





# THE CHALLENGE

Gender Based Violence (GBV) is one of the most pervasive forms of human rights abuses and a major public health issue worldwide. Today, as many as 75% of women across Africa experience some form of GBV in their lifetime.

GBV is associated with immediate and long-term psychological, physical, social, academic, and interpersonal outcomes for the survivor. Victimization is connected to physical and psychological injury, sexually transmitted infections including HIV, social isolation, unwanted pregnancy, school drop-out, and child marriage. GBV is also associated with chronic poverty and reinforces gender power imbalances and increases a nation's health care costs from 1.2 - 2% of GDP, according to the World Bank.

Given the enormous psychological, social, health and economic costs combined with the high incidence of sexual assault, reducing GBV incidence is essential to progress in any society. Over the past 4 decades, billions have been spent globally on improving police, justice, health and social sector services for GBV survivors and on life-skills and GBV awareness campaigns. Unfortunately, these efforts have not moved the needle on GBV. While all interventions are important in mitigating its harmful effects, they do not prevent GBV from happening.

At the societal level, there are policies in place to prosecute sexual assault perpetrators, yet the crime remains under-reported and under-prosecuted, largely because of the blame and stigma assigned to victims as well as loopholes in the criminal justice system.

The endemic nature of sexual assault in Africa requires the implementation of effective prevention strategies at scale.

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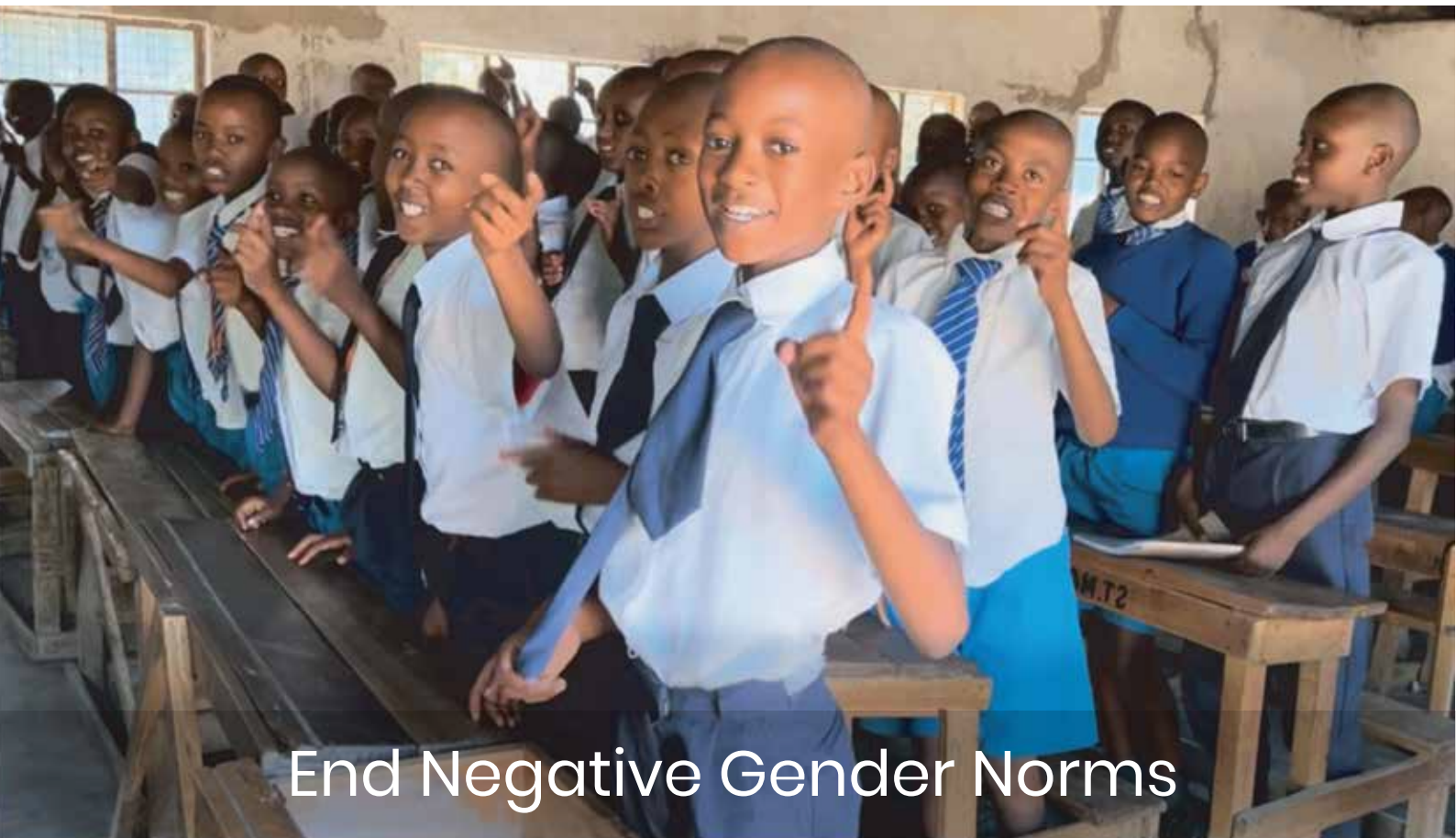
# THE OPPORTUNITY

