

## SWATT-TEAM: training sexual violence responders in Zimbabwe

Oasis Zimbabwe is a part of the Oasis International Association (UK Reg. Charity No. 1098100) and has been locally registered as a Private Voluntary Organisation in Zimbabwe since 2005. As a locally-registered charity, Oasis Zimbabwe has many years of established relationships and presence in vulnerable Harare communities, including good relationships with the local government. In 2018, Oasis Zimbabwe will be expanding its work into Mazowe South district, at the invitation of the Member of Parliament. Oasis Zimbabwe currently has 17 staff (4 central staff, 13 programming staff) and 7 volunteers/interns committed to our work.

### Responding to Sexual and Gender-Based Violence (SGBV)

Oasis Zimbabwe believes everyone should be empowered to lift themselves out of poverty and into healthy and sustainable lives where they can realise and reach their potential. We work with vulnerable communities and partner with schools, clinics, local government and churches, to address the underlying cycles of trauma and poverty which impact livelihoods, health, education and resilience, preventing vulnerable people from accessing opportunities. The underlying detrimental impacts of trauma are particularly relevant in the context of sexual and gender based violence, with Oasis Zimbabwe beneficiaries encounter on a regular basis. Addressing trauma and sexual and gender based violence is, therefore, an important part of our overall work, and we have an intentional approach, guided by our theory of change, to addressing these.



UNFPA estimates 1 in 3 women aged 15-49 in Zimbabwe have experienced physical violence, and 1 in 4 women have experienced sexual violence since the age of 15. One of Oasis Zimbabwe's partner clinics saw an average of 113 new cases of sexual violence each month in 2016, of whom 93.4% were female. Despite the high incidence and the many interventions focusing on the human rights and awareness aspects of SGBV across Zimbabwe, increasing community response and referrals has proven difficult. The local community is still slow to refer victims within the prescribed 72-hour window, or for health interventions. Destabilising factors observed in community-based action around SGBV include deep trauma and

hidden dynamics of poverty (HDP), cultural and religious mind-sets, stigma, and fear of separation from "known" community. Zimbabwe's most vulnerable people demonstrate even more limited sustained uptake of comprehensive SGBV response services, including those living and working on the streets, the urban and rural poor and commercial sex workers.

Public services involved in SGBV response services (Zimbabwe Republic Police, local government clinics and hospitals, and Department of Social Services) are severely under-resourced and lack the human and financial capacity to address their caseloads effectively, leading to loss to follow-up and unfulfillment of women's rights (for example access to places of safety, post-HIV exposure prophylaxis, legal prosecution of cases, and community re-integration of victims).

To **combat the need for a deep-rooted response**, Oasis Zimbabwe plans to train **SWATT-TEAMS (Survivors, Women & girls Accessing Trauma intervention & Training To be Empowered Advocates & change Makers)**

- Oasis Zimbabwe will train 100 female local leaders as Champions and 'Trainers of Trainers'. These women will be identified through existing programming and will be trained in deep trauma recovery and the hidden dynamics of poverty cycles (HDP), to respond quickly and effectively to incidents of sexual violence in their communities.
- Oasis Zimbabwe will also train 25 professionals from partner organisations as Champions and 'Trainers of Trainers' in deep trauma recovery and HDP within their core competency areas, to increase the speed

and efficiency of relevant services offered to survivors of sexual violence. These partners will include Zimbabwe Republic Police, Ministry of Health local clinics, Department of Social Services and local non-governmental organisations.

- The combined 125 trainers will develop a community-based response system for survivors of sexual violence, including identifying and establishing medical referral pathways, safe houses and access to gender-sensitive justice.
- Each Trainer will be supervised to train a minimum of 7 of their peers in the techniques and skills they have learned, and to raise awareness of the new community-based referral system, creating a network of 1000 SWATT-TEAM community-based responders. It is anticipated that a minimum of three safe houses can be established or developed within one year, and at least 120 women and girls can be directly supported to escape SGBV through this specific network.
- 1000 SWATT-TEAM Responders will assist thousands more women and girls each year with immediate crisis support such as referrals for medical care, reporting of crimes, referral to safe shelter; and with longer term psychological recovery.



