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# TANZANIA POLICE FORCE RESPONSE TO GENDER-BASED VIOLENCE AND VIOLENCE AGAINST CHILDREN: PLANNING FOR THE FUTURE

SEPTEMBER 21-23, 2016  
DODOMA, TANZANIA





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This publication is made possible by the generous support of the American people through the U.S. Agency for International Development (USAID) under the terms of Cooperative Agreement AID-OAA-A-14-00046. The contents are the responsibility of AIDSFree and do not necessarily reflect the views of USAID, PEPFAR, or the U.S. Government.

## AIDSFree

The Strengthening High Impact Interventions for an AIDS-free Generation (AIDSFree) Project is a five-year cooperative agreement funded by the U.S. Agency for International Development under Cooperative Agreement AID-OAA-A-14-00046. AIDSFree is implemented by JSI Research & Training Institute, Inc. with partners Abt Associates Inc., Elizabeth Glaser Pediatric AIDS Foundation, EnCompass LLC, IMA World Health, the International HIV/AIDS Alliance, Jhpiego Corporation, and PATH. AIDSFree supports and advances implementation of the U.S. President's Emergency Plan for AIDS Relief by providing capacity development and technical support to USAID missions, host-country governments, and HIV implementers at the local, regional, and national level.

## Recommended Citation

Mihyo, Zuki, Jennifer Casto, and Ignatio Chiyaka. 2017. *Tanzania Police Force Response to Gender-based Violence and Violence against Children: Planning for the Future*. Arlington, VA: Strengthening High Impact Interventions for an AIDS-free Generation (AIDSFree) Project.



## AIDSFree Tanzania Uniformed Services

JSI Research & Training Institute, Inc.  
Plot No. 2 Bongo, Oyster Bay  
P.O. Box 9263  
Dar es Salaam, Tanzania

## JSI Research & Training Institute, Inc.

1616 Fort Myer Drive, 16th Floor  
Arlington, VA 22209 USA  
Phone: 703-528-7474  
Fax: 703-528-7480  
Web: [aidsfree.usaid.gov](http://aidsfree.usaid.gov)

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# ACRONYMS

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AIDSFree	Strengthening High Impact Interventions for an AIDS-free Generation
GBV	gender-based violence
SOP	standard operating procedure
PGCD	Police Gender and Children's Desk
TPFN	Tanzania Police Female Network
UNICEF	United Nations Children's Fund
VAC	violence against children





# INTRODUCTION

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This report summarizes the proceedings of the three-day *Tanzania Police Force Response to Gender-Based Violence and Violence Against Children: Planning for the Future* meeting. The meeting, jointly organized by the Strengthening High Impact Interventions for an AIDS-free Generation (AIDSFree) project and the Tanzania Police Female Network (TPFN), was held September 21–23, 2016 in Dodoma with 47 police officers listed in **Annex 1** from 36 regions of Tanzania.

The meeting focused on developing recommendations for the 2017–2020 Police Gender and Children’s Desks (PGCDs) Action Plan. Capacity-building sessions were delivered on topics such as leadership skills, women’s empowerment, and adherence to the codes of conduct of the Tanzania Police Force. Participants’ knowledge of, and ability to respond to gender-based violence (GBV), violence against children (VAC), and sextortion<sup>1</sup> were also refreshed. Results of the recent United Nations Children’s Fund (UNICEF) evaluation of the PGCDs 2013–2016 Action Plan were presented, discussed, and built upon to develop recommendations for the 2017–2020 Action Plan. The full meeting agenda is presented in **Annex 2**.

Ignatio Chiyaka, AIDSFree Training and Curriculum Design Specialist and Zuki Mihyo, AIDSFree GBV and HIV Specialist, facilitated the meeting. The facilitators used participatory methods such as brainstorming, small group work/activities, and appreciate interviews, as well as PowerPoint presentations and plenary discussions. Both English and Kiswahili were used to ensure participants’ full and effective contribution and participation.

## Objectives, Expectations, and Recommendations

### Objectives

Overall participant feedback was positive and the following objectives were achieved as highlighted by the post-meeting participant evaluations:

1. Identify successes and achievements of the 2013–2016 Action Plan in each of the three focus areas and where more work is needed.

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<sup>1</sup> Sextortion refers to the broad category of sexual exploitation in which abuse of power is the means of coercion, as well as to the category of sexual exploitation in which threatened release of sexual images or information is the means of coercion.

2. Agree upon priority areas for the 2017–2020 Action Plan to build on successes and address areas that need improvement to enhance quality of GBV and VAC services.
3. Explore opportunities to respond to sextortion and approaches to enhance leadership roles and skills for female police officers.

Participants completed a written evaluation of the meeting rating the extent to which the meeting met the objectives using a 5-point scale where 5 was “Extremely well,” 3 was “Moderately well,” and 1 was “Not at all.” Of the 47 participants in attendance, 37 provided feedback on achievement of the objectives. **Figure 1** below shows that all objectives received ratings between **4.03** and **4.58**.

**Figure 1: Objective Ratings (N=37)**



Participants were also asked questions about what they appreciated the most about the meeting, how they anticipated applying what they learned to their work, suggestions for improving future meetings, and any additional comments they might have about the overall workshop.

