



Tanzanian Children and Family Care Coalition

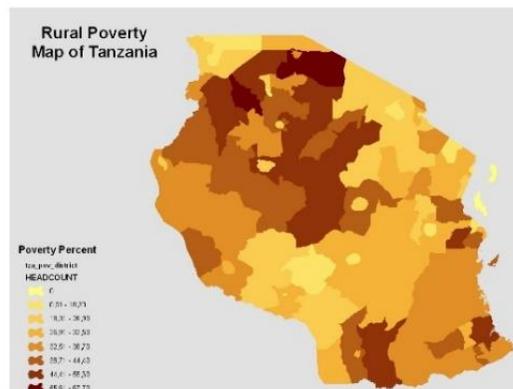
Mission and Vision Statement

Our mission is to create a network of empowered, coordinated, and well-funded community-based organizations across Tanzania, working from a shared foundation of best practices, and aimed at supporting children and communities via a family-first model. We will achieve this through the provision of program toolkits and support packages including training, funding, and follow-up. We envision a future where all Tanzanian children and families have the support to stay together whenever possible, and residential care is seen as a last resort in cases where children's safety is otherwise at risk. When residential care is necessary, it should be based on best practices and designed to mimic a family environment to the greatest degree possible.

Concept Summary

The key to large-scale, effective change lies in linking resources between organizations, alleviating the challenges that come with many small-scale operations trying to reinvent the wheel. There is already a small core of organizations committed to best practice orphan care in Tanzania, committed to **family preservation and reunification as a first priority, family creation as a secondary goal, and the use of loving, family-style homes when necessary.** We share a vision to create an umbrella coalition or association that would spread this model across Tanzania, working with a group of established organizations spread across the country - in Mwanza, Arusha, Tanga, Kigoma, and Dar es Salaam, among others.

We envision a turn-key model with free, open-source program toolkits or modules, allowing smaller organizations can easily implement one or several facets of best-practice focused programs, based on the needs in the area – **including business creation and microfinance, local fostering/adoption, day care, reunification of residential children, malnutrition prevention, secondary/tertiary education, and family-style residential care.** Each module will consist of all the paperwork, best practices, sample forms, and rules and regulations to start or improve particular programs. We'd also like to make it possible for organizations to apply for a support package for implementation, which might involve some level of **startup funding, training** both at a mentor facility and on-site for orphanages and residential care homes, as well as ongoing **mentorship, guidance, and quality control.** The coalition could provide start-up funding and training through centrally administered grants, avoiding the need for each organization to spend extensive resources on grant applications.



We also aim to use this network to **facilitate cooperative resources for organizations in a local area, for instance by creating specialist teams** for each region of the country, consisting of professionals like special needs experts, counsellors or psychologists, and medical personnel – roles for which it would be prohibitively expensive for each organization to hire their own specialist.

A central hub would need **just a few individuals to effectively seed the programs across the country, including a few travelling trainers and a core**



administrative staff, plus clusters of shared specialists in various areas. The consortium of organizations could agree on minimum standards for all homes included in the association, on subjects like financial transparency, child protection, ethical volunteering, family preservation, and local leadership and empowerment. We can then use peer visits between different organizations to enable some type of credentialing system, **empowering donors to distinguish and identify reputable organizations following best practices.** This will become even more important in the coming years, as the worldwide orphan-care community and the Tanzanian social welfare department in particular move more aggressively away from traditional institutionalization and towards family-based care.

