that we co-operate and understand the mutual dependence that occurs within the network. It requires that we seek out and understand the value and the purpose of every element of the network; and that we nudge these towards becoming triggers for change. All living systems are sensitive to small changes in the environment and so we need to work within our context, being sensitive to the history of the situation facing children and the various forces that are at play. The CCR looks for tiny fluctuations in the environment may have significant influence on the direction the system takes. As change agents we need to be cognisant of both the current and past context and accept that ultimately the future will unfold in unexpected and true ways.
3. Founded in optimism and hope: Human development tends towards self-actualisation (Rogers, 1980), out of every living system order and increased complexity will emerge. This is an inherently optimistic and hopeful view of the world and one that the CCR espouses as the fundamentals of its approach. The CCR takes an ecological view of the world understanding that we are all connected, and that valuing children and their potential also valuing non-human life and espousing ethical behaviour. In contrast to the Western cultural predisposition to adopt assertive values that tend towards autonomy and that include expansion, competition, quantity and domination, the CCR adopts integrative values that tend towards inclusion and which include conservation, co-operation, quality and partnership. These may be more typical of the Eastern mindset (Capra, 1996; Kegan, 1982).

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## CCR's Added Value to members



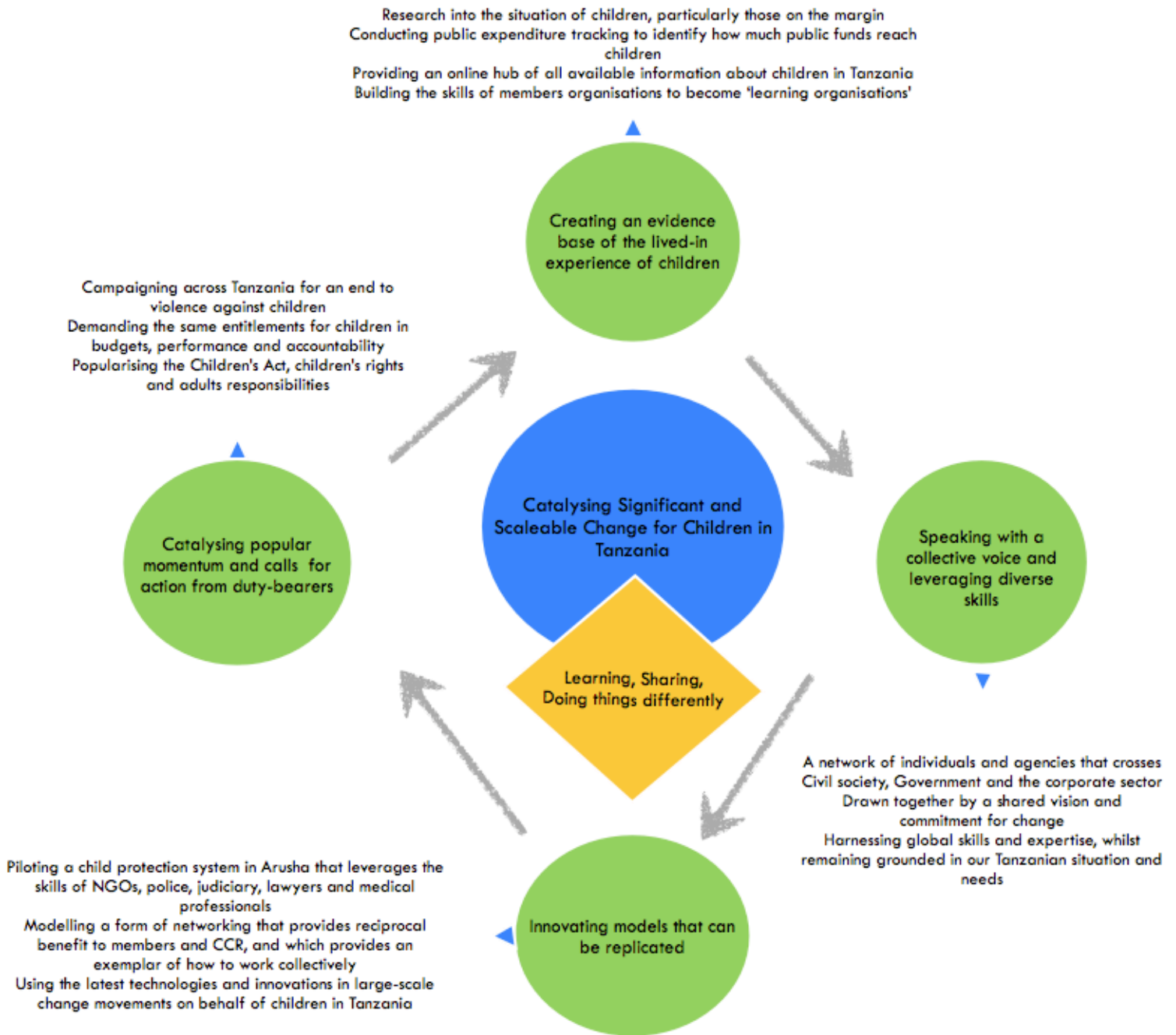
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CCR's 2010 - 2013  
Strategy to catalyse  
change for children

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## CCR's Programme Cycle



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**CCR's Strategic Plan at a glance:**

Goal	Tanzania will have graduated from a least developed country to a middle income country, with a high level of human development. A solid foundation for a competitive and dynamic economy with high productivity will have been laid (Vision 2025).							
Final outcome	Quality of Tanzania's human resource base strengthened							
Inter-mediate outcomes	Tanzanian children live in safe and nurturing homes, communities and schools		Coherent and effective child protection systems established, resourced and operational nationally			National investment in services that protect children		
Immediate Outcomes	Violence, abuse and exploitation of children becomes socially and legally unacceptable		Lessons learnt from Arusha's process of developing a child protection system shared with other Tanzanian regional and district authorities			Acceptance that the Government is primarily responsible for funding child protection services		People and agencies engaging with children do so in a way that is informed by the developmental needs of children and Tanzania.
Objectives	Tanzanians informed about the impact of violence, abuse and exploitation on children, their development and society	Duty-bearers in the public service, judiciary and government intervene to prevent institutionalised violence against children	Minimum standards in place for agencies and professionals working in child protection in Arusha	Arusha LGA supervises and regulates agencies offering child protection services	Arusha LGA funds a child protection system in Arusha	Improved case management, decisions and tracking of children in contact with child protection services in Arusha	Coalitions that cross organisational boundaries built and effectively speak a shared message about the importance of investing in child protection	Agencies working with children demonstrate that children are actors in their own right, not passive recipients of services and charity.

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<p><b>Outputs</b></p>	<p>UNICEF's Violence Against Children national baseline study informs public education messages.</p>	<p>Appeal for Repeal of RUPA lodged and pursued in the Court of Appeal.</p>	<p>Joint plan of action for initiating a child protection system in Arusha developed</p>	<p>Good practices identified in 1. Developing the partnerships, 2. Modalities for working together, including the roles and responsibilities of each partner,</p>	<p>15 councillors, LGA staff &amp; CSO representatives trained in the rationale and committed to supporting the process of conducting a Public Expenditure Tracking study on child protection services.</p>	<p>The general public in Arusha is educated about the child protection services that already exist.</p>	<p>Political party manifestos commit to investing in children.</p>	<p>Accessible information for all stakeholders on who's who and who's doing what in the children's sector</p>
<p><b>Outputs</b></p>				<p>3. Financing of the PPPs and social services that are developed out of them and 4. Any lessons learnt that would be important for us to consider (for example in risk mitigation, exit strategies, conflict resolution).</p>	<p>Evidence base built to demonstrate how child protection is sidelined in national and district finances and attention.</p>	<p>Infrastructure in place to track children who are in need of protection and receiving services from either the law enforcement and / or child protective services.</p>	<p>A child protection focus in the review of the NCPA and the implementation of the Law of the Child Act.</p>	<p>The Ministry of Community Development Gender and Children's national strategy on child participation informs the practice of member organisations.</p>
	<p>Public attitudes towards violence, abuse and exploitation tracked annually.</p>	<p>The government recognises the scale and severity of violence against children and the limitations of the Law of the Child in preventing institutionalised violence against children (in schools, approved homes, the police etc).</p>	<p>Model developed that depicts the developmental milestones, roles of duty-bearers and the familial, institutional and societal risk factors for children (i.e what are we trying to protect them from).</p>	<p>CCR understands the rationale for the increasing use of public private partnerships (PPP's) internationally to deliver social services.</p>	<p>Critical child protection services for Arusha and their costs identified.</p>	<p>Mechanisms in place to detect children at risk and intervene as soon and as sensitively as possible.</p>	<p>Evidence base built about the impact of violence on children's developmental capacities and the consequence for national development.</p>	<p>Engagement with children informed by knowledge of child development and grounded in positive parenting principles.</p>