- SWATT-TEAM Responders will also be responsible for making additional appropriate referrals to facilitate recovery for survivors, to partner organisations or to other relevant areas of Oasis Zimbabwe's work. These include HIV testing and counselling, obtaining legal documentation such as birth certificates and ID cards, income generation training, Early Years Education training for vulnerable women, vocational training or membership of a savings and loans group.

### Focus Community - Epworth

With a poverty rate of 64.5%<sup>1</sup>, higher than the national average of 34%, Epworth is the most deprived suburb in Harare. It is a high crime area where educational attendance is low and sexual violence is extremely prevalent. In the last few years Epworth's population has rapidly increased from 46,000<sup>1</sup> to 200,000<sup>2</sup>. This sharp increase of people moving from rural to high density areas, primarily to find work in an economy that has 85% formal unemployment, has significantly increased risk factors for the most vulnerable especially women and girls. The spread of HIV has resulted in a prevalence of orphan-headed families – 1.3million people currently live with HIV in Zimbabwe<sup>3</sup> - and this is very evident in Epworth. The majority of the 2,000-plus children living and working on the streets of Harare come from Epworth<sup>4</sup>, and girls are at especially high risk of sexual exploitation and trafficking.

### Focus Community - Glendale

Glendale in Mazowe South is an area approximately 60km from Harare, which has an average poverty prevalence of 67.6%<sup>5</sup> and an HIV prevalence rate of between 16 and 20%<sup>6</sup>. Employment in this area has always relied heavily on manufacturing and agriculture, and with the drastic decline in Zimbabwe's economy in recent years, unemployment has soared. Mazowe South shared many indicators of severe poverty with Epworth – low educational attendance rates especially for girls, inadequate health and sanitation facilities, poor municipal infrastructure and high rates of sexual and gender-based violence.

<sup>1</sup> UNICEF Zimbabwe Poverty Atlas 2015 by UNICEF Zimbabwe, The World Bank and Zimbabwe National Statistics Agency p212 [https://www.unicef.org/zimbabwe/resources\\_17478.html](https://www.unicef.org/zimbabwe/resources_17478.html)

<sup>2</sup> Government of Zimbabwe Report 2017

<sup>3</sup> UNICEF Zimbabwe Poverty Atlas 2015 by UNICEF Zimbabwe, The World Bank and Zimbabwe National Statistics Agency p212 [https://www.unicef.org/zimbabwe/resources\\_17478.html](https://www.unicef.org/zimbabwe/resources_17478.html)

<sup>4</sup> Streets Ahead Enumeration, 2009

<sup>5</sup> [https://www.unicef.org/zimbabwe/Zimbabwe\\_Poverty\\_Atlas\\_2015.pdf](https://www.unicef.org/zimbabwe/Zimbabwe_Poverty_Atlas_2015.pdf) (Pg 46)

<sup>6</sup> <https://www.pepfar.gov/documents/organization/257623.pdf> (Pg 18)

While some organizations implement poverty alleviation interventions in these two communities, only a few obtain the consistent support of local leadership and governing bodies. The result is a target-driven approach, as opposed to a holistic, people-focused approach, which increases the dependency of families and the community as a whole on external aid. As one of the few partners in these communities with consistent local support, Oasis Zimbabwe works to address all of the contributing factors, acknowledged and not, that keep individuals and families from becoming resilient. This includes the psychological impacts of poverty and trauma which still go unaddressed, undermining development and disproportionately affecting women and children.

### **Governance**

Oasis is an international network of charities working in ten countries, with the Oasis Global Board (primarily based in the UK) providing overall strategic direction and governance. The Oasis Global Board comprises 10 current trustees, combining expertise in international development, global finance and business consultancy, and leadership and personal formation. Oasis Zimbabwe is governed by the Oasis Zimbabwe Board of 6 Trustees. Along with the Oasis Zimbabwe CEO, the Oasis Zimbabwe Board is responsible for strategy and governance at local level and for compliance with the Oasis Global Board.