Ending GBV is a foundational element the UN's Agenda 2030 for Sustainable Development. Countries around the world have committed to SDG **5.1**,

*"All forms of discrimination and violence against women and girls will be eliminated, including through the engagement of men and boys."*

But in order to eliminate GBV and end negative gender norms, the UN recognizes that **PREVENTION** has to be the highest priority,

*"Much of the response to violence against women and girls to date has focused primarily on intervening with affected women after the violence has occurred. Such strategies are essential to mitigate the devastating effects for survivors, but they cannot prevent violence from occurring in the first place."*



End Negative Gender Norms

**Empowerment Transformation Training (ETT)** is Ujamaa's evidence based, cost effective **PREVENTION SOLUTION.**

Our model for scaling ETT to an entire country through the public education system, is critical to addressing the extremely costly, seemingly intractable problem of gender-based violence.

# UJAMAA'S SOLUTION

## TO STOP GENDER BASED VIOLENCE

**Our Mission :** To end gender based violence.

Ujamaa works to empower girls to defend themselves against gender based violence (GBV) and supports boys to adopt positive gender norms and intervene to stop GBV in their communities.

We support youth to grow and transform their society to one that is gender equitable and does not tolerate violence against women and girls (VAWG).

### OUR CORE OBJECTIVES ARE:

- To equip every 10-20 year old girl and boy in East Africa with the skills required to prevent GBV;
- To support the Ministry of Education in Kenya and other countries to effectively implement our GBV prevention program through their public education system;
- To publish rigorous, peer reviewed, academic research on our impact.