Parents and family members understand the importance of creating a child safe home and how to nurture the bond with their child.	Public acknowledgement of the extent of sexual violence in schools and the importance of teachers and parents working collaboratively to combat it.	Current points of referral and assistance in child abuse cases mapped.	Commitment made within LGA to proceed with the public private partnership and a task force nominated to proceed with developing modalities for piloting the CP system.	Political energy catalysed within Arusha LGA to fund child protection.	A child friendly environment created during the investigation that reduces the child's trauma, separates children from detained adults and children and safeguards children's dignity.	Energy created around funding child protection systems.	CCR members understand and are able to influence the development environment, (engaging with large-scale change, influencing and working within the policy context and scenario planning).
Parents receive education and information from role models in order to learn about and practice positive parenting.	Teachers and parents recognise that all children have the right to be safe at school.	Agreement reached on the critical child protection services that are required in Arusha.	Modalities for collaboration established with Most Vulnerable Children Committees & Regional Social Welfare Department.	Funding of the child protection system integrated into LGA budget (for 2012/13).	Children who have been victims of sexual abuse are immediately referred by the police to the Rape Crisis unit and receive ongoing high quality rehabilitative counselling for trauma.	Child Protection is embedded into the political agenda through MKUKUTA operational targets, district development plans, national policies and Ministry of Finance budget guidelines.	Improved competencies in managing organisations, such as project development and planning, HR systems and procedures, and developing communications strategies.
Mothers receive pre-pregnancy education and information about their own self-care during pregnancy and care of the infant.	Teachers learn skills to use child-centred teaching and learning techniques that can reduce discipline problems in the classroom.	Actors able to distinguish between child protection and other poverty focussed efforts that are currently underway in the Municipality.	Clarity within Arusha LGA staff and councillors about what supervision and regulation entails.		Improved local expertise to counsel trauma in children.		
Carers understand the consequences of malnutrition on the child's development.	Teachers and parents understand the impact of corporal punishment on a child's development and ability to learn.	International good practice identified in how to 1: Establish modalities for collaboration between law enforcement and child protective services, 2. Videotape children's interviews, 3. Conduct medi-	Process and time-frames for potential service providers to tender agreed.		Children and their families are given prompt, accurate information and follow up of their cases through the legal system.		

<p>Adults aware of their responsibilities to children under the Law of the Child.</p>	<p>Schools that establish an environment of peace and non-violence, rejecting corporal punishment are recognised and promoted by the 50% campaign.</p>	<p>cal exams, 4. Respond to child disclosure of abuse, 5. Support the child and family in their response to abuse, 6. Place the child in alternative protective care, 7. Handle confessions from suspects, 8. Conduct trials, 9. Hear the child's testimony, 10. Sentences offenders.</p>	<p>Full council commits to opening the tendering for services.</p>	<p>Integration of pro bono work into students' practicum at Makumira Law Faculty.</p>
<p>Carers and teachers understand the effect of witnessing violence on a child's development and ways to address conflict without violence.</p>	<p>Mechanisms promoted that enable children to safely and confidentially report violence and abuse by other students and teachers.</p>	<p>International good practice adapted and modified to Arusha's context in a set of minimum standards for agencies working to protect children.</p>	<p>Identification of and contracting with recognised service providers within Arusha LGA who are authorised to offer protective services to children.</p>	<p>At least 50% of local lawyers in Arusha contribute to pro bono services for children and women.</p>
<p>Carers and community members have information on where to go in order to go to gain redress for abused children and what community resources exist to support them to intervene.</p>	<p>Community based school-feeding programmes promoted.</p>	<p>Arusha Local Government Authority endorses minimum standards for agencies and people working with children.</p>		<p>Reduction in number of children being referred to Approved School and increased use of diversionary measures</p>
				<p>All cases involving children have a social worker present to ensure that the child's best interests are considered. Children are never made to feel scared or unimportant when giving their testimonies. Trials involving children take less time.</p>

Children in care learn skills that will benefit them and access their rights to education, food, clothing and shelter and to participate in decisions affecting them.

Children in care able to attach to a significant adult and respond resiliently to the trauma faced.

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## Campaigning & Lobbying:

**Goal:** Tanzania will have graduated from a least developed country to a middle income country, with a high level of human development. A solid foundation for a competitive and dynamic economy with high productivity will have been laid (Vision 2025).

Indicators:

- High quality livelihood;
- Peace, stability and unity;
- Good governance;
- A well educated and learning society; and
- A competitive economy capable of producing sustainable growth and shared benefits.

**Final outcome:** Quality of Tanzania's human resource base strengthened.

Indicators:

- Improved quality of education from pre-primary through to tertiary and vocational,
- Reduction in fertility rates,
- Reduction in population growth,
- Increase in household income.

**Intermediate outcome:** Tanzanian children live in safe and nurturing homes, communities and schools.

Indicators:

- Reduction in girls under 19 who have already begun childbearing,
- 10,000+ lives saved annually by exclusive breast-feeding <more>

**Immediate outcome:** Violence, abuse and exploitation of children becomes socially and legally unacceptable

Indicators:

- A public discussion about violence and abuse of children provoked so that the issue is problematised.
- Repeal of the Removal of Undesirable Persons Act (RUPA) and an end to the round-ups of children.
- Reduced stigma and fear amongst children that teachers and adults will always be believed first.
- The Law of the Child is enforced and those responsible for keeping children safe fulfil their duties.
- Children have confidence that the justice system will address their complaints.

<b>Objective 1.1:</b>	<p>Tanzanians informed about the impact of violence, abuse and exploitation on children, their development and society.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>- Reduction in numbers of adults who think it acceptable to beat women or children.</li> <li>- Increase in parents implementing positive parenting practices for the social, emotional, physical well-being of their child.</li> <li>- Progressive reduction in the number of pregnancies in girls under the age of 18 years.</li> <li>- Reduction in rates of malnourishment.</li> <li>- Increase in the percentage of babies who are exclusively breast-fed for the first 6 months of life.</li> <li>- Community members enabled to support and intervene when they witness a situation of family vulnerability.</li> </ul>
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	<p><b>Risk/s to objective:</b></p> <ul style="list-style-type: none"> <li>- Certain cultural beliefs and misconceptions around child development and parenting (e.g. praise and encouragement can lead to laziness in adulthood) may create resistance to the campaign messages. They will need to be discussed openly before 'positive parenting' practices can be achieved and learned.</li> <li>- There is a growing tendency for parents to think that breast-feeding is old fashioned. There is a need to strongly communicate the benefits of breast-feeding to the mother and the child and the costs to the individual and society of not breast-feeding.</li> </ul>	<p><b>Critical success factor for objective:</b></p> <ul style="list-style-type: none"> <li>- Investment in parent education programmes must have a particular focus on the poorest families and households where mothers are unable to read and write. The audiences need culturally appropriate and contextually relevant education about positive parenting. Additionally, they need to understand why they are receiving this education in the first place and what the benefits are to them and their families from practicing these behaviours.</li> <li>- There is little understanding of the impact of attachment on a child's developing brain. This needs to be highlighted for parents so that a case is made for investing in the bond with the child.</li> </ul>
<b>Actions</b>	<b>Action</b>	<b>Outputs and Indicator:</b>
<b>2012 &amp; 2013</b>	See objective 3.2	See objective 3.2
<b>2011 &amp; 2012</b>	See objective 1.2	See objective 1.2
<b>2010 &amp; 2011</b>	<ul style="list-style-type: none"> <li>- 50% campaigns so that violence against children becomes socially unacceptable. It reaches across Tanzania, and particularly to rural communities using innovative, multi-media and dialogic approaches that open the space for the public and duty-bearers to discuss the treatment of children and stimulates their desire for change.</li> <li>- 50% is a three-year phased campaign that focusses in year 1 on educating the public about the scale and impact of violence on the development of children and the nation and opening the space for public discussion about this taboo subject.</li> <li>- Conduct national polls of attitudes towards violence and parenting practices, prior to launching the 50% campaign and the at the end of phase 1 to evaluate the impact of the campaign on changing people's attitudes towards children and collate data about the scale and nature of violence towards children.</li> <li>- Formalise collaboration with Johns Hopkins University to design the research methodology and with Nathan Eagle from MIT to process the SMS poll data.</li> </ul>	<ul style="list-style-type: none"> <li>- Carers and community members have information on where to go in order to go to gain redress for abused children and what community resources exist to support them to intervene.</li> <li>- Carers and teachers understand the effect of witnessing violence on a child's development and ways to address conflict without violence.</li> <li>- Adults aware of their responsibilities to children under the Law of the Child.</li> <li>- Carers receive education and information so that they know how to provide children with a balanced diet, rich in vitamins and minerals.</li> <li>- Carers understand the consequences of malnutrition on the child's development.</li> <li>- Mothers receive pre-pregnancy education and information about their own self-care during pregnancy and care of the infant.</li> <li>- Parents receive education and information from role models in order to learn about and practice positive parenting.</li> <li>- Parents and family members understand the importance of creating a child safe home and how to nurture the bond with their child.</li> <li>- Public attitudes towards violence, abuse and exploitation tracked annually.</li> <li>- UNICEF's Violence Against Children national baseline study informs public education messages.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>- Making a case, communicating and persuading people who are not allies and are sceptical of CCR's messages.</li> <li>- Communicating in an innovative and positive way that builds on and appreciates the good in Tanzanian care practices, and provides opportunities for positive messaging that gives people the answer to the question 'how can I discipline my child without beating?'</li> <li>- Building coalitions that collectively promote the same cause to protect children.</li> <li>- Programming informed by an evidence base about the scale and impact of violence against children.</li> </ul>	