- Thirty-five (35) out of 37 respondents provided additional feedback on what they appreciated the most about the meeting. Respondents focused on the participatory nature of the workshop, the skills of the facilitators, and the relevance of the workshop topics. A full list of responses is in **Annex 3**.
- Thirty-four (34) out of 37 respondents provided feedback on what they would do differently as a result of the meeting. Responses focused on applying the knowledge they gained during the workshop to their daily work on GBV and VAC. A full list of responses is in **Annex 4**.
- Thirty-three (33) out of 37 respondents offered suggestions or made comments on how to improve future meetings of this kind. Responses suggested increasing the length of the

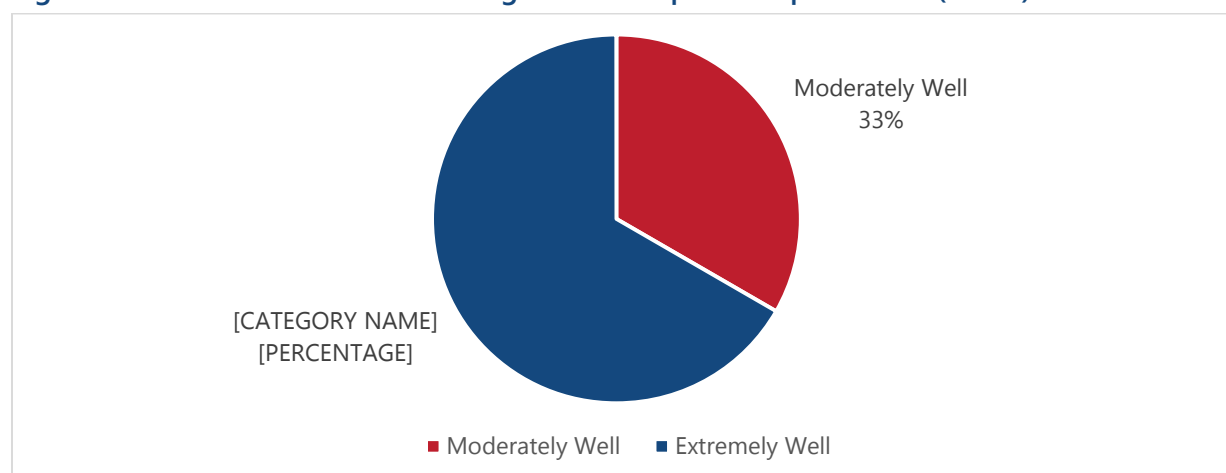
workshop, communicating with participants in advance regarding workshop expectations, and including more men in the workshop. A full list is contained in **Annex 5**.

- Twenty-two (22) out of 37 respondents provided additional comments about the workshop. These comments provided positive feedback, congratulations to the facilitators, and included requests for additional workshops and supportive supervision to deliver this training at their prisons. These responses are listed in **Annex 6**.

## Expectations

Following the opening session, the facilitators reviewed the meeting objectives, expected deliverables, and agenda then asked participants to present the most important thing they brought to the meeting and their expectations. Participants' expectations focused on increasing their knowledge of GBV and VAC, improving their skills to address these issues in their work, sharing their experiences with fellow officers, and leveraging the TPFN to improve overall response to GBV and VAC survivors. At the end of the meeting, participants were given evaluation forms to fill out and asked to rate the extent to which the meeting met their expectations as "Not at All," "Moderately Well," and "Extremely Well." **Figure 2** shows that 100 percent of participants felt that the meeting met their expectations "Extremely Well" (67%) or "Moderately Well" (33%). A full list of participants' expectations and their comments about their expectations being met are presented in **Annex 7 and Annex 8**.

**Figure 2: The Extent to which Meeting Met Participants' Expectations (N=36)**



## Police Gender and Children's Desk Action Plan Recommendations

Two of the meeting objectives and numerous sessions focused on reviewing the existing 2013–2016 PGCDs Action Plan, including analyzing the results of the UNICEF evaluation and developing recommendations for the way forward for the 2017–2020 Action Plan. The following recommendations for the 2017–2020 Action Plan (grouped by Action Plan priority areas) were derived from these discussions:

## **Infrastructure**

1. Establish PGCDs in all police stations in the country
2. Equip PGCDs to be in compliance with the Standard Operating Procedures (SOPs) of the Gender and Children's Desks guidelines
3. Renovate the existing PGCDs to be in compliance with the Gender and Children's Desks guidelines.

## **Training and Development**

1. Deliver additional training of trainers to increase the number of trainers beyond the 25 who were trained from the pilot regions
2. Involve more male police officers in GBV and VAC training at national, regional, and district levels
3. Conduct more sensitization programs at all levels, including the community level
4. Strengthen monitoring and evaluation of PGCD activities in the rolled-out regions and districts
5. Review and update current PGCD training curriculum and tools
6. Include magistrates, prison officers, social welfare officers, and others in the orientation of law enforcement agencies.