Oasis Zimbabwe adheres to strict standards of programming, reporting and financial governance. Monthly financial reports for each programme area are submitted to the Oasis Zimbabwe CEO and the Board. All expenditure requires full acquittal of receipts.

Oasis Zimbabwe undergoes an annual external audit of its accounts, and also submits an annual report to the Department of Child Welfare and Protective Services as part of its registration as a Private Voluntary Organisation.

### **Global Giving Funding Campaign**

Oasis Zimbabwe needs to raise £37,037 GBP / \$50,000 USD overall to deliver this programme to train and mobilise 1000 SWATT-TEAM responders. We are initially taking part in Global Giving's Accelerator programme during March 2018. During the Accelerator, we have to raise a minimum of £3703 / \$5000 USD with at least 40 separate donors. If we are successful in raising the minimum amount, we will be given a permanent space on the Global Giving crowdfunding platform to continue to raise the remainder of the £37,037 / \$50,000, and have the opportunity to benefit from matched funding. Recurring gifts and amounts raised above £37,037 / \$50,000 will assist with additional interventions and trainings.



### **What evidence is there for the cost-effectiveness of the project?**

Oasis Zimbabwe's current budget reflects an average cost per beneficiary of £87 GBP / \$117 USD per year across our existing programmes. Our training programmes are delivered locally at our Centre or in local schools, churches and clinics, keeping costs to a minimum. Our programmes have a high success rate of increasing household incomes, improving rates of progression of children to primary school and their retention in education, and young people finding informal and formal employment upon completing our programmes, including those who are survivors of sexual violence. This programme, training 1000 SWATT-TEAM sexual violence responders, represents an average cost per beneficiary of £36 GBP / \$50 USD.

---

Organisation Name: Oasis Zimbabwe

Title of Proposed Project: SWATT-TEAM: sexual violence responders in Zimbabwe (Survivors, Women & girls Accessing Trauma intervention & Training To be Empowered Advocates & change Me