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<b>Inputs</b>	Air & Ground Transport, Travel (Accommodation / Meals) Consultants, Ground Transport & logistics, Print Publications / Awareness materials, Staff and professional fees, Bus & Taxi Branding, Commissioned Song, Equipment Rental, Press Conferences, Radio & TV, Road Shows & Web media.
<b>Baseline</b>	<p>A lack of reliable and sufficient data on child protection issues means that we don't have a comprehensive understanding of the situation of children who are at risk of violence, abuse and exploitation, those in the justice system or with disabilities. There is also limited shared understanding about what child protection is, and what children need to develop to their potential, the risks they face and how carers can better nurture them.</p> <p>There has not been any national survey into the extent of violence against children, except for a recently commissioned study by UNICEF (2009). But, there is evidence that many forms of gender-based violence, including intimate partner violence and rape, are met with acceptance by both men and women.</p> <p>Studies have also shown that not only are women and girls blamed for provoking violence, but that they also rarely report on cases to the authorities for fear of a backlash (USAID, 2008). 41% of women in Dar es Salaam and 87% of women in Mbeya had suffered sexual violence at the hand of their partners in some points in their lives (World Health Organisation, 2004). At least 15% of women surveyed reported that their first sexual encounter was coerced. 30% of adolescent girls reported their first sexual experience as being a forced one that was perpetrated by adults including teachers (Matasha, et al., 1998).</p> <p>Little is known about the prevalence of sexual abuse of minors in Tanzania given its taboo and illegal status. UNICEF estimates that one out of three girls and one out of five boys are victims of child sexual abuse, while during adolescence girls were eight times more likely to be victimised than boys.</p> <p>Girls and boys who live on the street are at especially high risk of sexual abuse. This lack of baseline data on the incidence of violence, abuse and exploitation.</p>
<b>Problem Statement</b>	<p>Violence, abuse and neglect is a fact of life in too many Tanzanian homes. The Tanzanian general public, especially the rural poor, lack information about the developmental harm that violence, abuse and neglect does to children and a clear reason to invest in keeping children safe, nurtured and able to protect themselves. Consequently:</p> <ul style="list-style-type: none"> <li>- Domestic violence, a hostile home environment and other family stressors put the bond between mother and baby at risk.</li> <li>- Abusive relationships, neglect and a disruptive household environment puts toddlers and small children at risk of being traumatised, feeling unloved, abandoned and uncared for. This impacts upon their emotional and cognitive development.</li> <li>- Disregard of children, failure to encourage and give them attention puts the child at risk of neglect.</li> <li>- Only 14% of babies are exclusively breast-fed in the first six months of life. This puts infants at risk of malnutrition.</li> <li>- A lack of a diverse diet or adequate food supply puts toddlers at risk of being stunted in their physical and mental development. Tanzania has the third highest incidence of child malnutrition in Africa, which is a major cause in 34% of under-5 year deaths. Malnutrition rates are unchanged in a decade and prevents more than a third of Tanzanian children from reaching their physical and mental potential.</li> <li>- Toddlers need attention and supervision to thrive. In Tanzania, a dangerous and risky environment puts children at risk of physical injury, trauma or death.</li> <li>- Breakdown of the traditional family unit and domestic stressors (e.g. poverty, alcoholism, violence) puts the child at risk of an insecure and chaotic environment.</li> <li>- Children need a supportive and safe environment in which to thrive. Conflict within families and abuse puts them at risk.</li> </ul> <p>Parents need education and role models in order to learn about and practice positive parenting.</p>

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<b>Objective 1.2:</b>	Duty-bearers in the public service, judiciary and government intervene to prevent institutionalised violence against children <u>Indicators:</u> <ul style="list-style-type: none"> <li>- Stricter enforcement of rules about corporal punishment in schools.</li> <li>- Key dutybearers understand their responsibilities to children under the Law of the Child.</li> <li>- Number of schools that have organised community based school-feeding programmes.</li> <li>- Reduction in school dropouts &lt;get baseline from PHDR&gt;.</li> <li>- Increase in the number of 'safe schools' which are free from fear, humiliation, bullying, coercion, sexual abuse and exploitation.</li> <li>- Increase in the numbers of school children reporting sexual and physical violence in schools.</li> <li>- Schools establish confidential counselling services to reduce the trauma of children who have been abused.</li> </ul>	
	<b>Risk/s to objective:</b> <ul style="list-style-type: none"> <li>- If these messages are not integrated into teacher training and in-service education there will be little sustainable change in behaviour, systems and mechanisms for redress.</li> <li>- If the case against corporal punishment is not made with a clear backing of evidence of the impact of institutionalised violence on children's development and thus to economic and human development of the nation it will be challenging to gain the buy-in from politicians and economic planners.</li> </ul>	<b>Critical success factor for objective:</b> <ul style="list-style-type: none"> <li>- Responsiveness to the written word is considerably less than that to the spoken word. Consequently, personal contact and face to face communication is critical, so that opportunities for discussion and parental and children's input are provided. This will support the gradual shift in attitudes and ensure that people's questions can be answered. Reinforcement of the message is also important to persistently convey the message and challenge attitudes.</li> <li>- This issue requires a sensitive and non-blaming approach, so that audiences feel supported by the message, not attacked. They should feel safe and empowered by the message of reporting or intervening in cases of abuse. The message should reassure that they are not at risk (of ridicule or harm) by doing so; but that they are actually contributing to a 'bigger picture' and common goal.</li> </ul>
<b>Actions</b>	<b>Action</b>	<b>Outputs and Indicator:</b>
<b>2012 &amp; 2013</b>	See objective 3.2	See objective 3.2

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<b>2011 &amp; 2012</b>	<ul style="list-style-type: none"> <li>- 50% campaigns so that violence against children becomes socially unacceptable. It reaches across Tanzania, and particularly to rural communities using innovative, multi-media and dialogic approaches that open the space for the public and duty-bearers to discuss the treatment of children and stimulates their desire for change.</li> <li>- 50% is a three-year phased campaign that focusses in year 2 on challenging duty-bearers in the public service, judiciary and government to end institutionalised violence against children.</li> <li>- Host public dialogues with Parliamentarians to share evidence and sensitise them for need for amendment to the Law of the Child.</li> <li>- Ensure CCR lobbyists are present in Dodoma during Parliamentary Sessions.</li> <li>- Sensitise lawmakers about the gaps in the Law of the Child and the impact of violence on children's development.</li> </ul>	<ul style="list-style-type: none"> <li>- Community based school-feeding programmes promoted.</li> <li>- Mechanisms promoted that enable children to safely and confidentially report violence and abuse by other students and teachers.</li> <li>- Schools that establish an environment of peace and non-violence, rejecting corporal punishment are recognised and promoted by the 50% campaign.</li> <li>- Teachers and parents understand the impact of corporal punishment on a child's development and ability to learn.</li> <li>- Teachers learn skills to use child-centred teaching and learning techniques that can reduce discipline problems in the classroom.</li> <li>- Teachers and parents recognise that all children have the right to be safe at school.</li> <li>- Public acknowledgement of the extent of sexual violence in schools and the importance of teachers and parents working collaboratively to combat it.</li> <li>- The government recognises the scale and severity of violence against children and the limitations of the Law of the Child in preventing institutionalised violence against children (in schools, approved homes, the police etc).</li> </ul>
<b>2010 &amp; 2011</b>	<ul style="list-style-type: none"> <li>- Build an evidence base for the case against violence, by calling to mind the impact of violence on children's developmental capacities.</li> <li>- Lodge appeal in the Court of Appeal for Repeal of Removal of Undesirable Persons Act.</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence of the consequence of violence and neglect on a child's developing brain and the implications of this on the child's cognitive development and emotional regulation.</li> <li>- Appeal for the Repeal of RUPA lodged and pursued in the Court of Appeal (into 2012).</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>- Making a case, communicating and persuading people who are not allies and are sceptical of CCR's messages.</li> <li>- Communicating in an innovative and positive way that builds on and appreciates the good in Tanzanian care practices, and provides opportunities for positive messaging that gives people the answer to the question 'how can I discipline my child without beating?'</li> <li>- Building coalitions that collectively promote the same cause to protect children.</li> <li>- Programming informed by an evidence base about the scale and impact of violence against children.</li> </ul>	
<b>Inputs</b>	Air & Ground Transport, Travel (Accommodation / Meals) Consultants, Ground Transport & logistics, Print Publications / Awareness materials, Staff and professional fees, Bus & Taxi Branding, Commissioned Song, Equipment Rental, Press Conferences, Radio & TV, Road Shows & Web media.	
<b>Baseline</b>	<p>Sexual violence is indicated by the incidence of pregnancies rising among girls at school (reaching over 8,000 in 2007). Tanzania has one of the highest adolescent pregnancy rates in the world.</p> <p>Punitive and authoritarian discipline in schools, such as corporal punishment, and a test-based approach to education, penalises children for failure, but does not reward them for success, and thus damages their self esteem and sense of self-efficacy.</p> <p>Absence of school feeding programmes is particularly risky for those children who live in poverty and have not eaten prior to school. It also undermines the investment made on getting children into school when they are unable to learn effectively because they are hungry and tired.</p>	

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<b>Problem Statement</b>	<p>Social Workers, the police, Judiciary and media lack clear understanding of their responsibilities under the new Law of the Child and a clear mechanism to respond to children who are at risk. Whilst the Law of the Child exists to protect children from violence, it is not yet enforced and those responsible for keeping children safe are unable to fulfil their duties.</p> <p>Children need a safe and supportive school environment with parental involvement. Schools are not safe-havens for children because punitive discipline and sexual abuse put them at risk. Too many experience fear, humiliation and beatings at school. This undermines their ability to learn and leads many children to drop-out early, diminishes the child's sense of self-worth and self-respect and can affect children throughout their lives.</p> <ul style="list-style-type: none"> <li>- Officially, corporal punishment in schools may only be carried out by the head-teacher or a teacher specifically assigned to the task. Legally, beatings should only be applied to the hands with a maximum of six strokes using a flexible stick. Reports from children reveal that many beatings fall outside the national regulations.</li> <li>- When excessive violence and abuse occurs at school children rarely report it because of stigma and the fear that teachers will always be believed first.</li> <li>- Some children are aware of the existence of laws against sexual violence but have significant reservations about the commitment of the justice system to address it.</li> <li>- Many parents encourage teachers to beat their children.</li> </ul> <p>Sexual violence in schools is also a growing concern especially with 8,000 girls dropping out of school every year due to pregnancy. Sometimes girls are sexually exploited in exchange for grades. Teachers sometimes use extra classes as an opportunity for sexual abuse of students. Girls who become unexpectedly pregnant may be expelled from their families or pushed into hurried marriages. Pregnancy in childhood endangers both the young mothers and their infants.</p> <p>Street children continue to be rounded-up and detained with adults using the Removal of Undesirable Persons Act (RUPA), which has been retained in law in spite of the new Law of the Child. Many in the Judiciary are working in isolation from the wider process of legal reform for children, still making decision that are not in children's best interests, and yet are critical for the implementation of the Law of the Child</p> <p>There has been a proliferation of institutional care homes in some regions in Tanzania. These are largely unregulated, are contrary to international good practice which uses institutional care as a last resort. There is a significant risk that children are being exposed to violence and abuse within these residential centres.</p>
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## Modelling a child protection system

**Goal:** Tanzania will have graduated from a least developed country to a middle income country, with a high level of human development. A solid foundation for a competitive and dynamic economy with high productivity will have been laid (Vision 2025).