## **Partnership and Public Awareness**

1. Include activities to assess the GBV and VAC interests of partners, such as government ministries, agencies, and departments; community-based organizations; UN agencies; and other development partners and donors
2. Strengthen the existing GBV and VAC partnerships and identify new ones
3. Consider sharing PGCD reports with all partners to increase awareness and promote transparency
4. Engage stakeholders (e.g., community, religious, and political leaders; educators; and legal professionals) to assist in capacity-building and awareness programs.

## **Overview of Sessions**

### **Capacity-Building Sessions**

The meeting included a number of capacity building sessions that enhanced participants' skills in handling incidences of GBV, VAC, and sextortion. These sessions focused on topics that PGCD officers encounter in their everyday work, such as GBV, VAC, sextortion, and more. Sessions on specific issues that female police officers face included promoting gender equality in the police force, building self-confidence, leadership skills, empowerment, and others.

## Session Ratings

Participants were also asked to rate their level of satisfaction with individual meeting sessions using a 5-point scale where 5 was “Extremely satisfied” and 1 was “Not at all satisfied.” Table 1 shows the average rating for each session, listed chronologically. “N” represents the number of respondents (out of 37 possible) who rated the session.

**Table 1: Session Ratings**

<b>Day 1: Wednesday, September 21</b>	<b>N</b>	<b>Rating</b>
Opening Ceremony	36	4.61
UNICEF Evaluation results of PGCD	36	3.94
Successes, Values, and Three Wishes (Appreciative Interviews)	36	4.36
Triumphs and Challenges	34	4.24
<b>Average Rating</b>		<b>4.29</b>
<b>Day 2: Thursday, September 22</b>	<b>N</b>	<b>Rating</b>
Unleashing the Power of Female Police Officers	36	4.78
Identification of Challenges of PGCDs and Police Career: Contributing Factors for Successes and Challenges	37	4.41
Group Work on All Three Action Plan Areas: Police Infrastructure, Training and Development Partnership, and Public Awareness	36	4.44
Identifying Opportunities for Improving 2017–2020 Action Plan	37	4.43
<b>Average Rating</b>		<b>4.43</b>
<b>Day 3: Friday, September 23</b>	<b>N</b>	<b>Rating</b>
Review of the 2013–2016 Action Plan	33	4.30
Ethics and Discipline in Police Officers	37	4.54
Presentation on Leadership Skills and Women's Empowerment	36	4.31
Presentation on Sextortion, GBV, and VAC	36	4.86
Strategic Priorities and Recommendations for 2017–2020 Action Plan	37	4.11
Closing: Heads, Hearts, and Feet	37	4.46
<b>Average Rating</b>		<b>4.43</b>

## Opening Ceremony

The AIDSFree Tanzania Technical Director, Dr. Peter Maro, welcomed participants and Deputy Police Inspector General, Mr. Abdurahman Kaniki, gave the official opening remarks and opened the meeting. The remarks highlighted the key roles of the Tanzania Police Force, including GBV and VAC prevention and response through PGCD. Deputy Police Inspector General, Mr. Kaniki, commended the work of the female police officers who have made an impact despite the fact that they represent only 20 percent of Tanzania’s 48,546 police officers.

The Police Commissioner, Mrs. Elice Mapunda, presented the history of TPFN, which founded the PGCDs, and provided an overview of the PGCD, including its mandate and mission.

**Mandate:** Strengthen police capacity in preventing and responding to GBV and child abuse by the criminal justice system with a vision of creating a society free of GBV and child abuse; and to assist GBV victims in privacy with high level of confidentiality.

**Mission:** Increase capacity to prevent GBV and child abuse and to effectively handle cases, to provide quick and friendly services to the victims, to network with other stakeholders on GBV and child abuse prevention and response, and to increase community awareness that GBV and child abuse are violations of human rights.

The Commissioner closed her presentation by highlighting some key TFPN and PGCD achievements. These are displayed in **Table 2**:

**Table 2: Key Achievements and Challenges**

PGCD and TFPN Achievements	PGCD and TFPN Challenges
<ul style="list-style-type: none"> <li>• Implemented the National GBV Action Plan 2001–2005</li> <li>• Developed the Police SOPs and Guidelines for PGCD GBV prevention and response</li> <li>• Established 417 PGCDs, of which 30 are aligned with SOP requirements</li> <li>• Developed PGCD training manuals in cooperation with various stakeholders</li> <li>• Trained 2,700 PGCDs officers, as well as lawyers and social workers on GBV and VAC</li> <li>• Constructed 30 PGCDs offices, and provided furniture and supplies in line with the SOPs</li> <li>• Established three one-stop centers in health facilities: two in Mbeya and Iringa with the support of Marie Stopes; and one at Amana hospital, Ilala District, Dar es Salaam</li> <li>• Organized and participated in public awareness campaigns with community members during Sabasaba celebrations and 16 Days of Activism against GBV</li> <li>• Educated women to participate in productive development activities and to know their legal rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited financial and human resources and time committed to the TFPN</li> <li>• Very few females occupy high-level management positions</li> <li>• Lack of mentorship and opportunities for female police officers prevents them from achieving their full potential.</li> </ul>

## UNICEF Evaluation Results: Police Gender and Children's Desks<sup>2</sup>

UNICEF consultant, Mr. Johnas Buhori, presented the results of UNICEF recent evaluation of the 2013–2016 Police Gender and Children's Desk Action Plan. The evaluation was designed to enhance police effectiveness and efficiency in preventing and responding to cases of GBV and

<sup>2</sup> Results of UNICEF evaluation were presented earlier than planned because the consultant presenting the results was required to return to Dar es Salaam the same day.

