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%, 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 to 200,000. 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 – 1.3 million people currently live with HIV in Zimbabwe - 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, 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% and an HIV prevalence rate of between 16 and 20%. 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.

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2. Government of Zimbabwe Report 2017
4. Streets Ahead Enumeration, 2009
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 / $50 USD.
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<thead>
<tr>
<th>Expense Categories</th>
<th>Unit of Measurement</th>
<th>No. of units</th>
<th>Cost Per Unit</th>
<th>Amount in USD$</th>
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<tr>
<td><strong>Specific Programme Related Cost</strong></td>
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**Total Amount in USD$:** 50,000.00
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 $50 cents 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.

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 $50 cents 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 $50 cents per person. This training will address the psychological and unaddressed barriers of poverty cycles and mindsets 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 group of 25 beneficiary 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 $50 cents 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.

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 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 Redress 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. 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 $50 cents 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.

6. TBRI 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 $50 cents 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 $50 cents 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.

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 $50 cents 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 (6263 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 36 people. Airtime to inform each trainee of arrangements has been budgeted at $10 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.

10. Three community-based safe houses will be capacities 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. Transport to the safe house will be supported as per the fixed cost for transport in the budget. $10 per woman or girl who has been granted 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 folks per safe house 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 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 To Ts and partner staff to share information and lesson 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 $5500 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.

Furthermore, the assumptions made in this process are likely to be the major cause of errors in the BUDGET NOTES.