### Indicators:

- High quality livelihood;
- Peace, stability and unity;
- Good governance;
- A well educated and learning society; and
- A competitive economy capable of producing sustainable growth and shared benefits.

**Final outcome:** Quality of Tanzania's human resource base strengthened.

### Indicators:

- Improved quality of education from pre-primary through to tertiary and vocational,
- Reduction in fertility rates,
- Reduction in population growth,
- Increase in household income.

**Intermediate outcome:** Coherent and effective child protection systems established, resourced and operational nationally.

### Indicators:

- Reduced intervention induced trauma for children in contact with child protection services and the law,
- Effective detection and response to children at risk of abuse,
- Children in contact with the law receive diversionary and rehabilitative interventions rather than detention,
- Increased number of criminal convictions against adults who abuse, neglect or exploit children,
- Budgets for child protection allocated at ministerial level actually reach Local Government Authorities.

**Immediate outcome:** Lessons learnt from Arusha's process of developing a child protection system shared with other Tanzanian regional and district authorities.

### Indicators:

- Impact assessment of the Arusha child protection model identifies good practice in the development of modalities and the delivering of services
- Good practice developed in the Arusha model informs the rules and regulations developed by the MoHSW to implement the Law of the Child,
- Budget vote for child protection in the Ministerial budgets of Health & Social Welfare, Community Development Gender & Children, Home Affairs, Education & PMO-RALG.

<b>Objective:</b>	Minimum standards in place for agencies and professionals working in child protection in Arusha. <u>Indicators:</u>	
	<ul style="list-style-type: none"> <li>- Minimum standards informed at all points by best interests of the child and the Law of the Child,</li> <li>- User-friendly and reliable mechanisms in place and operational for reporting abuse and violation of these minimum standards,</li> <li>- Understanding of and commitment to the importance of child protective services and law enforcement collaboration.</li> </ul>	
	<b>Risk/s to objective:</b>  That despite the development of good practice guidelines / minimum standards these will not be integrated into agencies' practice, nor consequences felt by those agencies who do not comply with them.	<b>Critical success factor for objective:</b>  <ul style="list-style-type: none"> <li>- The development of these minimum standards clearly integrated into the LGA's understanding and practice of its role as a regulator and supervisor of agencies working with children.</li> <li>- These minimum standards need to be developed with the buy-in of the Social Welfare Department, with a view to adapting them to the larger rules and regulations for the implementation of the Law of the Child</li> </ul>
<b>Actions</b>	<b>Action</b>	<b>Outputs and Indicator:</b>
<b>2012 &amp; 2013</b>	See objective 2.4	See objective 2.4
<b>2011 &amp; 2012</b>	Present minimum standards to a full Council meeting for their endorsement.  Develop protocols for agencies in Arusha on how to work within a child rights framework and minimum standards to ensure that the child's best interests are central.	<ul style="list-style-type: none"> <li>- Arusha Local Government Authority endorses minimum standards for agencies and people working with children.</li> <li>- International good practice adapted and modified to Arusha's context in a set of minimum standards for agencies working to protect children.</li> </ul>
<b>2010 &amp; 2011</b>	Conduct a literature review of good practices and minimum standards that are used by child protection agencies internationally. This will form the basis of our own minimum standards for agencies working in Arusha.	International good practice identified in how to: <ul style="list-style-type: none"> <li>- Establish modalities for collaboration between law enforcement and child protective services,</li> <li>- Videotape children's interviews,</li> <li>- Conduct medical exams,</li> <li>- Respond to child disclosure of abuse,</li> <li>- Support the child and family in their response to abuse,</li> <li>- Place the child in alternative protective care,</li> <li>- Handle confessions from suspects,</li> <li>- Conduct trials,</li> <li>- Hear the child's testimony,</li> <li>- Sentences offenders.</li> </ul>
	Build a shared understanding amongst LGA staff and councillors, potential service providers and state agencies such as the police about the incidence, impact of abuse and violence.	<ul style="list-style-type: none"> <li>- Actors able to distinguish between child protection and other poverty focussed efforts that are currently underway in the Municipality.</li> <li>- Agreement reached on the critical child protection services that are required in Arusha.</li> <li>- Current points of referral and assistance in child abuse cases mapped.</li> <li>- Model developed that depicts the developmental milestones, roles of duty-bearers and the familial, institutional and societal risk factors for children (i.e what are we trying to protect them from).</li> </ul>
	Host meeting with LGA staff, councillors and CSO's to jointly design the process of developing a locally funded child protection system in Arusha	<ul style="list-style-type: none"> <li>- Joint plan of action for initiating a child protection system in Arusha developed</li> </ul>

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<b>Strategies</b>	<ul style="list-style-type: none"> <li>- Making a case, communicating and persuading people who are not allies and are sceptical of CCR's messages.</li> <li>- Communicating in an innovative and positive way that builds on and appreciates the good in Tanzanian care practices, and provides opportunities for positive messaging that gives people the answer to the question 'how can I discipline my child without beating?'</li> <li>- Building coalitions that collectively promote the same cause to protect children.</li> <li>- Programming informed by an evidence base about the scale and impact of violence against children.</li> </ul>
<b>Inputs</b>	Air and ground transport & logistics, Consultants, Training materials, Staff & professional fees, Travel Expenses & Working meetings (Accommodation, DSA, meals).
<b>Baseline</b>	<p>Tanzania currently lacks a child protection system to defend the rights of the most vulnerable children even though the protection of children is a foundational right. There is also limited shared understanding about what child protection is, what children need to develop to their potential, the risks they face and how carers can better nurture them. The failure to fully acknowledge and understand the extent of violence against children in Tanzania has justified the failure to conceptualise, design and fund a national child protection system.</p> <p>Whilst the United Nations Standard Minimum Rules for the Administration of Juvenile Justice ("The Beijing Rules") and the Guidelines for the Prevention of Juvenile Delinquency (The Riyadh Guidelines) outline minimum standards that touch on child protection these have not been ratified by Tanzania, nor have they informed the Law of the Child. Whilst this new law presents cursory minimum standards on the registration of day care centres, residential centres and the process by which children's interests should be protected through the court system, there is little specificity in these. There are no clear rules and regulations determining how children must be protected when in the care of others, or how a child reporting abuse navigates the process from initial report to the police, evidence collection at the hospital, obtaining legal representation and then giving his / her testimony in court.</p> <p>There are numerous toolkits and examples of 'good practice' in child protection internationally, that could be adapted to the Tanzanian context, and piloted for applicability.</p>
<b>Problem Statement</b>	<p>In parallel to the necessary shift in public attitudes towards violence against children there is also a critical need to invest in child protection services to respond to cases where children have been abused, neglected or victims of exploitation. A protective environment for children will only emerge when coherent child protection services come together in combination with a popular culture which considers violence socially and legally unacceptable.</p> <p>Currently, the child protection sector in Tanzania is characterised by fragmented, ad hoc and voluntary interventions and services that are neither sufficiently resourced, staffed or skilled. There is:</p> <ul style="list-style-type: none"> <li>- A reliance on staff and volunteers in the NGO or faith-based sector to intervene in situations when a child is at risk. These individuals often lack the skills and resources to engage in this sensitive work and they operate without any quality assurance or minimum standards that would protect the child. They often are working 'blind', lack statutory authority and have no legal mandate to engage in situations of domestic abuse.</li> <li>- Ignorance amongst duty-bearers about the developmental needs of children. They lack experience in managing serious cases of child abuse, including the sexual violation and this means that child victims may become doubly traumatised by a system that is inadequately prepared to cope with such cases.</li> <li>- Capacity to manage and respond to child protection issues is severely lacking at district level, in the judicial system, and in the social welfare department.</li> </ul> <p>This leads to insurmountable obstacles for a child or adult who is trying to report abuse and receive help. Children in institutional care are at particular risk from abuse and neglect. It is almost impossible in practice to lodge a complaint against a centre / individual who is violating a child's rights and to obtain redress. The Arusha LGA is seeking out a way to improve the quality and coherence of services offered to children in Arusha.</p>
<b>Objective:</b>	<p>Arusha LGA supervises and regulates agencies offering child protection services.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>- Reduction in abuse and neglect of children in institutions (particularly care homes),</li> <li>- Reduction in the reliance on unregulated faith-based, NGO or opportunistic care providers in the children's sector,</li> <li>- Increased technical capacity within the LGA to undertake their role as regulators within the children's sector and to respond to child protection issues.</li> </ul>