VAC. The Action Plan presented clear targets and strategies for achieving and monitoring these targets in three focus areas: infrastructure, training and development, and partnership and public awareness. The evaluation included an overview of GBV and VAC cases reported from 2013 to 2016 at the PGCDs in the six pilot regions of Dar es Salaam, Dodoma, Iringa, Kilimanjaro, Mara, and Mbeya. This information is presented in **Table 3** below.

**Table 3: Reported Incidents of GBV from 2013 to 2016 in Six Pilot Regions**

<b>GBV Incident</b>	<b>Jan-Dec 2013</b>	<b>Jan-Dec 2014</b>	<b>Jan-Dec 2015</b>	<b>Jan-June 2016</b>
<b>Rape</b>	456	497	522	297
<b>Sodomy</b>	23	33	24	18
<b>Throwing away babies</b>	28	17	17	4
<b>Stealing babies</b>	13	16	21	8
<b>Impregnating pupils</b>	53	45	50	28
<b>Eloping with pupils</b>	22	16	19	9
<b>Injury</b>	102	134	132	71
<b>Attacks</b>	138	127	216	96
<b>Insulting language</b>	166	172	198	92
<b>Deserting family</b>	34	39	44	21
<b>Sexual relationship with pupil</b>	20	21	19	7
<b>Abortion</b>	3	9	12	8
<b>Trafficking in persons</b>	5	4	6	2
<b>TOTAL</b>	<b>1,066</b>	<b>960</b>	<b>1,281</b>	<b>661</b>

In total, 180 people from the six pilot regions were interviewed. Out of these, 140 were police officers, 20 social welfare officers, 10 court officials, and 10 community leaders. Results indicate a reduction in reported GBV and VAC incidences in the six pilot regions from 1,066 in 2013 to 661 in June 2016. Of the 417 PGCDs across Tanzania, 70 percent received one to three cases a day. Among PGCDs, 55 percent of officers have been working on the desks for less than 3 years, and 2,700 have been trained on GBV and VAC but additional training is still needed. Achievements, challenges, and recommendations on the way forward for the PGCDs as identified by the UNICEF evaluation are listed below:

### **PGCD Achievements**

- New PGCDs have been constructed, but more still need to be built to meet the demand
- More community members are aware of the services provided by PGCDs
- More GBV and VAC incidences/cases were reported in 2015 calendar year than in 2013 calendar year.

## PGCD Challenges

- GBV and VAC are still prevalent, but many cases go unreported
- Grassroots-level GBV and VAC reporting mechanisms, specifically for village executive officers, ward executive officers, and street leaders/ten cell leaders need to be strengthened or established
- Medical doctors are frustrated with the court system when they are called as witnesses; this may lead to a reluctance to document cases of GBV and VAC
- Court personnel does not give priority to GBV and VAC and these cases take a long time to prosecute resulting in GBV and VAC survivors and witnesses waiting for a long time and being forced to make multiple trips to court, which can be an economic burden.

## Recommendations for the Way Forward:

- Improve the existing PGCD infrastructure and construct new facilities at each police post, including those at the borders where PGCDs are not yet located
- The Tanzanian Police Force should prioritize capacity building, and sharing of information and knowledge on GBV and VAC for all police officers
- A national budget should be dedicated to the operation of PGCDs
- Public awareness and sensitization efforts on the purpose of the PGCDs and the services available at these locations should be conducted; these efforts should also demystify the idea that PGCDs provide services only for women and children
- Efforts should be made to increase professionalism at the PGCDs
- Efforts should be made to involve or encourage more male police officers in running the PGCDs
- Recruit social workers and psychologists for PGCDs to make sure services and skilled personnel are available when needed.

## Successes, Values, and Wishes

The purpose of this session was to reflect on successes, values of, and wishes for the PGCDs to help inform recommendations for the 2017–2020 Action Plan. This activity was conducted using appreciative interviews during which pairs shared: (1) a story of an exceptional, peak experience when they really felt successful and that they were making a difference for those who have experienced violence in Tanzania, (2) what they value about their work on the PGCDs, and (3) what wishes they have to make more exceptional experiences happen. In groups of four, participants developed common themes from their successes, values, and wishes, which are displayed in **Table 4** below.