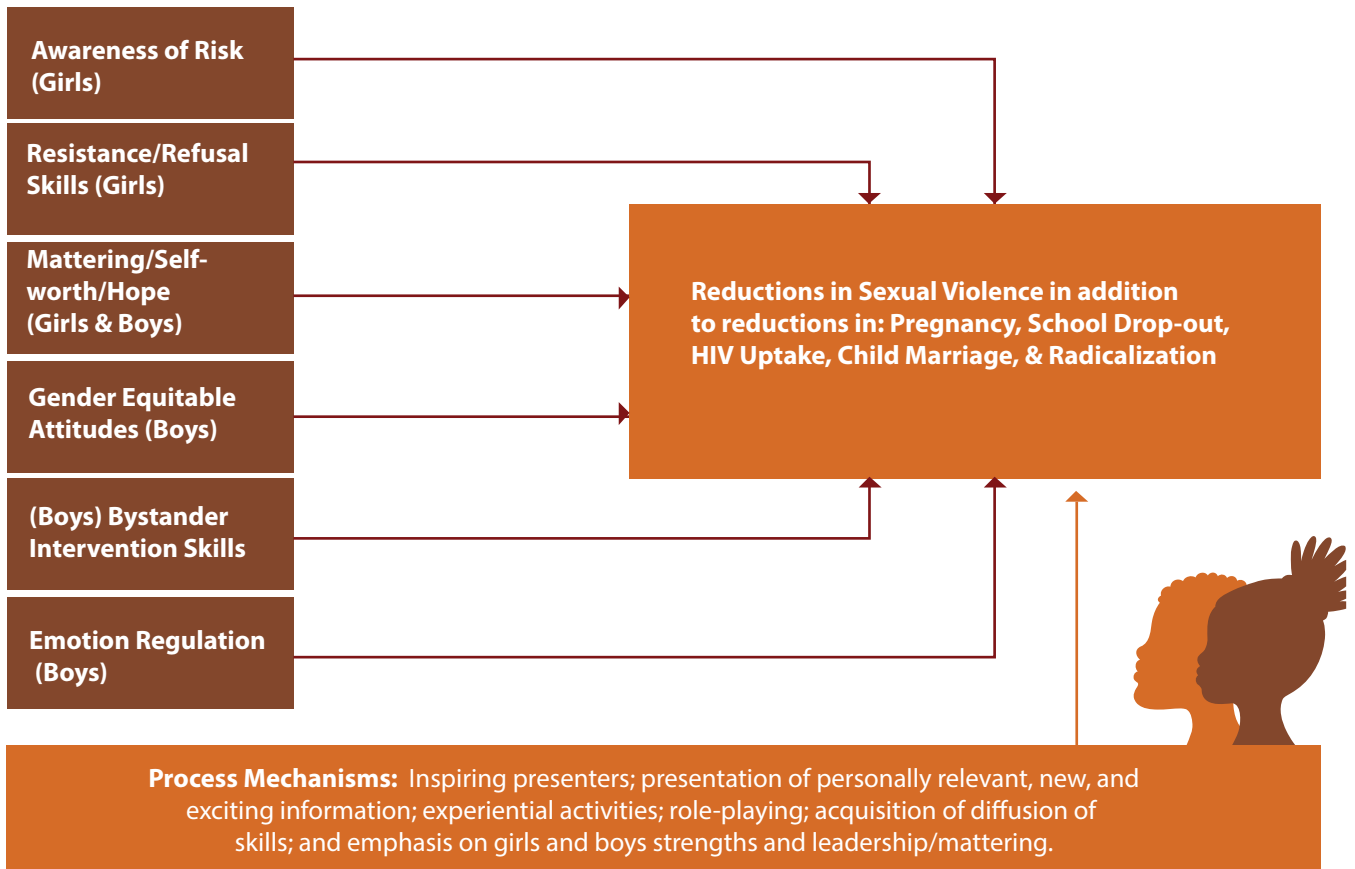


Girls Are **POWERFUL**

# THEORY OF CHANGE

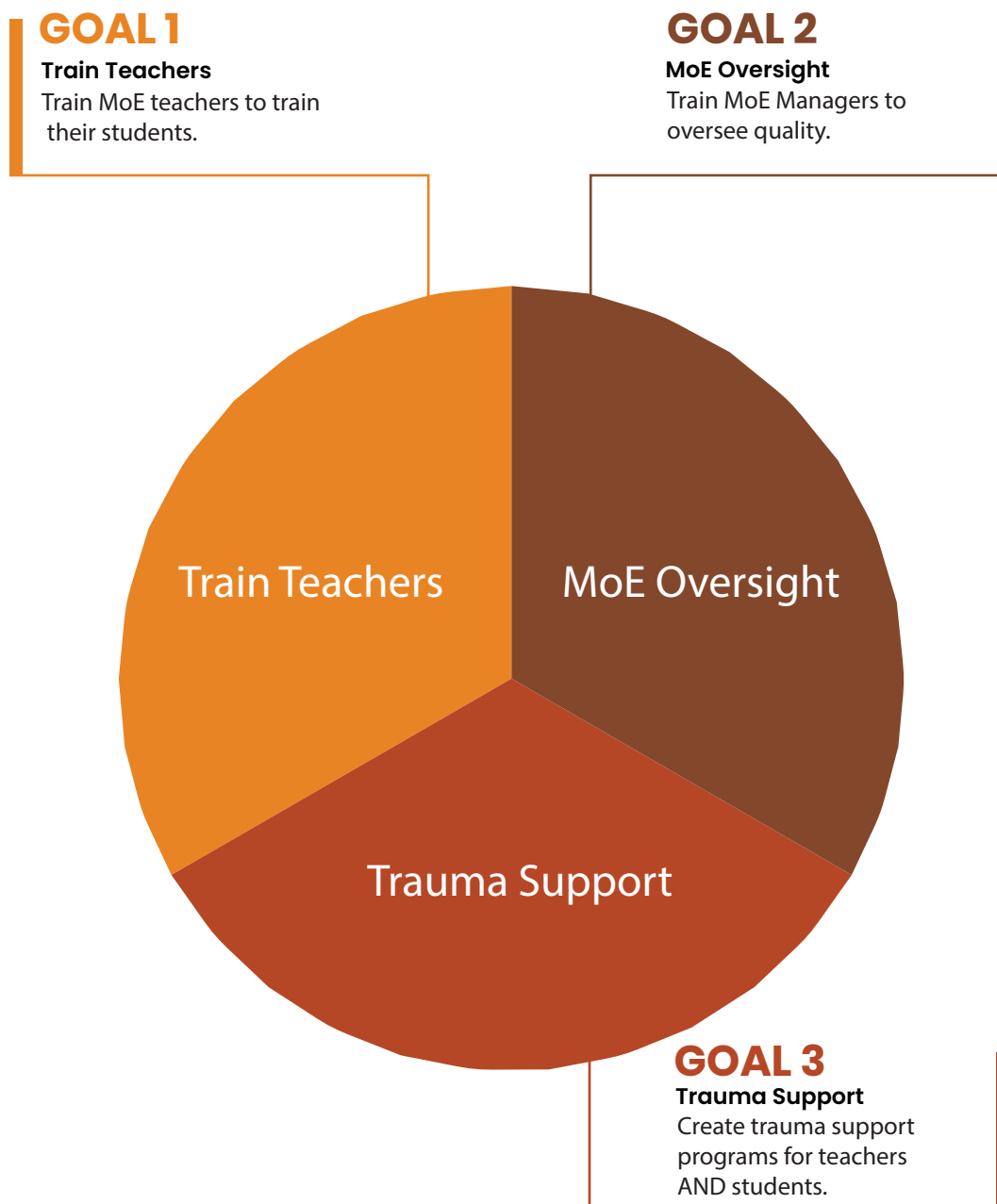
Theories of attitudinal and behavioral transformation, like the elaboration likelihood model (ELM) and theory of planned behavior, underpin our approach.