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	<b>Risk/s to objective:</b> <ul style="list-style-type: none"> <li>- Political dissent or a reluctance to take on funding and regulatory roles amongst Arusha councillors results in their refusal to endorse the minimum standards.</li> <li>- The Council is so immersed trying to juggle the array of new initiatives and policy directions coming from central Government that its commitment to new initiatives becomes sporadic and shaky.</li> </ul>	<b>Critical success factor for objective:</b> <ul style="list-style-type: none"> <li>- The Arusha Councillors as a body need to buy-in to the return from investing in child protection, and not to see it as an additional burden. It is critical that CCR's mobilisation goes beyond working with the technocrats within the Council.</li> <li>- Messages about investing in child protection coming from the Ministerial level need to be aligned with CCR's messaging at a local level.</li> </ul>
<b>Actions</b>	<b>Action</b>	<b>Outputs and Indicator:</b>
<b>2012 &amp; 2013</b>	See objective 2.4	See objective 2.4
<b>2011 &amp; 2012</b>	<p>Open tender process to private, NGO, faith based organisations who are interested in offering a component of the child protection services (legal, medical, care etc).</p> <p>Present minimum standards to a full Council meeting for their endorsement.</p> <p>Host a 5-day working meeting of task force to agree on financing and tender process.</p> <p>Identify the role of the LGA in relation to service providers in the children's sector.</p>	<ul style="list-style-type: none"> <li>- Identification of and contracting with recognised service providers within Arusha LGA who are authorised to offer protective services to children.</li> <li>- Full council commits to opening the tendering for services.</li> <li>- Process and timeframes for potential service providers to tender agreed.</li> <li>- Clarity within Arusha LGA staff and councillors about what supervision and regulation entails.</li> </ul>
<b>2010 &amp; 2011</b>	<p>Exchange learning with the LGA about the experience of the PPP in soil waste management that is already occurring in Arusha and the findings of the literature review.</p> <p>Conduct a literature review on public private partnerships that have been developed internationally to protect children.</p>	<ul style="list-style-type: none"> <li>- Modalities for collaboration established with Most Vulnerable Children Committees &amp; Regional Social Welfare Department.</li> <li>- Commitment made within LGA to proceed with the public private partnership and a task force nominated to proceed with developing modalities for piloting the CP system.</li> <li>- CCR understands the rationale for the increasing use of public private partnerships (PPP's) internationally to deliver social services.</li> <li>- Good practices identified in 1. Developing the partnerships, 2. Modalities for working together, including the roles and responsibilities of each partner, 3. Financing of the PPPs and social services that are developed out of them and 4. Any lessons learnt that would be important for us to consider (for example in risk mitigation, exit strategies, conflict resolution).</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>- Making a case, communicating and persuading people who are not allies and are sceptical of CCR's messages.</li> <li>- Communicating in an innovative and positive way that builds on and appreciates the good in Tanzanian care practices, and provides opportunities for positive messaging that gives people the answer to the question 'how can I discipline my child without beating?'</li> <li>- Building coalitions that collectively promote the same cause to protect children.</li> <li>- Programming informed by an evidence base about the scale and impact of violence against children.</li> </ul>	
<b>Inputs</b>	Air and ground transport & logistics, Consultants, Training materials, Staff & professional fees, Travel Expenses & Working meetings (Accommodation, DSA, meals).	

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<b>Baseline</b>	<p>Nationally millions of children either suffer or are at serious risk of violations, yet to date response has focused on physical needs rather than the establishment of systematic protective mechanisms. Billions of shillings have been used to assist about 400,000 of children classified as “most vulnerable” with school uniforms, food and other expenditure linked with education. Very little has been allocated to more child protection focussed interventions that support children who are victims of violence, abuse and exploitation.</p>
<b>Problem Statement</b>	<p>The relationship between the Arusha Municipal Council and the NGO sector has historically been tense, because the Council has felt unable to regulate NGO activities. Council staff argue that charitable and / or development funds are coming into the town for the benefit of citizens, but that it has no idea how much is coming and to what ends it is being used. They say that the multiple streams of financing and projects undermines their efforts to pursue an integrated development plan for the town.</p> <p>Nationally considerable vertical off-budget funding of programmes, most dramatically highlighted by the funding of malaria and HIV by the Global Fund and USA Government, distorts the provision for children because donors fund what they see as the major issues – HIV/AIDS, direct support to MVC’s, malaria – not what national planning and accountability processes suggest are the issues (Duval Smith, 2009). The off-budget approach also makes it difficult to identify how much money is actually going directly to children and enables the Government’s to avoid costing in to their own budgets the expenditure required to protect our children.</p> <p>This situation also feeds a national reliance on volunteerism to address children’s issues. There is an assumption that an NGO will intervene at some point. Under the National Plan of Action for Most Vulnerable Children (MVC) there has been considerable investment with high transaction costs in capacity building volunteers in communities. They are primarily responsible for identifying and referring MVC, providing care and support and setting up systems for delivering assistance. The two groups of volunteers, Community Justice Facilitators and Para-Social Workers (PSW) have received short but intensive periods of training in an attempt to bring social and legal support closer to the family and community. There is no national service or structure through which women and children can claim their rights and justice after they have been abused or subjected to violence.</p> <p>Consequently there has been little incentive for the LGA’s to:</p> <ul style="list-style-type: none"> <li>– Develop and fund mechanisms at a local level and in schools to detect and respond to families in need or where conflict and abuse is occurring.</li> <li>– Establish effective counselling programmes in schools.</li> <li>– Improve urban planning and unsafe living conditions and to plan for urban play spaces.</li> </ul> <p>Issues that affect children are not discussed or addressed in local governance from street to council unless there is a big problem. The effect has been a series of ad hoc reactive responses to some child protection issues, such as rounding up street children. These do not address the underlying causes of the problem, do not protect the best interests of the children, create considerable resentment and do not improve the overall system and environment in which children live. The Council has been in a double-bind; not understanding the underlying causes and possible ways to react to vulnerable children, lacking clarity about their own role as regulators versus service providers, and trying to adjust to multiple wider policy changes, such as Devolution by Decentralisation, the Local Government Reform Programme and pressures from PMO-RALG.</p> <p>There is an urgent need for a paradigm shift where the Government is seen as responsible for creating structures and paying for services that enable children to claim their rights to protection. There needs to be a shift so that the LGA sees itself primarily as a regulator and funder of services.</p> <p>There is a particular need arising from the Law of the Child Act to clarify the responsibilities of the specific duty bearers. Without this, the intention of the law to protect children from abuse and exploitation risks being disconnected from clearly defined statutory and parental obligations.</p>
<b>Objective:</b>	<p>Arusha LGA funds a child protection system in Arusha.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Increased conduit of central Government and / or donor partner funding to the Arusha LGA for disbursement to recognised CP service providers,</li> <li>- Arusha LGA partially funds child protection services from their own local sources,</li> <li>- Recognised service providers are reimbursed for at least 50% of the cost of services by the Arusha LGA.</li> </ul>

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	<p><b>Risk/s to objective:</b></p> <ul style="list-style-type: none"> <li>– The multi-sectoral nature of child protection means that its every Ministries responsibilities and no Ministries responsibility, and as such falls between them all, with none committing sufficient budgets for it.</li> <li>– The Arusha Council balks at the sheer cost of providing quality child protection services.</li> </ul>	<p><b>Critical success factor for objective:</b></p> <ul style="list-style-type: none"> <li>– The Arusha LGA's openness to exploring other sources of income (such as local sources) in the face of resistance from central government to sufficiently fund child protection services.</li> </ul>
<b>Actions</b>	<b>Action</b>	<b>Outputs and Indicator:</b>
<b>2012 &amp; 2013</b>	See objective 2.4	See objective 2.4
<b>2011 &amp; 2012</b>	See objective 2.4	See objective 2.4
<b>2010 &amp; 2011</b>	<p>Lobby Ministries of Community Development Gender &amp; Children, Home Affairs, Education, PMO-RALG and Finance for a budget vote for child protection.</p> <p>Influence LGA budget development process to ensure that child protection is factored into each departmental budget (e.g. education, social welfare, health, environment, roads etc).</p> <p>Host public dialogue with LGA staff, full council, Ministers and Permanent Secretaries and Parliamentary Committee on Community Development to share our evidence and plans</p> <p>Buy-in workshop to identify the advantage to the LGA from investing in child protection, and test whether it is possible to fund primarily from LGA own source of income.</p> <p>Conduct a Public Expenditure Tracking exercise to find out how much public money currently protects children in Arusha LGA</p>	<ul style="list-style-type: none"> <li>– Funding of the child protection system integrated into LGA budget (for 2012/13).</li> <li>– Political energy catalysed within Arusha LGA to fund child protection.</li> <li>– Critical child protection services for Arusha and their costs identified.</li> <li>– Evidence base built to demonstrate how child protection is sidelined in national and district finances and attention.</li> <li>– 15 councillors, LGA staff &amp; CSO representatives trained in the rationale and committed to supporting the process of conducting a Public Expenditure Tracking study on child protection services.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>– Making a case, communicating and persuading people who are not allies and are sceptical of CCR's messages.</li> <li>– Communicating in an innovative and positive way that builds on and appreciates the good in Tanzanian care practices, and provides opportunities for positive messaging that gives people the answer to the question 'how can I discipline my child without beating?'</li> <li>– Building coalitions that collectively promote the same cause to protect children.</li> <li>– Programming informed by an evidence base about the scale and impact of violence against children.</li> </ul>	
<b>Inputs</b>	Air and ground transport & logistics, Consultants, Training materials, Staff & professional fees, Travel Expenses & Working meetings (Accommodation, DSA, meals), Press Conferences.	
<b>Baseline</b>	<p>General Budget Support it is not the normal mode of donor funding and in 2008/9 only constituted 0.7% of GDP; projected to increase to 0.9% in 2009/10 (United Republic of Tanzania, 2009). There is considerable vertical off-budget funding of programmes, most dramatically highlighted by the funding of malaria and HIV by the Global Fund and USA Government. 74% of HIV/AIDS funds are off-budget meaning that the national machinery does not have control over the expenditure of the funds (TACAIDS, 2009). The off-budget approach also makes it difficult to identify how much money is actually going directly to children. In a public expenditure tracking exercise conducted by CCR in January 2010 it was identified that only Tsh3m &lt;check figure&gt;</p> <p>The few funds made available to the Department of Social Welfare are mainly used for the upkeep of juvenile justice and other residential institutions. There has been decrease in the proportion of the Ministerial budget that is remitted to the Social Welfare department over the period 2001/2 to 2008/9; from 37.3% of the Ministerial budget to 1.7%. Whilst this does not reflect a significant actual drop in annual funds, it does indicate the level of significance with which the department is accorded within the wider Ministerial mandate (Ernst &amp; Young, 2009).</p>	