**Table 4: Participants' Successes, Values, and Wishes**

Successes	Values	Wishes
<ul style="list-style-type: none"> <li>Professionalism (knowledge, skills, and competence) and high-level commitment</li> <li>Community awareness on GBV and VAC</li> <li>Increased level of sensitization that has increased the number of reported cases of GBV and VAC at PGCDs</li> <li>Reduction of offences on GBV and VAC</li> <li>Good relationship/partnerships with stakeholders (e.g., with government and nongovernmental organizations in combating GBV and VAC; at local level with village executive officers and ward executive officers; with magistrates/courts; with the director of public prosecution office; with social workers and welfare officers, schools/teachers, social workers, and medical practitioners)</li> <li>Increased number of convictions of perpetrators</li> <li>Effectiveness and efficiency in interviewing victims, apprehending accused persons, and collecting relevant evidence/investigation</li> <li>Proper follow-ups, securing of key witnesses, and referrals pathways</li> <li>Active PGCDs officers</li> <li>Information sharing</li> <li>Commitment and willingness to combat GBV and VAC.</li> </ul>	<ul style="list-style-type: none"> <li>Observing human rights and dignity (e.g., during arresting, interrogating, and interviewing) and good handling of GBV and VAC victims to see justice is being done</li> <li>Observing integrity and confidentiality towards GBV and VAC victims</li> <li>Privacy and confidentiality, and accountability and responsibility when interviewing GBV and VAC victims and witnesses</li> <li>Taking immediate action on issues related to sexual and gender-based violence</li> <li>Provision of timely and sufficient services to GBV and VAC survivors</li> <li>Giving priority when dealing with GBV and VAC survivors</li> <li>Nondiscrimination against beneficiaries of the PGCDs services</li> <li>Maintaining good relationship among the police officers, and with the communities and their families</li> <li>Facilitating community engagement and information sharing</li> <li>Facilitating communication and information sharing</li> <li>Professionalism and provision of good customer care.</li> </ul>	<ul style="list-style-type: none"> <li>Eradication of GBV and VAC within communities/society</li> <li>Strong following-up on reports, investigation, and cases in courts</li> <li>Adequate and good infrastructure for the PGCDs in line with the Police SOPs (e.g., guidelines on building/offices, furniture, toys for victim's children, vehicles, etc.)</li> <li>More and continuous training of PGCD officers</li> <li>Building capacity on community education on GBV and VAC through trainings, seminars, and workshops</li> <li>A special court to address GBV and VAC criminal-related cases</li> <li>A program for advocating against GBV and VAC</li> <li>Establishing of GBV victim support schemes, including safe houses/drop-in-centers</li> <li>One-stop centers in police stations in all 36 regions</li> <li>Safe places for keeping GBV and VAC survivors</li> <li>Financial support; increasing budget for the PGCDs</li> <li>Promoting female police officers' capabilities and competencies</li> <li>More trainings, workshops, and seminars for PGCDs officers and communities</li> <li>PGCDs compliance with the guidelines for their establishment</li> <li>Special gender operational funds for medical services, food, and transportation of GBV and VAC survivors.</li> </ul>

## Unleashing the Power of Female Police Officers

Commissioner Mapunda provided an overview of internal and external factors that may be affecting the success of female police officers. Commissioner Mapunda encouraged participants to change their own mindset and behavior to address internal factors such as self-confidence and leadership skills, planning and time management, and having positive social/gender norms, attitudes, and motivation. She also called on participants to be empowered to address negative cultural beliefs such as female genital mutilation, early marriages, etc. by encouraging change in the mindset and behavior of others, including those in the community and fellow police officers.

## Challenges and Successes of Police Gender and Children's Desks

Participants worked in small groups to share their triumphs and successes, as well as challenges and gaps related to implementing the 2013–2016 Action Plan. Then they were divided into three groups to identify opportunities to improve on the 2017–2020 Action Plan. Below is a summary of the factors contributing to successes, challenges, and opportunities for the way forward identified by participants:

### Factors Contributing to the Triumphs/Successes

- Commitment, willingness, and integrity
- Cooperation with stakeholders (e.g., doctors, survivors, social workers)
- Multi-sectoral approach in addressing GBV and VAC
- Political will and enactment of the Law of the Child Act
- Close follow-up of GBV and VAC cases
- Establishment of one-stop centers
- Training/workshops/seminars and increased public community awareness
- PGCD officers' competence and commitment
- Stakeholders' willingness and readiness
- Existence of laws, regulations, and guidelines on GBV and VAC
- Training, campaigning, and awareness created within the communities
- Good investigation of GBV and VAC cases
- Community/public awareness
- Information sharing – community leaders, village executive officers, ward executive officers, teachers, social welfare officers, etc.
- Wind of change – change of attitudes within the police force and community at large.

### PGCD Challenges

- Inadequate PGCD facilities (e.g., transport, office furniture)