Country: Zimbabwe

Total Amount in USD\$: 50,000.00

Expense Categories	Year 1			
	Unit of Measurement	No. of units	Cost Per Unit	Amount in USD\$
<b>Specific Programme Related Cost</b>				
1. Hidden Dynamics of Poverty (HDP) training for 100 Trainers of Trainers (ToTs) - transport	Per Person	400	2	800.00
1. HDP training for 100 Trainers of Trainers (ToTs) - refreshments	Per Person	400	2	800.00
1. HDP training for 100 Trainers of Trainers (ToTs) - stationary and manuals	Per Person	400	2	800.00
1. HDP training for 100 Trainers of Trainers (ToTs) - venue	Day	8	50	400.00
1. HDP training for 100 Trainers of Trainers (ToTs) - airtime	Per Person	100	0.5	50.00
2. HDP ongoing training for 100 Trainers of Trainers (ToTs) - transport	Per Person	300	2	600.00
2. HDP ongoing training for 100 Trainers of Trainers (ToTs) - refreshments	Per Person	300	2	600.00
2. HDP ongoing training for 100 Trainers of Trainers (ToTs) - stationary and manuals	Per Person	300	2	600.00
2. HDP ongoing training for 100 Trainers of Trainers (ToTs) - venue	Day	6	50	300.00
2. HDP ongoing training for 100 Trainers of Trainers (ToTs) - airtime	Per Person	100	1.5	150.00
3. TBRI/Trauma training for 100 Trainers of Trainers (ToTs) - transport	Per Person	400	2	800.00
3. TBRI/Trauma training for 100 Trainers of Trainers (ToTs) - refreshments	Per Person	400	2	800.00
3. TBRI/Trauma training for 100 Trainers of Trainers (ToTs) - stationary and manuals	Per Person	400	2	800.00
3. TBRI/Trauma training for 100 Trainers of Trainers (ToTs) - venue	Day	8	50	400.00
3. TBRI/Trauma training for 100 Trainers of Trainers (ToTs) - airtime	Per Person	100	0.5	50.00
4. TBRI/Trauma ongoing training for 100 Trainers of Trainers (ToTs) - transport	Per Person	300	2	600.00
4. TBRI/Trauma ongoing training for 100 Trainers of Trainers (ToTs) - refreshments	Per Person	300	2	600.00
4. TBRI/Trauma ongoing training for 100 Trainers of Trainers (ToTs) - stationary and manuals	Per Person	300	2	600.00
4. TBRI/Trauma ongoing training for 100 Trainers of Trainers (ToTs) - venue	Day	6	50	300.00
4. TBRI/Trauma ongoing training for 100 Trainers of Trainers (ToTs) - airtime	Per person	100	1.5	150.00
5. HDP training for 25 partner staff - transport	Per Person	100	2	200.00
5. HDP training for 25 partner staff - refreshments	Per Person	100	2	200.00
5. HDP training for 25 partner staff - stationary and manuals	Per Person	100	2	200.00
5. HDP training for 25 partner staff - venue	Day	4	50	200.00
5. HDP training for 25 partner staff - airtime	Per Person	25	0.5	12.50
6. HDP ongoing training for 25 partner staff - transport	Per Person	75	2	150.00
6. HDP ongoing training for 25 partner staff - refreshments	Per Person	75	2	150.00
6. HDP ongoing training for 25 partner staff - stationary and manuals	Per Person	75	2	150.00
6. HDP ongoing training for 25 partner staff - venue	Day	3	50	150.00
6. HDP ongoing training for 25 partner staff - airtime	Per Person	25	1.5	37.50
7. TBRI/Trauma training for 25 partner staff - transport	Per Person	100	2	200.00
7. TBRI/Trauma training for 25 partner staff - refreshments	Per Person	100	2	200.00