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<b>Problem Statement</b>	<p>Political and communal indifference to child protection has resulted in a failure to invest in protective services, at a time when the fracturing of the traditional culture of collective care to one of individual responsibility limits the social safety nets available to families undergoing stress and facing need. As pressures on families escalate and children are increasingly exposed to violence, there has not been a commensurate investment in services to keep them safe.</p> <ul style="list-style-type: none"> <li>- The absence of child protection targets in MKUKUTA or in District plans makes it almost impossible to track what funding may be allocated to keeping children safe.</li> <li>- The Department of Social Welfare has insufficient resources or capacity to run and maintain effective child welfare services across the country, which is a critical concern because the new Law of the Child, 2009, places massive demand on Government social workers.</li> <li>- In Arusha LGA there is no money allocated for child protection interventions &lt;see PETS&gt;</li> </ul> <p>Implementation of the Law of the Child is likely to be uneven unless resources are made available for enabling regulation and implementation at district level.</p>	
<b>Objective:</b>	<p>Improved case management, decisions and tracking of children in contact with child protection services in Arusha.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>- Timely, sensitive and co-ordinated responses to children in contact or conflict with child protective services or the law,</li> <li>- Accessible information for all stakeholders enable them to intervene in cases of a child being abused or neglected,</li> <li>- Inter-agency barriers to collaboration identified and overcome,</li> <li>- Children appreciate that the community will believe and support them when they disclose abuse,</li> <li>- Children's caretakers understand the impact of child sexual abuse and the need to side with children when it is reported,</li> <li>- Cases involving children are heard only at the Juvenile court in Arusha with social workers present to represent the child's best interests.</li> </ul>	
	<p><b>Risk/s to objective:</b></p> <ul style="list-style-type: none"> <li>- Inter-agency barriers to collaboration, particularly between the civil society, judiciary and law enforcement agencies cannot be overcome because their values and modes of operation are so different.</li> </ul>	<p><b>Critical success factor for objective:</b></p> <ul style="list-style-type: none"> <li>- Agencies handling children's cases appreciate the importance of rigorous case and information management so that children do not fall between the cracks as they are referred through the system.</li> <li>- All agencies work from a shared understanding of what is in the best interests of the child.</li> </ul>
<b>Actions</b>	<b>Action</b>	<b>Outputs and Indicator:</b>
<b>2012 &amp; 2013</b>	<p>Alternative care services for children who have received care orders from the court advance the child's rights and undertake specialised case management.</p> <p>Ensure that a juvenile court is established and staffed to respond to cases involving children.</p>	<ul style="list-style-type: none"> <li>- Children in care able to attach to a significant adult and respond resiliently to the trauma faced.</li> <li>- Children in care learn skills that will benefit them and access their rights to education, food, clothing and shelter and to participate in decisions affecting them.</li> <li>- Trials involving children take less time.</li> <li>- Children are never made to feel scared or unimportant when giving their testimonies.</li> <li>- All cases involving children have a social worker present to ensure that the child's best interests are considered.</li> <li>- Reduction in number of children being referred to Approved School and increased use of diversionary measures</li> </ul>

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	<p>Mobile Legal Aid Clinic and pro bono legal services provide of free legal advice, raise awareness about children's rights under the law and represent children in cases that come to court.</p>	<ul style="list-style-type: none"> <li>- At least 50% of local lawyers in Arusha contribute to pro bono services for children and women.</li> <li>- Integration of pro bono work into students' practicum at Makumira Law Faculty.</li> <li>- Children and their families are given prompt, accurate information and follow up of their cases through the legal system.</li> </ul>
	<p>Children and Women's Rape Crisis Unit counsel children facing trauma and offer rehabilitative assistance.</p>	<ul style="list-style-type: none"> <li>- Improved local expertise to counsel trauma in children.</li> <li>- Children who have been victims of sexual abuse are immediately referred by the police to the Rape Crisis unit and receive ongoing high quality rehabilitative counselling for trauma.</li> </ul>
	<p>Children and Women's Desk at police stations collect evidence in cases involving children.</p>	<ul style="list-style-type: none"> <li>- A child friendly environment created during the investigation that reduces the child's trauma, separates children from detained adults and children and safeguards children's dignity.</li> </ul>
	<p>Child protection intervention teams established at ward level able to detect, intervene and report cases to the police and Social Welfare officers.</p> <p>CCR member (Action for Children) establishes a Child HelpLine to sensitise callers about the help available help and refer them to support.</p>	<ul style="list-style-type: none"> <li>- Mechanisms in place to detect children at risk and intervene as soon and as sensitively as possible.</li> </ul>
<b>2011 &amp; 2012</b>	<p>Develop online database to track children in the child protection system.</p> <p>Develop online directory of CCR members and other actors in the children's sector (E.g. service providers, reputable consultants, researchers and their focal areas).</p> <p>Inform the general public about the existence and role of the Women's and Children's desks at police stations, the rape and crisis unit at Arusha Lutheran Medical Centre, the requirement for a social worker to attend all cases involving children in the court and children's right to have an advocate representing them.</p>	<ul style="list-style-type: none"> <li>- Infrastructure in place to track children who are in need of protection and receiving services from either the law enforcement and / or child protective services.</li> <li>- The general public in Arusha is educated about the child protection services that already exist.</li> </ul>
<b>2010 &amp; 2011</b>	<p>See objectives 2.1, 2.2 &amp; 2.3</p>	<p>See objectives 2.1, 2.2 &amp; 2.3</p>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>- Making a case, communicating and persuading people who are not allies and are sceptical of CCR's messages.</li> <li>- Communicating in an innovative and positive way that builds on and appreciates the good in Tanzanian care practices, and provides opportunities for positive messaging that gives people the answer to the question 'how can I discipline my child without beating?'</li> <li>- Building coalitions that collectively promote the same cause to protect children.</li> <li>- Programming informed by an evidence base about the scale and impact of violence against children.</li> </ul>	
<b>Inputs</b>	<p>3rd party costs for developing online database to track children in the child protection system (Year 2). Year 3 to be costed mid year 2.</p>	
<b>Baseline</b>	<p>Currently there is little multi-disciplinary collaboration and the law enforcement agencies work largely in isolation from the child protective services that do exist.</p>	

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<b>Problem Statement</b>	<p>Efforts to support the most vulnerable child have not necessarily led to improved systems to protect children from harm. A child protection service is needed at district level, which could be developed from existing community development, social welfare, NGO and voluntary resources but managed by the Local Government Authority.</p> <p>In the absence of inter-agency collaboration and given the obstacles described above children's experience when faced with trying to obtain redress from abuse is in itself a violation of their rights.</p> <ul style="list-style-type: none"> <li>- Decisions about child sexual abuse usually come down to a child's word against the adult (Feller, 1984). Often children are at a disadvantage because of their lack communication skills.</li> <li>- Whilst parental support is a critical variable in healing from sexual abuse few caretakers understand the impact of child sexual abuse and the need to side with children when it is reported.</li> <li>- Stigma about abuse exacerbates the obstacles described above and children cannot anticipate the the community will believe and support them when they disclose.</li> <li>- Case management is a neglected area of child protection and there is an urgent need to review all cases of children who are overstaying in residential care.</li> </ul>
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## Advocacy & Professional Development

**Goal:** Tanzania will have graduated from a least developed country to a middle income country, with a high level of human development. A solid foundation for a competitive and dynamic economy with high productivity will have been laid (Vision 2025).

Indicators:

- High quality livelihood;
- Peace, stability and unity;
- Good governance;
- A well educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits.

**Final outcome:** Quality of Tanzania's human resource base strengthened.

Indicators:

- Improved quality of education from pre-primary through to tertiary and vocational,
- Reduction in fertility rates,
- Reduction in population growth,
- Increase in household income.