ELM focuses on long-lasting change through deep, personal engagement with content, while the theory of planned behavior emphasizes hands-on practice, especially for girls. Our programming, tailored to local cultures, prioritizes personal relevance and active involvement. Embracing the diffusion of innovation theory, we aim for broad impact by encouraging youths to share prevention strategies, potentially explaining reduced violence rates even among unprogrammed youth in certain areas.



# THREE PRIMARY GOALS

We will harness the potential of a talented pool of dedicated students and teachers who will teach this innovative curriculum within the national schools system for the future. Ujamaa aims to shift the cost burden of training and implementation to the MoE through effective integration.



Instead of growing our organization in order to reach more beneficiaries, our scaling model grows the capacity of the MoE to deliver ETT at scale.

We train teachers to deliver ETT in their own schools. We also train and support MoE Managers to oversee quality, collect data, and conduct yearly teacher recertification. In addition, we form trauma support groups for both teachers and students to alleviate the mental health challenges that stem from secondary traumatic stress and assault experiences.

# THE SCALING MODEL

In our original program, Ujamaa used our own experienced trainers to deliver a six-week curriculum directly to students in schools. In 2018, having established consistency and proof of concept, we received two-year funding from Grand Challenges Canada to develop and test a model for a country-wide scale up of ETT in Kenya. We moved away from using our own trainers to deliver ETT to students, towards a model that leverages existing resources in the public school system. In partnership with the Ministry of Education (MoE), Ujamaa began recruiting and training MoE Teacher Champions who could deliver ETT on an ongoing basis in their own and neighboring schools. In 2023, Ujamaa began implementing our scaling model in Malawi. The model works as follows:

Ujamaa trains MoE Teacher Champions to deliver ETT in their schools and communities.

Ujamaa trains the best of the MoE Teacher Champions to become Trainers of Trainers (TOTs).

MoE TOTs train MoE Teacher Champions to deliver ETT to upper primary and secondary schools throughout the countries in which we work.

Ujamaa trains the MoE to monitor and evaluate MoE Teacher Champions.

Ujamaa trains the MoE to collect data on metrics important to maintain program fidelity and that align with the MoE's own educational goals.

Ujamaa forms trauma support groups for teachers to alleviate the mental health challenges that stem from secondary traumatic stress.

Ujamaa also delivers an evidence based trauma support program for student survivors of sexual assault called SASA (Sexual Assault Survivors Anonymous).