7. TBRI/Trauma training for 25 partner staff - stationary and manuals	Per Person	100	2	200.00
7. TBRI/Trauma training for 25 partner staff - venue	Day	4	50	200.00
7. TBRI/Trauma training for 25 partner staff - airtime	Per Person	25	0.5	12.50
8. TBRI/Trauma ongoing training for 25 partner staff- transport	Per Person	75	2	150.00
8. TBRI/Trauma ongoing training for 25 partner staff - refreshments	Per Person	75	2	150.00
8. TBRI/Trauma ongoing training for 25 partner staff - stationary and manuals	Per Person	75	2	150.00
8. TBRI/Trauma ongoing training for 25 partner staff - venue	Day	3	50	150.00
8. TBRI/Trauma ongoing training for 25 partner staff - airtime	Per Person	25	1.5	37.50
9. 2 x SGBV care workshops for 100 Trainers of Trainers (ToTs) and 25 partner staff - transport	Per Person	500	2	1,000.00
9. 2 x SGBV care workshops for 100 Trainers of Trainers (ToTs) 25 partner staff - refreshments	Per Person	500	2	1,000.00
9. 2 x SGBV care workshops for 125 Trainers of Trainers (ToTs) / partner staff - stationary and manuals	Per Person	500	2	1,000.00
9. 2 x SGBV care workshops for 125 Trainers of Trainers (ToTs) / partner staff - venue	Day	4	50	200.00
9. 2 x SGBV care workshops for 125 Trainers of Trainers (ToTs)/partner staff - airtime	Per Person	125	1	125.00
10. Places of safety establishment / capacitating costs x 3 community based safe houses	Per Safe House	3	500	1,500.00
10. Places of safety support for 150 women and girls escaping SGBV @ \$20 per head	Per Person	150	20	3,000.00
10. Referral support costs for 150 women and girls escaping SGBV @ \$10 per head (for legal documentation, HIV testing, interviews for Oasis or external training courses)	Per Person	150	10	1,500.00
<b>Subtotal</b>				<b>22,425.00</b>
<b>Monitoring and Evaluation</b>				
Data collection - weekly meetings with Trainers of Trainers to monitor training dissemination and formation of SWATT TEAMS - transport	Month	45	15	675.00
Data collection - monthly phone calls to Trainers of Trainers to monitor training dissemination and formation of SWATT TEAMS	Per person	125	11	1,375.00
Quarterly project review meetings - transport	Per person	375	2	750.00
Quarterly project review meetings - food and refreshments	Per person	375	2	750.00
Quarterly project review meetings - venue	Per day	3	50	150.00
<b>Subtotal</b>				<b>3,700.00</b>
<b>Audit Fees</b>				
External audit of Oasis Zimbabwe annual accounts	One-off fee	1	1000	1,000.00
<b>Subtotal</b>				<b>1,000.00</b>
<b>Admin and Office Costs</b>				
Laptops	One-off purchase	1	450.00	450.00
Software licence	One-off purchase	1	100.00	100.00
Cell phone	One-off purchase	1	95.00	95.00
Central (Property, Utilities, Generator Fuel, Insurance)	Month	12	365	4,380.00
<b>Subtotal</b>				<b>5,025.00</b>
<b>Staff Cost</b>				
Project Lead / HDP specialist / CEO	Month	12	810	9,720.00
Trainer / Programme Manager	Month	12	200	2,400.00
Trauma/TBRI Specialist Trainer	Month	6	260	1,560.00
Finance & Administration Manager	Month	12	187.5	2,250.00
Monitoring & Evaluation Officer	Month	12	100	1,200.00
Driver	Month	12	60	720.00
<b>Subtotal</b>				<b>17,850.00</b>
<b>Total</b>				<b>50,000.00</b>