Membership Structure

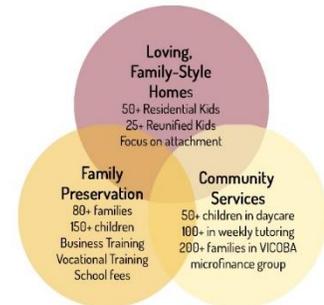
- **Founding partner organizations**, who are already running programs adhering to best practices, are being sought as part of the startup process. They will lead working groups to create modules, based on successful examples of programs around the country, and with the guidance of the advisory board.
- **Mentor organizations** are full members of the Coalition, those already adhering to all articulated principles, and with sufficiently sophisticated systems to serve on working groups, act as mentors to organizations implementing new modules, and follow up to assess effectiveness. Some funding would be specifically set aside to compensate these organizations for their training and monitoring time. Mentor organizations may still choose to add additional modules to their programs, to extend their offerings, in which case they will also be eligible for support packages.
- **Member organizations** are committed to the shared principles, but aren't yet in compliance with some or all of them, based on lack of capacity. They will submit simple applications with plans for implementing the various modules necessary for their situation, which will be approved along with a support package. This may include training at the site of one or more mentor organizations, support at their site from either a Coalition or mentor organization trainer, assistance hiring appropriate staff, and/or startup funding. We may add tiers within membership, reflecting degrees of compliance with best practices.
- **Non-member organizations** are welcome to use any content from the modules, which will be shared freely online, but are not formally evaluated for compliance with coalition values, and are not eligible for support packages without becoming members.
- **Coalition staff** would be minimal, including an ED and individuals focusing on administration, funding, and communications, plus a few program specialists, drawn from mentor organization staff, to help facilitate peer cooperation, training, and monitoring. Initially these will be shared/drawn from the TST staff, with the goal of separating the two in future.
- **Specialist teams** are clusters of professionals, funded cooperatively by the coalition or a group of organizations in a given area, allowing them to target areas with the most need, and share the services of special education experts, medical staff, and counsellors.



- **Advisory board** members will be pulled from among international experts in child welfare and community development, who will provide guidance and review modules and assessment tools.

Steps to Implementation

- **The first module** we are focusing on is nutrition, utilizing the efforts of the Maisha Matters program in Mwanza and the SPOON foundation across Africa and Asia. In the first half of 2020, we will use these resources to develop a structure for the first module, that can be applied to our other programs, to create draft modules as a foundation for the working groups' efforts.



TST PROGRAMS 2020

- **Founding partners** are being sought from among known organizations following best practices within the country. Partner visits will continue throughout the first half of 2020.
- **Seeking funding** will occur throughout 2020, based on a firm group of founding partners, a list of modules and a cohesive philosophy and set of values. Once significant funding (over \$100k) is secured, the coalition will be registered as a separate organization from The Small Things. Coalition funds will be kept separate from all individual organization funds, and will be used to pay coalition staff, as part of junior partner support packages for module implementation, and to compensate mentor organizations for their staff time.
- **Initial meeting** of founding member organizations to put together the statement of principles, create an initial module list, and find leaders for working groups to create each module, could be held in late 2020. Each organization must send at least one Tanzanian member of their leadership team.
- **Working groups** will be made up of 3-6 organizations working successfully in the area the module aims to address, led by one of the founding member organizations. They will collaborate and share resources to create a toolkit for member organizations looking to implement the given module. These groups should also work closely with social welfare to ensure all modules are fully compliant with Tanzanian law and policy. They should aim to complete their work several months before the opening conference.
- **An opening conference** will provide an opportunity for the Coalition to present its vision to all child and family care organizations working in Tanzania, find new junior and mentor partners, and help facilitate communication and networking between them. It would also be an opportunity for working groups to present the first modules, and field questions about implementation. Funds would be allocated to allow all interested organizations to take part, and to ensure smaller local organizations have a seat at the table. Ideally, this could be held in mid-2021.
- **Ongoing advocacy** will position the Coalition's member organizations as leaders in the field of child and family welfare in Tanzania, and give donors an invaluable tool to evaluate the ethics and efficacy of organizations they are interested in supporting.



Draft Criteria for Inclusion

Member Organizations

Member organizations would be expected to commit to a set of guiding principles, in order to access modules, mentorship, or funding. Based on level of development of the organization, organizations may not be fully adherent to all requirements, but they must be committed to reaching them.