- Insufficient human resources (e.g., international standard is 1 police officer to 400 people, Tanzania's ratio is 1 police officer to 1,500 people)
- Misallocation of human resources (i.e., professionalism versus job allocation)
- Tradition and culture (e.g., negative social/gender norms, cultural practices traditional beliefs such as female genital mutilation and stereotyping, etc.)
- Lack of confidentiality of some PGCD officers either due to lack of office space or lack/limited training on addressing GBV and VAC
- Poor cooperation of key witnesses
- Communication barrier with survivors and witnesses who use their tribal language/vernacular
- Poverty/economic factors causing the survivor to comprise; at family level, sometimes the perpetrator gives money in the form of a bribe not to report the GBV or VAC incidence
- Inadequate training on issues of trafficking, crime investigation department, and gender issues
- Weak communication or communication gap between police officers and community
- Limited commitment and accountability by some of the experts working on GBV and VAC
- Delay in filling the Police Form 3 by doctors
- Delayed opinion or reports from various experts (e.g., the Government Chief Chemist Office, DNA officers (results coming late), doctors, and other stakeholders)
- Long delays in case hearings before the court of law
- Inadequate skills among other law enforcement agents (e.g., prosecutors, magistrates, and social welfare officers)
- Low priority given to GBV cases in courts
- Corruption among some officers
- Limited working tools and facilities, and limited government budget and financial support
- Poor working environment and poor supervision
- Limited awareness of issues related to GBV and VAC among some communities living in the periphery
- Infrastructure, weather conditions, poor communication, or poverty/lack of income make it difficult or impossible for some GBV survivors to access PGCD services
- Geographical factors and location, which make it difficult or impossible to locate where survivors and witnesses reside
- Contradiction of Law Marriage Act of 1971 and Child Act of 2009 – the Law of Marriage Act (LMA 1971) allows for boys to marry at 18 and girls to marry at 15; girls can also marry at 14 years old if courts and parents give permission
- Resistance by GBV and VAC victims and witnesses to prosecute due to intimidation or pressure to drop or discontinue with the case
- Lack of cooperation from relatives of the victims due to cultural beliefs

- Most men think PGCDs are for women only
- Male superiority due to culture causing many men not report violence perpetrated against them.

### Opportunities for the Way Forward: 2017–2020 Action Plan

- Working with stakeholders to build capacity and improve skills of PGCDs officers
- Use of internal and external experts
- Use of community police (*polisi jamii*)
- Community engagement
- Reviewing and amending conflicting laws
- Increasing government budget to address GBV and VAC
- Developing proposals to seek financial support from stakeholders
- Establishing income-generating activities to fund PGCD activities
- Increasing male involvement and awareness on GBV and VAC issues
- PGCDs outreach to communities.

*NB: PGCD's have submitted a proposal for the establishment of a special court for GBV and VAC cases as per the 2013-2016 Action Plan.*

### Looking Back, Looking Forward: Action Plan Priority Area Group Work

Participants created a vision for the PGCDs using the vision in the 2012 Tanzania Police SOPs, which is: "To create a free society that is free from gender-based violence and child abuse." After the vision was agreed upon, participants analyzed the 2013–2016 Action Plan and answered the following questions: "How do we move toward the vision you drew?" and "What changes can be made right away to make the environment more conducive to success?"

Participants reflected on where the PGCDs have made progress, and identified gaps and challenges. Participants worked in three groups, each of which was assigned one of the three Action Plan priority areas. Each group analyzed outputs/targets, activities, and milestones/achievements of the 2013–2016 Action Plan. Participants then reflected on triumphs/successes, challenges, and contributing factors that they identified earlier, and used those to analyze the outputs/targets, activities, baselines, and milestones of the 2017–2020 Action Plan. The results of this work are presented in **Table 5** below:

**Table 5: Looking Forward Action Plan Priority Areas**

Outcomes/Targets	Proposed Activities	Baseline	Milestones
<b>Infrastructure</b>			
PGCDs in all 167 districts operating by 2020 in line with guidelines	<ol style="list-style-type: none"> <li>Develop standardized equipment list for PGCDs, such as <ul style="list-style-type: none"> <li>Reception and recording room</li> <li>Interview room with sufficient interviewing adults</li> <li>Child-friendly interview room for handling child survivors and witnesses</li> <li>Rest room for survivors who are traumatized</li> <li>Improved wash room</li> </ul> </li> <li>Rehabilitation of the existing PGCDs</li> <li>Procurement of the PGCDs in line with the standardized equipment list, such as <ul style="list-style-type: none"> <li>One table, two chairs, books, telephone, calendar, wall clock, dust bin, and fan</li> <li>Table, sofas, filling cabins, cupboards, air conditioners, and curtains</li> <li>Table, chairs, toys, and camera cupboard</li> <li>Restroom, mattress, and mosquito nets</li> </ul> </li> <li>Conducting annual inventory</li> <li>Dissemination of the directives of Police Form 3 from director of criminal investigation</li> <li>Conducting monitoring and evaluation</li> <li>Collecting data from 31 PGCDs on a</li> </ol>	<ul style="list-style-type: none"> <li>31 PGCDs fully functioning in all the one hundred and sixty-seven police stations</li> <li>31 PGCDs inventory conducted</li> <li>Reviewed the Police Form 3</li> <li>Monitoring and evaluating have been conducted in 31 PGCDs</li> <li>Annual reports for all PGCDs have been written.</li> </ul>	<b>2017:</b> <ul style="list-style-type: none"> <li>65 PGCDs fully functioning out of the one hundred and sixty-seven police stations</li> <li>75 percent of the 167 police stations wait for financial support from stakeholders</li> <li>M&amp;E conducted in 31 PGCDs</li> <li>Annual reports published on the performance of the PGCDs.</li> </ul>
			<b>2018:</b> <ul style="list-style-type: none"> <li>99 PGCDs fully functioning out of 167 police stations</li> <li>90 percent of police stations use the Police Form 3</li> <li>Monitoring and evaluating conducted by 65 PGCDs</li> <li>Annual reports published on the performance of the PGCDs.</li> </ul>
			<b>2019:</b> <ul style="list-style-type: none"> <li>123 PGCDs desks fully functioning out of 167 police stations</li> <li>95 percent of police stations use Police Form 3</li> <li>Monitoring and evaluating conducted in 99 PGCDs</li> <li>Annual reports published on the performance of the PGCDs.</li> </ul>