Total cost per direct beneficiary over 12 months (1000)

50.00

## BUDGET NOTES

### Specific Programme Costs

Include a brief description of all the expense types associated with project activities costs for this project. Include the methodology used to calculate the total cost estimates for each expense type, the assumptions, the number, unit cost of each activity, and the rationale for how those activities will support the achievement of the results of the project.

1. *Hidden Dynamics of Poverty (HDP) intensive training will take place for 2 groups of 50 beneficiaries over 4 days each. Transport, refreshments and stationary have all been calculated at \$2 per cost per person per day, based on similar training events run regularly by Oasis Zimbabwe. Venue cost has been calculated at \$50 per day based on similar events held regularly by Oasis Zimbabwe accommodating 50 people. Airtime to inform each trainee of arrangements has been budgeted at 50cents per person. This training will address the unacknowledge and unattended barriers of poverty cycles and mindsets which are detrimental to the capacity of vulnerable women to engage in services and opportunities related to SGBV.*
2. *HDP ongoing training will take place for 2 groups of 50 beneficiaries one day per quarter for three quarters. Transport, refreshments and stationary have all been calculated at \$2 per cost per person per day, based on similar training events run regularly by Oasis Zimbabwe. Venue cost has been calculated at \$50 per day based on similar events held regularly by Oasis Zimbabwe accommodating 50 people. Airtime to inform each trainee of arrangements has been budgeted at 50cents per person. This training will build on the intensive training described above, continuing to build the capacity of vulnerable women to engage in services and opportunities related to SGBV.*
3. *TBRI / deep trauma recovery intensive training will take place for the same 2 groups of 50 beneficiaries over 4 days each. Transport, refreshments and stationary have all been calculated at \$2 per cost per person per day, based on similar training events run regularly by Oasis Zimbabwe. Venue cost has been calculated at \$50 per day based on similar events held regularly by Oasis Zimbabwe accommodating 50 people. Airtime to inform each trainee of arrangements has been budgeted at 50cents per person. This training will address the psychological damage and behaviour patterns caused by trauma, which are detrimental to the capacity of vulnerable women to engage in services and opportunities related to SGBV.*
4. *TBRI / deep trauma recovery ongoing training will take place for the same 2 groups of 50 beneficiaries one day per quarter for three quarters. Transport, refreshments and stationary have all been calculated at \$2 per cost per person per day, based on similar training events run regularly by Oasis Zimbabwe. Venue cost has been calculated at \$50 per day based on similar events held regularly by Oasis Zimbabwe accommodating 50 people. Airtime to inform each trainee of arrangements has been budgeted at 50cents per person. This training will build on the intensive training described above, continuing to build the capacity of vulnerable women to engage in services and opportunities related to SGBV.*
5. *Hidden Dynamics of Poverty (HDP) intensive training will take place for 25 staff members of Oasis Zimbabwe's non-fiscal partner organisations over 4 days each. This group will comprise 2 Zimbabwe Republic Police Officers from local Victim Friendly Units, 2 Social Workers from the Department of Child Welfare and Protection Services, 2 staff from Restless Development, 2 staff from Population Services International - Zimbabwe, 2 staff from The Friendship Bench, 5 Nurses from local Ministry of Health Clinics, 5 Community Care Workers and 5 Village Health Workers attached to these same clinics. Transport, refreshments and stationary have all been calculated at \$2 per cost per person per day, based on similar training events run regularly by Oasis Zimbabwe accommodating 25 people. Airtime to inform each trainee of arrangements has been budgeted at 50cents per person. This training will address the unacknowledge and unattended barriers of poverty cycles and mindsets which are detrimental to the capacity of vulnerable women to engage in services and opportunities related to SGBV, tailored to the core competency areas of each stakeholder in terms of their service delivery.*
6. *HDP ongoing training will take place for the same group of 25 partner staff one day per quarter for three quarters. Transport, refreshments and stationary have all been calculated at \$2 per cost per person per day, based on similar training events run regularly by Oasis Zimbabwe. Venue cost has been calculated at \$50 per day based on similar events held regularly by Oasis Zimbabwe accommodating 25 people. Airtime to inform each trainee of arrangements has been budgeted at 50cents per person. This training will build on the intensive training described above, continuing to build the capacity of the respective service providers to deliver sensitive and appropriate services for survivors of SGBV.*
7. *TBRI / deep trauma recovery intensive training will take place for the same group of partner staff over 4 days each. Transport, refreshments and stationary have all been calculated at \$2 per cost per person per day, based on similar training events run regularly by Oasis Zimbabwe. Venue cost has been calculated at \$50 per day based on similar events held regularly by Oasis Zimbabwe accommodating 25 people. Airtime to inform each trainee of arrangements has been budgeted at 50cents per person. This training will address the psychological damage and behaviour patterns caused by trauma, which are detrimental to the capacity of vulnerable women to engage in services and opportunities related to SGBV, tailored to the core competency areas of each stakeholder in terms of their service delivery.*
8. *TBRI / deep trauma recovery ongoing training will take place for the same group of 25 partner staff one day per quarter for three quarters. Transport, refreshments and stationary have all been calculated at \$2 per cost per person per day, based on similar training events run regularly by Oasis Zimbabwe. Venue cost has been calculated at \$50 per day based on similar events held regularly by Oasis Zimbabwe accommodating 25 people. Airtime to inform each trainee of arrangements has been budgeted at 50cents per person. This training will build on the intensive training described above, continuing to build the capacity of the respective service providers to deliver sensitive and appropriate services for survivors of SGBV.*
9. *Two workshops will be facilitated on caring for survivors of SGBV, attended by half of the trained beneficiaries and half of the partner staff at each workshop (62/63 attendees at each workshop). Transport, refreshments and stationary have all been calculated at \$2 per cost per person per day, based on similar training events run regularly by Oasis Zimbabwe. Venue cost has been calculated at \$50 per day based on similar events held regularly by Oasis Zimbabwe accommodating 63 people. Airtime to inform each trainee of arrangements has been budgeted at 50cents per person. The workshops will enable the development of a community-based referral system for survivors of SGBV, incorporating community member and service provider viewpoints and building on the training each group has participated in described above.*
10. *Three community-based safe houses will be capacitated or established in partnership with local organisations, following the development of a community-based referral system for survivors of SGBV as described above. Each safe house will be supported according to need in terms of set-up or development, for example purchasing a mattress, bedding, adding security bars or locks onto doors and windows, purchasing crockery and cutlery. Cost of \$500 per safe house is based on known local costs of purchasing basic household supplies. Once these safe houses are functioning, 120 women and girls per year will be supported to escape situations of SGBV by accessing the community-based referral system. \$20 per woman or girl has been budgeted as emergency crisis provision. This is to cover transport to a police station and/or medical clinic and/or government hospital and/or Department of Child Welfare, and/or emergency supplies such as clothing, food and sanitary wear. These costs are based on known local expenses of transport and emergency supplies within Harare. \$10 per head has been budgeted for additional referrals during recovery, for example for obtaining legal documents, follow up HIV testing, transport to interview for a training course etc*