- **Child Welfare Requirements**

- Proper nutrition, healthcare and education must be provided for all children enrolled in services.
- Residential care must be treated as a last resort. Ideally this means admission only after a strong family preservation effort has been made, but in the case of many junior organizations, they may not yet be capable of significant at-home support. In these cases, it must be determined by the organization and the local Social Welfare officer that it's in the child's best interest to be admitted residentially, given the other options available.
- Mission and programs must align, showing consistency in the way goals and operations are being presented to donors, in contrast to what they are actually achieving.

- **Community-Based Requirements**

- Tanzanian staff involved in decision-making and program design.
- Investing in the local community, ie through buying locally when possible.
- Cultural sensitivity and competency, including using local stakeholders to guide the evolution of programs, rather than coming in with a pre-set solution.
- Working in partnership with local institutions, including the village and district councils, religious leaders, social welfare officers, and other government employees.
- Fair pay and equal opportunity for local and international staff members, regardless of skin color or origin. This does not mean that all individuals must be paid the same amount, rather that all must be paid a fair and living wage for their contributions, on par with comparable organizations. All staff should have equal opportunity to prove their merit and move up the organization's hierarchy.
- No discrimination on the basis of tribe, religion, sex, or any other category. This does not mean that the organization can't be religiously based, but it must provide services to all individuals in need. (This is also necessary to adhere to the Tanzanian Law of the Child Act of 2009.)

- **Best Practices Requirements**

- Commitment to sustainable outcomes, rather than fostering dependency.
- Open to peer training, constructive critique, and knowledge exchange with other organizations, including willingness to share policy documents that might otherwise be confidential.
- Full transparency with regards to financial dealings, including willingness to open financial statements for audit and review, to ensure lack of corruption in the organization.
- Operations based on basic policies and procedures, rather than individual whim. We recognize that small organizations may not have fleshed out these documents, but must be committed to creating and adhering to them.
- Adherence to labor, immigration, and all other relevant Tanzanian laws.
- Commitment to monitoring outcomes and implementing best practices across their work.



Mentor Organizations

In addition to full compliance with all the basic requirements above, mentor organizations must additionally be committed to the following core values and values for the specific programs for which they aim to serve as mentors. For instance, an organization providing mentorship on quality family-style residential care might not yet be compliant with all the family preservation best practices, but they must adhere to the core values and the values for residential care.

- **Core Values**

- Investing in staff through competitive salaries and continuing education.
- Attention to and implementation of best practices, rather than the bare minimum required.
- Strong and fair policies and procedures undergirding all operations.
- Comprehensive monitoring and evaluation program using multiple indicators of success.
- Robust financial policies and procedures to prevent fraud.

- **Residential Care Values**

- Strong child welfare policies that protect children from physical and emotional risks, including background and health checks for staff.
- Active prioritizing of child welfare over fundraising, including avoiding exploitative imagery, minimizing visitors to children's living space, and storytelling with dignity.
- If volunteering is permitted, it must be approached in an attachment-sensitive way, such that children are encouraged to form primary bonds with local caregivers, and have minimal attachment disruptions based on volunteers coming and going.
- Provision of preventative as well as responsive healthcare.
- Encourage ongoing relationships between living family members and residential children, regardless of whether family preservation is ultimately an option. Ideally, this involves providing active support like scheduling visits and providing transport fees.
- Adhere to required and recommended standards from the Tanzanian Social Welfare Department.

- **Family Preservation Values**

- Children should never be admitted to long-term residential care until a full family preservation effort has been undertaken, including researching alternative relatives if parents are unsuitable or unavailable, and involving local community leadership where appropriate.
- Recognize and treat each family as facing unique challenges, and be ready to adapt as necessary, rather than expecting one approach to work every time.
- Create long-term plans together with families and the community, rather than quick fixes.
- Adhere to required and recommended standards from the Tanzanian Social Welfare Department.

- **Community-Based Values**

- Tanzanian staff in prominent leadership positions, especially over programming.
- Cooperative internal decision making and case management.
- Including community representatives and local leaders in program planning and decision making.
- All program design should prioritize sustainability and empowerment over handouts, aiming to break the cycle of poverty rather than just perpetuating it.