Outcomes/Targets	Proposed Activities	Baseline	Milestones
	quarterly basis in all 167 police stations.		<b>2020:</b> <ul style="list-style-type: none"> <li>• 157 PGCDs fully functioning out of 167 police stations</li> <li>• A hundred percent of police station use the Police Form 3</li> <li>• Monitoring and evaluation conducted in 123 PGCDs</li> <li>• Annual reports published on the performance of the PGCDs.</li> </ul>
<b>Training and Development</b>			
<ul style="list-style-type: none"> <li>• 30 regions have the mandate, skills, and knowledge to effectively handle GBV and VAC</li> <li>• Each PGCD is staffed with sufficient number of officers to operate effectively</li> <li>• Training of ward executive officers and village executive officers as well as ward police officers</li> <li>• Training for law enforcers, such as the director of public prosecution and prison officer.</li> </ul>	<ol style="list-style-type: none"> <li>1. Training on GBV and VAC to be conducted clusters: 2017–2018 for 10 regions, 2018–2019 for 10 regions, and 2019–2020 for 10 regions</li> <li>2. 15 people for each region participate in training of trainers based on the cluster</li> <li>3. Inspector general of police orders each region to train PGCD officers for 3 years at the desks</li> <li>4. Review the SOPs and update the PGCD Guidelines</li> <li>5. Develop evaluation tools for measuring attitude and practice change among PGCD officers.</li> </ol>	<b>No baseline</b>	<b>No milestones</b>

Outcomes/Targets	Proposed Activities	Baseline	Milestones
<b>Partnership and Public Awareness</b>			
<ul style="list-style-type: none"> <li>Survivors at the peripheral areas need to be aware of how and where to report cases</li> <li>Victims and survivors are referred to appropriate support and services in all regions, including psychological support, counseling centers, medical support, and legal support.</li> </ul>	<ol style="list-style-type: none"> <li>To identify appropriate stakeholders for networking</li> <li>To involve partners who will support the police in building the capacity and awareness in the communities</li> <li>To increase the availability of reporting tools to monitor referral at every police station/PGCD</li> <li>To strengthen and maintain open communication with stakeholders handling GBV and VAC cases</li> <li>To establish a PGCD where there is one-stop center run by the Ministry of Health and also establish cooperation where there is no one-stop center</li> <li>To establish drop-in centers in every ward office by PGCDs in the country.</li> </ol>	<ul style="list-style-type: none"> <li>Referrals are not working in some regions</li> <li>Number of referrals from the PGCDs to other support centers</li> <li>No working protocols in operation among key stakeholders</li> <li>Establishment of one-stop centers in few districts</li> <li>Increased number of ward executive officers and village executive officers</li> <li>Increased rate of reported cases.</li> </ul>	<p><b>2017:</b></p> <ul style="list-style-type: none"> <li>25 percent of PGCDs in all regions have mapped support services and established a referral mechanism in the priority regions</li> <li>No working protocols, but every stakeholder is familiar with and implementing the Law of the Child Act effectively</li> <li>At least 25 percent of regions to establish one-stop centers</li> <li>Police to submit quarterly and annual reports to the multisector task force on VAC issues.</li> </ul> <p><b>2018:</b></p> <ul style="list-style-type: none"> <li>40 percent of PGCDs in all regions have mapped support services and established a referral mechanism in all regions</li> <li>At least 50 percent of regions to establish a one-stop center</li> <li>Police to submit quarterly and annual reports to the multisector task force on VAC and national committee on GBV.</li> </ul> <p><b>2019:</b></p> <ul style="list-style-type: none"> <li>50 percent of PGCDs in all regions have mapped support services and established a referral mechanism in all regions</li> <li>At least 75 percent of regions to establish a one-stop center.</li> </ul>

Outcomes/Targets	Proposed Activities	Baseline	Milestones
			<b>2020:</b> <ul style="list-style-type: none"> <li>• 75 percent of PGCDs in all regions have mapped support services and established a referral mechanism in all regions</li> <li>• All regions establish one-stop centers.</li> </ul>



## Leadership Skills and Women's Empowerment

Ms. Anna Mwasambungu delivered a presentation on leadership skills and women's empowerment to:

- Provide a descriptive definition of leadership and a leader
- Identify leadership skills
- Explain women's empowerment principles
- Describe diversity and gender equality.

Ms. Mwasambungu tied her presentation to the Millennium Development Goals and the Sustainable Development Goals related to achieving gender equality and women's empowerment to show the importance of this issue for sustainable development. She also linked concepts of leadership with the principles of women's empowerment, highlighting that women's empowerment does not mean excluding men, but equalizing the value of both women and men.