**Intermediate outcome:** National investment in services that protect children.

Indicators:

- The policy prominence of disability, mental health, violence, sexual abuse of children and gender-based violence raised significantly,
- Major investment and determined political will demonstrated in implementing the Law of the Child,
- Increased financial and human resources dedicated to child protection within the Ministries of Health & Social Welfare, Education, Community Development, Gender and Children and Home Affairs,
- Improved expertise within Ministries, District Government, the Judiciary and Civil society to manage the challenges of child protection,
- Tanzania ratifies the United Nations Standard Minimum Rules for the Administration of Juvenile Justice ("The Beijing Rules") and the Guidelines for the Prevention of Juvenile Delinquency (The Riyadh Guidelines),
- Political parties demonstrate tangible efforts to achieve these aspirations on behalf of children.

**Immediate outcome:** Acceptance that the Government is primarily responsible for funding child protection services.

Indicators:

- Increased conduit of central Government to the LGA's for funding of child protection services,
- Increased numbers and improved equity in the deployment of social welfare officers to Local Government Authorities,
- Policy and lawmakers understand the positive macro-social effect on national development of investing protecting, educating and feeding children.

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<b>Objective:</b>	<p>Coalitions that cross organisational boundaries built and effectively speak a shared message about the importance of investing in child protection.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>- Campaigning and lobbying about child protection driven by more than one agency,</li> <li>- A common understanding amongst agencies and duty bearers about what child protection is,</li> <li>- Advocacy informed by evidence of the impact of violence on Tanzania's prospects of achieving its development goals.</li> <li>- Case made that protecting children makes good economic sense because Tanzania cannot achieve the Vision 2025 and make the breakthrough to middle-income status without making significant investments in children.</li> <li>- The CCR network provides an exemplar of how to work collectively.</li> </ul>	
	<p><b>Risk/s to objective:</b></p> <ul style="list-style-type: none"> <li>- CCR becomes seduced by the thrill of speaking nationally that it loses sight of its commitment to work at the grassroots to bring real change to children. CCR need not duplicate the efforts of agencies working in Dar who have a mandate to only do advocacy with the Ministries.</li> </ul>	<p><b>Critical success factor for objective:</b></p> <ul style="list-style-type: none"> <li>- There is a need to reframe the protection of children as an investment in Tanzania's development in order to catalyse political will around this issue. Cultural traditions focus on children as the beneficiaries of the collective good - what is good for the group is good for children. Therefore we need to present messages in terms of explaining that what benefits children also benefits the family and society.</li> <li>- CCR needs to be able to demonstrate that what it is doing in Arusha is applicable elsewhere and brings benefit to children and the town (i.e. value for money). It cannot advocate on a wider national basis without having first created a credible case.</li> </ul>
<b>Actions</b>	<b>Action</b>	<b>Outputs and Indicator:</b>
<p><b>2012 &amp; 2013</b></p> <p><b>2011 &amp; 2012</b></p>	<ul style="list-style-type: none"> <li>- Host public dialogues with Parliamentarians to share evidence &amp; sensitise them for need for financing of child protection services.</li> <li>- Ensure CCR lobbyists are present in Dodoma during Parliamentary Sessions to sensitise Parliamentarians.</li> <li>- Sharing findings with the LGA, the Parliamentary Committee on Community Development and staff from the Ministry of Community Development, Gender and Children and the Social Welfare Department.</li> <li>- Partner with Johns Hopkins University to conduct research the impact of violence on Tanzania's prospects of achieving its development goals, because children's functioning is so compromised.</li> </ul>	<ul style="list-style-type: none"> <li>- Child Protection is embedded into the political agenda through MKUKUTA operational targets, district development plans, national policies and Ministry of Finance budget guidelines.</li> <li>- Energy created around funding child protection systems.</li> <li>- Evidence base built about the impact of violence on children's developmental capacities and the consequence for national development.</li> </ul>
<b>2010 &amp; 2011</b>	<ul style="list-style-type: none"> <li>- Participate in the working group of the Implementing Partners Group for OVCs</li> <li>- Join and participate in the Children's Agenda in the run up to the 2010 elections</li> </ul>	<ul style="list-style-type: none"> <li>- A child protection focus in the review of the NCPA and the implementation of the Law of the Child Act.</li> <li>- Political party manifestos commit to investing in children.</li> </ul>

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<b>Strategies</b>	<ul style="list-style-type: none"> <li>- Making a case, communicating and persuading people who are not allies and are sceptical of CCR's messages.</li> <li>- Communicating in an innovative and positive way that builds on and appreciates the good in Tanzanian care practices, and provides opportunities for positive messaging that gives people the answer to the question 'how can I discipline my child without beating?'.</li> <li>- Building coalitions that collectively promote the same cause to protect children.</li> <li>- Programming informed by an evidence base about the scale and impact of violence against children.</li> </ul>
<b>Inputs</b>	Air & ground Transport, Books & Journals, Dues & Subscriptions, Training Materials, Staff & Professional fees, Web media.
<b>Baseline</b>	<ul style="list-style-type: none"> <li>- Child protection is only mentioned once in Tanzania's National Strategy for Growth and Reduction of Poverty (2005-2010) and only in relation to reducing child labour.</li> <li>- Until November 2009 there were no laws on the Mainland, and are still none in Zanzibar, that address violence against children, child abuse or provide for the physical and psychological recovery and social integration of child victims (Revolutionary Government of Zanzibar, The African Child Forum, UNICEF, &amp; Plan, 26th and 27th November 2008).</li> <li>- Tanzania lacks a specific law on domestic violence. There is a social taboo around acknowledging the extent of gender based violence.</li> <li>- There are no protocols or guidelines that exist for health care providers on the treatment and care of violence survivors. There are no Government policies on child protection, alternative care or juvenile justice.</li> <li>- Tanzania's National Plan of Action for Most Vulnerable Children (NPA) concentrates interventions on children who have been affected by poverty and/or HIV/AIDS, and does not acknowledge nor systematically respond to those children who are vulnerable as a result of witnessing or being victims of abuse.</li> <li>- The intersections between poverty, cultural attitudes, absent mechanisms for the enforcement of legal protection and redress in cases of violence have not been sufficiently researched and understood.</li> <li>- The scale of violence towards children has not been fully analysed, partly because of the lack of conceptualisation described above and the distortion in international aid towards HIV/ AIDS.</li> <li>- Prevailing social attitudes normalise violence towards children and deny the impact of violence on children on children's cognitive and emotional development.</li> <li>- Tanzania has not ratified the "The Beijing Rules", which provide for the administration of juvenile justice nor The Riyadh Guidelines, for the prevention of juvenile delinquency.</li> </ul>