### Monitoring and Evaluation

Oasis Zimbabwe's M&E Officer will visit representatives from each group of beneficiaries and partner staff each month in person to gather data on activities and lessons learned, including number of peers trained and how successful this training was. This travel will be local to Oasis Zimbabwe's offices and has been budgeted at \$15 per week to cover the use of public transport to meet the various group representatives at strategic locations. The M&E Officer will make phone calls to each beneficiary and partner staff member trained each month; this has been budgeted at \$1 per person per phone call per month. Quarterly review meetings will be held for all 125 ToTs and partner staff to share information and lessons learned. Transport, refreshments and stationary has been budgeted at \$2 per cost per person per quarter for the reviews, as well as \$50 for the venue each quarter. All the above costs are based on Oasis Zimbabwe's existing M&E activity costs for similar programmes.

### Audit Cost

Oasis Zimbabwe's Board of Trustees engages an approved firm each year to carry out an external financial audit of Oasis Zimbabwe's financial accounts. The total cost is in the region of \$5000 USD for an overall organisational turnover of \$350,000 per year, however not all funding streams/grants contribute towards the audit cost. As such \$1000 USD has been allocated towards this overall cost.

### Admin and Office Costs

The purchase of a laptop, software licence and cell phone solely dedicated to this project has been budgeted for based on known current local costs. A contribution towards Oasis Zimbabwe's central organisational costs has been budgeted at 7% of the total grant request. Oasis Zimbabwe's core organisational costs are in the region of \$30,000 USD per year to cover insurance and maintenance of our buildings, equipment and vehicles, rates and utilities (including generator fuel and maintenance due to power cuts), telephone and internet, computer repairs and software subscriptions, printing and stationary costs. Not all funding streams/grants allow a contribution towards core costs.

### Staff Costs

*Project Lead & Hidden Dynamics of Poverty Specialist. Responsible for overseeing all project delivery and providing direct training on Hidden Dynamics of Poverty. 30% LOE based on 2018 Oasis Zimbabwe salary scale approved by Board of Trustees.*  
*Trainer / Project Co-ordinator - to be appointed. Responsible for co-ordinating training activities, liaising with trainees, facilitating training logistics. 20% LOE based on 2018 salary scale (Project Co-ordinator grade) Trauma recovery and*  
*TBRI Specialist. Responsible for trauma/TBRI training over 6 months of programme. 20% LOE based on 2018 salary scale (Programme Officer grade)*  
*Finance & Administration Manager. Responsible for overseeing financial distribution and reporting. 10% LOE based on 2018 salary scale (Programme Manager grade)*  
*Monitoring & Evaluation Officer. Responsible for all M&E activities related to projec. 10% LOE based on 2018 salary scale (Project Co-ordinator grade)*  
*Driver. Responsible for assisting Trainer, Finance & Administration Manager and M&E Officer with logistics associated with training events and banking. 10% LOE based on 2018 salary scale (Project Assistant grade)*