Boys Want To **BE GOOD**

# KENYA

Year	No. of Teachers Trained	No. of Students Trained	Annual Budget	Cost Per Beneficiary
2023	2,000	400,000	1,100,000	2.75
2024	5,000	1,000,000	1,500,000	1.50
2025	9,000	1,800,000	1,700,000	0.94
2026	14,905	2,980,928	1,900,000	0.64
2027	23,140	4,628,028	2,100,000	0.45
2028	37,219	7,443,864	2,300,000	0.31
2029	40,000	8,000,000	1,100,000	0.14
2030	42,500	8,500,000	800,000	0.09

Our CPB decreases each year since we are keeping our organizational cost relatively constant and reaching significantly more students each year.

YEAR	COST PER BENEFCIARY
2023	2.75
2024	1.50
2025	0.94
2026	0.64
2027	0.45
2028	0.31
2029	0.14
2030	0.09

KENYA



[Click Here To See Scale Up Details](#)



# MALAWI

Year	No. of Teachers Trained	No. of Students Trained	Annual Budget	Cost Per Beneficiary
2023	225	45,000	235,000	5.22
2024	950	190,000	500,000	2.63
2025	3,000	600,000	700,000	1.17
2026	6,000	1,200,000	900,000	0.75
2027	10,000	2,000,000	1,100,000	0.55
2028	14,500	2,900,000	1,300,000	0.49
2029	17,500	3,500,000	800,000	0.23
2030	20,000	4,000,000	400,000	0.10

Please note that our projected budget is significantly less in Malawi than in Kenya because Malawi's population is approximately half the total population and targeted students in Kenya.

YEAR	COST PER BENEFICIARY
2023	5.22
2024	2.63
2025	1.17
2026	0.75
2027	0.55
2028	0.49
2029	0.23
2030	0.10

MALAWI



[Click Here To See Scale Up Details](#)

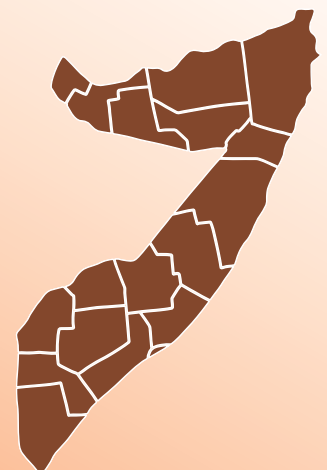
# SOMALIA

Year	No. of Teachers Trained	No. of Students Trained	Annual Budget	Cost Per Beneficiary
2024	110	22,000	850,000	38.64
2025	200	40,000	1,160,000	29.00
2026	500	100,000	1,500,000	15.00
2027	1,750	350,000	2,000,000	5.70
2028	3,500	700,000	2,500,000	3.57
2029	6,000	1,200,000	3,000,000	2.50
2030	8,500	1,700,000	1,500,000	0.88
2031	10,500	2,100,000	1,000,000	0.48

In Somalia we will continue to operate in the same manner we have been operating for the past 3 years with Unicef as our primary funder. Working in Somalia is cost intensive and we hope to recruit a funder who has a focus of working in that region from 2024-2031. We project that in 2024 we will secure such funding and begin scaling through the MoE at that point.

YEAR	COST PER BENEFICIARY
2024	38.64
2025	29.00
2026	15.00
2027	5.70
2028	3.57
2029	2.50
2030	0.88
2031	0.48

SOMALIA

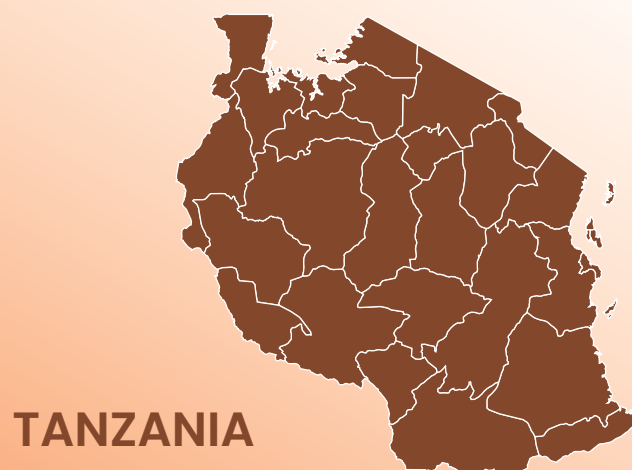


# TANZANIA

Year	No. of Teachers Trained	No. of Students Trained	Annual Budget	Cost Per Beneficiary
2024	50	2,500	70,000	28.00
2025	150	10,000	150,000	15.00
2026	1,000	200,000	500,000	2.50
2027	4,500	900,000	950,000	1.06
2028	9,250	1,840,000	1,300,000	0.71
2029	15,500	3,100,000	1,650,000	0.53
2030	22,500	4,500,000	2,000,000	0.44
2031	31,500	6,300,000	2,500,000	0.39
2032	37,500	7,500,000	1,250,000	0.17
2033	45,000	9,000,000	900,000	0.10