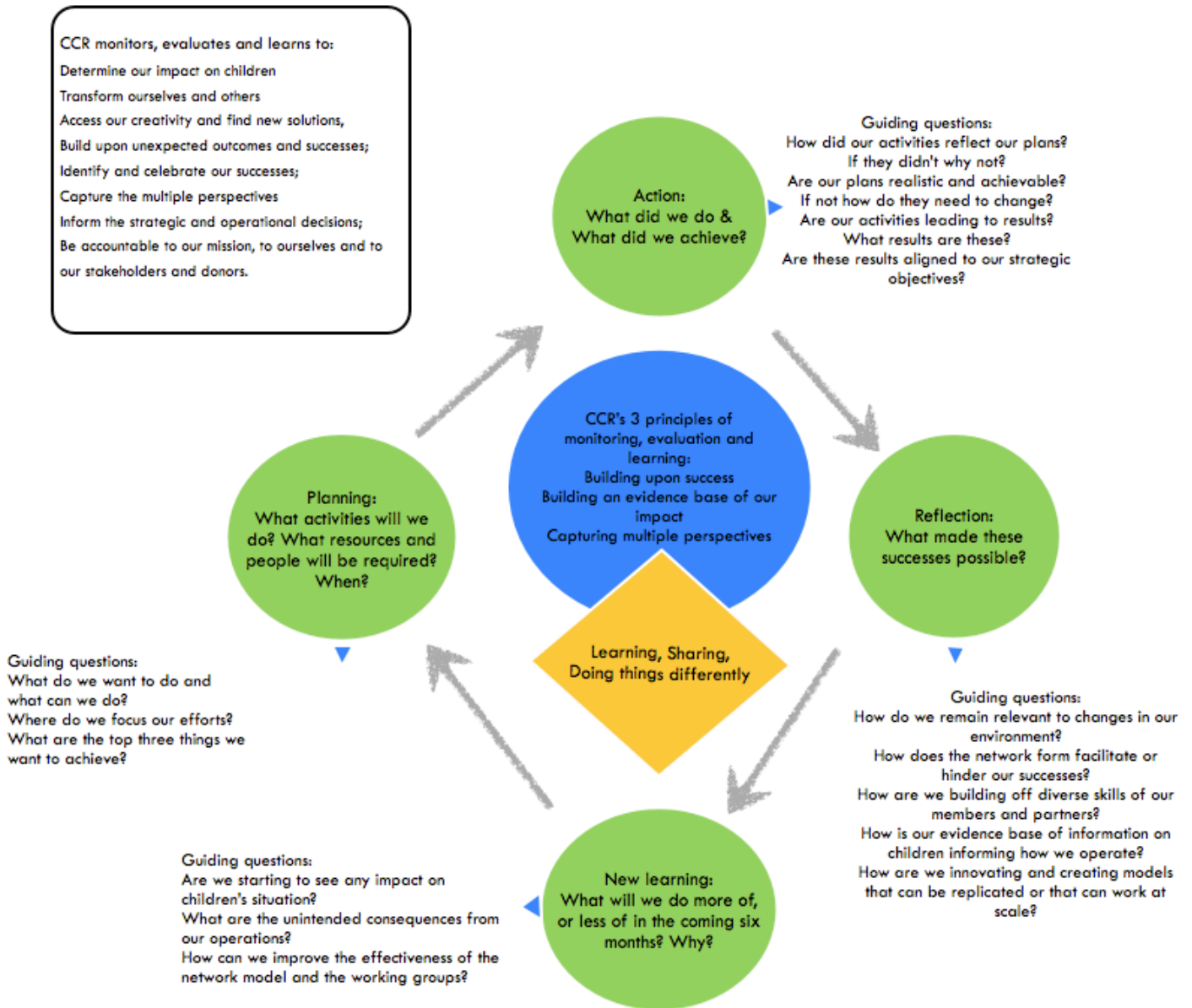
<b>Problem Statement</b>	<p>Child protection in Tanzania has not been conceptualised nor included in the poverty reduction strategies nor in the Millennium Development Goals that largely drive Tanzania's development priorities. There is limited shared understanding about what child protection is.</p> <p>The prevalence and impact of violence, neglect and abuse on children and on their functioning as the human capital of tomorrow has not been fully appreciated. There is a lack of reliable and sufficient data on child protection, which means that we don't have a comprehensive understanding of the situation of children who are at risk of violence, abuse and exploitation, those in the justice system or with disabilities.</p> <p>Policy and lawmakers do not understand that the benefits of greater protection and education of children add up to a virtuous circle of social development;</p> <ul style="list-style-type: none"> <li>- That children who are protected from harm during their own childhood are likely to marry later, have fewer children and to provide better care for their children,</li> <li>- That an improvement in child survival and development at the household level has a large macro-social effect,</li> <li>- That Tanzania's huge investments in primary and secondary education yield less because children are not getting the basic nutrition they need during the critical first two years of life to enable healthy brain development.</li> </ul> <p>There is a critical need for PMO-RALG and MoHSW to engage seriously with the issue of resourcing child protection services, rather than relying on volunteers and NGOs. Parliament's passing of the Law of the Child in November 2009 presents a significant opportunity to get child protection onto the national development agenda. The Law does not currently detail the exact mechanisms that will be used to protect children, rather relying on the Social Welfare Department to implement the law. This is in spite of the massive challenges facing the department in terms of funding, staffing and capacity (Ernst &amp; Young, 2009).</p> <p>In Tanzania civil society organisations engage in networks in a largely uncritical way. Few activists make the distinction between 'networking' which they do routinely, and 'networks' which then become hosts of networking events. There is little critical analysis of what organisational form would best support collective action. Rather NGO networks are established, registered and formalised because these are the only structure that is given space in the larger policy fora that bring together government, civil society and donor partners. NGOs appreciate that networks have developed a "particular traction in policy debates" (Mercer, et al., 2009, p. 146) and that if they want to be able to influence the policy environment they have to speak under the auspices of a network that claims to speak for the sector. For individual NGO staff "participation in networks has become an essential component of collective identities of the activists involved" (Routledge, 2000, p. 28) and attendance at networking meetings has become a regular item on their calendars. As such it provides social opportunities to meet others in the sector. Quite pragmatically, participation in networks is also seen as something that one has to do in order to tick the boxes on fundraising proposals for donors that asks how the organisation 'networks'</p>	
<b>Objective:</b>	<p>Agencies working with children demonstrate that children are actors in their own right, not passive recipients of services and charity.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>- CCR member organisations work in under-served areas and populations and / or innovate new ways of working,</li> <li>- CCR members clearly link their programmes to the developmental needs of children at different stages of the life-course,</li> <li>- CCR members scan the environment and align their strategies and programming to the social political and economic context of Tanzania,</li> <li>- CCR members to adapt and improve their programming to treat children as active actors, not passive beneficiaries.</li> </ul>	
	<p><b>Risk/s to objective:</b></p> <ul style="list-style-type: none"> <li>- There is a prevailing attitude that children should be treated with charity rather than accorded the same attention and investment as adults. CCR will need to actively challenge this assumption.</li> </ul>	<p><b>Critical success factor for objective:</b></p> <ul style="list-style-type: none"> <li>- Donors buy-in to funding the organisational learning and development component of this strategic plan, and as such realise the positive synergy that will occur from all CCR members consciously managing their organisations.</li> </ul>
<b>Actions</b>	<b>Action</b>	<b>Outputs and Indicator:</b>

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<b>2012 &amp; 2013</b> <b>2011 &amp; 2012</b> <b>2010 &amp; 2011</b>	<ul style="list-style-type: none"> <li>- Support member organisations to work in under-served areas and populations or to innovate new ways of working.</li> <li>- Offer professional development opportunities for CCR members.</li> <li>- Facilitate sharing opportunities that enable members to scan the environment and track whether policy intentions are translating into improved outcomes for children.</li> <li>- Establish child rights information hub at ccr-tz.org</li> </ul>	<ul style="list-style-type: none"> <li>- Improved competencies in managing organisations, such as project development and planning, HR systems and procedures, and developing communications strategies.</li> <li>- CCR members understand and are able to influence the development environment, (engaging with large-scale change, influencing and working within the policy context and scenario planning).</li> <li>- Engagement with children informed by knowledge of child development and grounded in positive parenting principles.</li> <li>- The Ministry of Community Development Gender and Children's national strategy on child participation informs the practice of member organisations.</li> <li>- Accessible information for all stakeholders on who's who and who's doing what in the children's sector</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>- Making a case, communicating and persuading people who are not allies and are sceptical of CCR's messages.</li> <li>- Communicating in an innovative and positive way that builds on and appreciates the good in Tanzanian care practices, and provides opportunities for positive messaging that gives people the answer to the question 'how can I discipline my child without beating?'</li> <li>- Building coalitions that collectively promote the same cause to protect children.</li> <li>- Programming informed by an evidence base about the scale and impact of violence against children.</li> </ul>	
<b>Inputs</b>	Air & ground Transport, Books & Journals, Dues & Subscriptions, Training Materials, Staff & Professional fees, Web media.	
<b>Baseline</b>	Almost a quarter of all girls between the ages 15-19 have begun childbearing. The Junior Council of Tanzania (JCURT) is top heavy with weak mechanisms to ensure that children are accommodated in decision-making processes at all levels including at the national and especially local levels. Currently its electoral processes do not offer equal opportunities to all children and are therefore not fully compliant to global standards.	

<b>Problem Statement</b>	<p>50% of Tanzanians are children, but their needs are sidelined in families, programmes, national policies, budgeting and governance because they are not considered active citizens in their own right. They are instead considered to be passive recipient of services. Consequently:</p> <ul style="list-style-type: none"> <li>- Common parenting practices (e.g. the child must work and not play, child must obey, not express ideas / opinions) does not give young children the opportunities they need to express themselves and to play. This puts them at risk of low self-esteem, poor decision making skills, and an inability for self-expression as an adult.</li> <li>- Insufficient knowledge about how young children learn results in children in kindergarten and pre-primary school being taught didactically, with little scope to play and explore.</li> <li>- Limited space for children to contribute their ideas to the family and to practice their skills, results in them feeling marginalised, frustrated and incompetent.</li> <li>- Limited positive role models in the school and home results in families and children who lack direction, who do not reinforce and teach ethical and moral behaviour and who do not learn the consequences of their actions.</li> <li>- Classroom practice is prescriptive and narrow. There are few opportunities for children to participate in sports, music, arts and community activities and thus comprising their brain growth and social competence.</li> <li>- Children are not given the information, skills or power to protect themselves from harassment from adults or adolescents, and so are at risk of sexual violence, early pregnancy and HIV.</li> <li>- Adolescents lack information about the changes in their bodies and how to manage the process of finding their identity because few families discuss these changes, which can result in confusion and isolation.</li> <li>- Normalisation of attitudes that see female children as passive recipients of a male's sexual desires results in schoolgirls being raped for good grades in school and / or school girls being withdrawn from school for early marriage.</li> </ul> <p>CCR is particularly concerned by the situation of adolescents. Adolescence can be considered a social construct. Twenty years ago Tanzanian children moved from childhood to adulthood and there existed few artefacts of adolescence, such as fashion, music or street language that characterises it today. Consequently, older generations do not understand and are fearful of adolescents. Once adolescents are out of the school environment there are few 'formal' mechanisms to offer them guidance and support as they move into young adulthood. Because their socio-moral meaning-making is highly vulnerable to their social environment this poses a risk that they will be attracted to and exposed to the dark side of humankind. This poses a risk to adolescents because:</p> <ul style="list-style-type: none"> <li>- Services that cater to their needs are sidelined. Many urban adolescents are at risk of contact and conflict with the police because in urban centres they lack legitimate leisure activities which then pushes them to associate with negative peer groups get involved in drugs and crime.</li> <li>- They have few positive role models and are prey to the popular media stereotypes of young, black males who engage in crime, violence and drugs.</li> <li>- Adults are uncomfortable talking about sex and so adolescents enter sexual relations with little information on how to protect themselves against STI's, HIV or early pregnancy.</li> <li>- Limited space in secondary schools and poor results in the Primary School Leaving Exam place barriers for adolescents to continue into secondary school. This compromises their ability to access remunerative employment and pushes many towards urban migration. Children who finish school at 14 years and do not go onto secondary school are expected to go into employment, but cannot do so legally until they are 15 years, and so they operate within a limbo for this time. Limited alternative vocational or apprenticeship opportunities for adolescents pushes them into the lower end of the employment market, and makes them more vulnerable to exploitation.</li> <li>- Adolescent girls face particular discrimination because the Law of Marriage permits their marriage at 15 years. This attitude that early maturing girls are sexually available puts them at risk of forced marriage and early birth, gender based violence and rape.</li> </ul>
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## CCR's Monitoring and Learning Process



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