From end of 2024 through 2033 we will be adapting our program to the local context recruiting and training our staff, solidifying our relationship with the MoE and conducting a pilot study on efficacy. In 2026 we will begin training teachers in earnest and our official scale-up will begin.

YEAR	COST PER BENEFICIARY
2024	28.00
2025	15.00
2026	2.50
2027	1.06
2028	0.71
2029	0.53
2030	0.44
2031	0.39
2032	0.17
2033	0.10

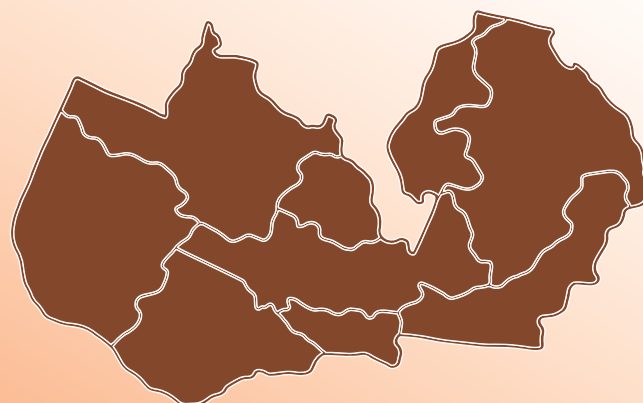


# ZAMBIA

Year	No. of Teachers Trained	No. of Students Trained	Annual Budget	Cost Per Beneficiary
2025	50	2,500	75,000	30.00
2026	150	10,000	180,000	18.00
2027	250	50,000	235,000	4.70
2028	950	190,000	500,000	2.63
2029	2,400	480,000	900,000	1.88
2030	6,000	1,200,000	1,300,000	1.08
2031	10,500	2,100,000	1,650,000	0.79
2032	15,000	3,000,000	2,000,000	0.67
2033	19,000	3,800,000	1,000,000	0.26
2034	25,000	5,000,000	500,000	0.10

From end of 2025 through 2034 we will be adapting our program to the local context, recruiting and training our staff, solidifying our relationship with the MoE and conducting a pilot study on efficacy. In 2028 we will begin training teachers in earnest and our official scale-up will begin.

YEAR	COST PER BENEFICIARY
2025	30.00
2026	18.00
2027	4.70
2028	2.63
2029	1.88
2030	1.08
2031	0.79
2032	0.67
2033	0.26
2034	0.10



ZAMBIA

# EVIDENCE BASED

As evidenced in countless studies in health, business, education and other fields, changes in knowledge and attitude do not translate into actual behaviour change.

ETT targets school going youth (aged 10-20 yrs). According to 9 published academic papers, our GBV prevention intervention impacts the lives of young people in the following ways:

1. 50% decrease in sexual assault amongst girls
2. 45% decrease in early marriage amongst girls
3. <45% decrease in pregnancy related school drop out
4. 40% decrease in school dropout amongst boys and girls
5. Dramatic decrease in boys negative gender norms and increase in bystander intervention

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# UJAMAA KEY STAFF

## **Benjamin Omondi Mboya, Executive Director Kenya**

As the Executive Director of Ujamaa Africa, Benjamin leads Ujamaa's school-based program which teaches empowerment defense to girls and gender transformation programs to boys in Kenya, Malawi, Somalia, and South Sudan. Over the past 6 years, he has co-authored several research papers in collaboration with Johns Hopkins University, Stanford University, Karolinska Institute and the United States International University (USIU) studying the effectiveness of this unique dual-gender approach for preventing violence against women and girls. In addition to an undergraduate degree in public health, he holds a Master's degree in Biometry from the University of Nairobi, School of Mathematics and is currently a PhD candidate in Public Health.

## **Martin Ndirangu, Executive Director Malawi**

As the Country Director for Malawi, Martin Ndirangu leads a dedicated team that implements empowerment and gender transformation programs for girls and boys as part of Ujamaa's initiatives in Malawi. Martin has been instrumental in driving Ujamaa Malawi's growth from initial registration to staff recruitment and training. Martin has also forged valuable partnership and collaboration with various stakeholders including Ministries of Education, Gender and Malawi police, notable donors including UNICEF, USAID and works closely with international research institutes such as John Hopkins and Karolinska. With over 9 years of professional experience, Martin excels in team leadership, project management, monitoring, and evaluation and project risk management. He is currently pursuing his Ph.D. in Population Studies at the University of Nairobi, holds a certificate in leadership and management in health from the University of Washington, and is concurrently completing an MSc. in Biostatistics at the University of Malawi, in addition to holding an MBA and a BSc. in applied statistics.

## **Nancy Akoth, Operations Director**

Nancy is an accomplished Project Management Professional with an in-depth understanding in developing and implementing sexual and gender-based programs. She is well-versed in spearheading new initiatives in support of functional operations and project completion. She is currently Operations Director at Ujamaa Africa where she manages all aspects of the day to day operations of the organization as it scales Ujamaa's school-based program- Empowerment Transformation Training in Kenya, Malawi, and Somalia. Over the past 7 years, she has lead the development and implementation of strategies to improve empowerment self-defense program while also designing and modifying program to match the contextual realities within Ujamaa's areas of operations more specifically Kakuma, Daadab, Malawi and Somalia. Her expertise ranges from conceptualization, design, administration, and monitoring of programs, leadership, quality management and fundraising. She is a certified member of Project Management Professional (PMP) and is currently undertaking Bachelor of Arts degree in Project Management at the University of Nairobi. She has previously been part of the Yes, I Do Alliance Project Implementation and Technical Team, and taken part in the Gender Transformative Approach Trainers of Trainees training conducted by Rutgers Netherlands in Nairobi. She is also a certified Master trainer (Trainer of Trainees)

## **Susan Njeri, Finance Manager**

Susan is a highly motivated, detail-oriented accounting and financial practitioner with over 10 years of experience in Not-for-profit sector. She is a Certified Public Accountant and a 1st Class Honors graduate in Business Management. Susan heads the finance departments in Kenya, Malawi and Somalia. Over the past years she has been involved in the development of the organization financial policies, structures and systems which has greatly improved the efficiency, transparency and accuracy of operations. Her expertise ranges from managing multi donor contracts, grants management, office operations management and multi- location financial operations including different government tax laws and regulations. Susan is in charge of overseeing the financial health of the organization and helps ensure financial sustainability. Susan is a member of Institute of Certified Public Accountants Kenya (ICPAK).

### **Nickson Langat, Research Manager**

Nickson is a highly trained statistician with over 14 years hands-on research experience on gender-based violence. His experience includes qualitative and quantitative research methods approaches. He has managed Ujamaa's engagement with academic institutions including Karolinska Institute, John Hopkins University, Stanford University, and the University of Nairobi in diverse settings including Kenya, Mogadishu (Somali), South Sudan, Malawi and Kakuma refugee camps. Nickson is a co-author of three peer reviewed journals and has experience designing monitoring and evaluation systems, design and development of data collection tools and systems, qualitative and quantitative data processing, and the development of data analysis techniques including developing machine learning algorithms on big data systems and predictive data analytics. He is currently submitting research concept papers for his PhD studies at the University of Nairobi.

### **Monica Mwangi, Communications Manager/Fundraising Coordinator**

Monica is an experienced and dedicated professional with a strong background in executive management support and fundraising coordination. With over 10 years' experience in Administration, 5 of which are in the non-profit sector, she provides executive level support to the Ujamaa Management team including managing calendars, scheduling meetings, and coordinating travel arrangements. She further prepares, edits correspondence, reports, and prepares presentations for executive-level distribution, conducts research and compiles data to support decision-making processes and strategic planning. As a Fundraising Coordinator, she is adept at identifying funding opportunities, cultivating relationships with donors, and developing innovative strategies to meet fundraising targets. She has a strong strategic mindset and a proven track record of implementing successful fundraising initiatives. Monica is an Economics graduate from the University of Nairobi and an All-Stars member at Women Work.