She informed participants on the benefits of gender diversity and called upon the government to enhance policies, and strengthen institutions and legislation for women's empowerment, participation of women in the labor force, and mitigation against GBV and VAC. Related to PGCDs, she highlighted the need to provide good customer care to GBV victims, their relatives, and community members in order to deliver professional and high-quality services, as well as to PGCD fellow police officers, staff, and subordinates.

## Sextortion, GBV, and VAC

Superintendent, Mr. Mark Wambura, defined the concepts of gender, types and consequences of GBV and VAC, as well as human rights laws and Tanzanian policies related to these issues. He also highlighted the fact that many GBV and VAC cases are not brought to the PGCDs or to court. Superintendent Wambura then provided an overview of the concept of sextortion, which is a relatively new term in Tanzania. He explained that sextortion is a form of corruption in which sex, not money, is the currency for a bribe. Sextortion entails sexual abuse or any form of unwanted sexual activity. The corruption element of sextortion involves a perpetrator who has power and authority, and abuses that power and authority by indulging in an act of demanding or accepting a sexual favor in exchange for the exercise of authority, employment, or any other type of favor. Tanzanian laws addressing sextortion include Penal Code (Cap 16, R, E, 2002), and the Prevention and Combating of Corruption Act of 2007.

## Reflections on the Meeting

The facilitators closed the meeting by asking participants to explore the ways in which the meeting had affected their head, heart, and feet. The head represented new knowledge that

participants took away from the workshop; the heart represented how participants changed on a personal level; and the feet represented an action each participant committed to doing when they return to work. Participant responses are displayed below.

**Table 6: Head, Heart, and Feet Responses**

Head	
New knowledge participants took away from the meeting: new facts, new information, new models, new concepts, new ideas, new approaches	<ul style="list-style-type: none"> <li>• GBV, VAC, and sextortion</li> <li>• How to prepare the action plan</li> <li>• I was not aware of the concept of sextortion and that it does not mean sexual intercourse</li> <li>• How to prepare the PGCD Action Plan 2017–2020</li> <li>• General knowledge about sextortion in the sub-topic of corruption elements</li> <li>• I got a new concept on appreciating myself that it gives me courage and self-determination</li> <li>• Partnership and public awareness on GBV and VAC</li> <li>• Sextortion: Do not be cheap because of your needs and values</li> <li>• Sextortion: It is a new idea or something I learned throughout the meeting, and I am going to share it with my colleagues and friends</li> <li>• Create ability and capacity of self-determination and self-commitment in any position as a leader</li> <li>• Women's empowerment and leadership skills especially on grooming young women to be strong leaders</li> <li>• Sextortion: I came to realize that sextortion is a wide term, which involve[s] various things/actions relating to sex or sexual offenses</li> <li>• Analysis and way of understanding on how to come up with action plan</li> <li>• Sextortion and its meaning, and how to differentiate it from other sexual harassment</li> <li>• Opportunity to change my attitude on combating GBV and VAC</li> <li>• Leadership principles</li> <li>• Gilbert's behavioral model</li> <li>• Leadership skills</li> <li>• Sextortion does not involve money. It is abuse of authority in exchange of sex</li> <li>• Identify myself as a mentor and motivator as a leader</li> <li>• Leading other women to empower them</li> <li>• I have enough skills and knowledge on how to deal with GVB and VAC cases</li> <li>• The concept of Gilbert's Behavior Engineering Model</li> <li>• How to deal with sexual and gender-based violence issues</li> <li>• How to prepare an action plan for the next 3 years</li> <li>• New way to organize, prepare, and run a meeting on action plan for PGCDs</li> <li>• Women empowerment principles</li> <li>• Sextortion: don't be so cheap</li> <li>• Tips for being proud of myself</li> <li>• Partner relationships are important in combating GBV and VAC.</li> </ul>
Heart	
How participants have changed	<ul style="list-style-type: none"> <li>• To be fully committed on PGCD and TPFN</li> <li>• I want GBV and VAC eradicated</li> <li>• GBV personnel must be committed and willing to help the victims of GBV</li> </ul>

on a personal level as a result of the workshop: new attitude, feeling, emotion, perspectives, etc.	<ul style="list-style-type: none"> <li>• I feel so proud to share knowledge with the PGCD officers on GBV and VAC</li> <li>• Many supervisors lack the basic leadership skills especially when handing cases of GBV and VAC</li> <li>• Empowered</li> <li>• Energetic</li> <li>• Empathetic on GBV and VAC victims</li> <li>• I feel that the powers vested in me to prevent or combat GBV and VAC are greater</li> <li>• GBV and VAC leads to death and so it has to be stopped</li> <li>• How to handle the GBV issues in my station</li> <li>• I want to unleash the powers within me</li> <li>• Leadership has principles; I am motivated to deal with GBV and VAC issues with great efficiency and that I am accountable on the victims</li> <li>• Recognition of who [I] am and why I am a woman</li> <li>• I have good feeling for clear implementation of the GBV and VAC in my society</li> <li>• Training more people about GBV and VAC. "I Feel that I can do it"</li> <li>• I feel women's empowerment principles, which enable me to know.</li> </ul>
<b>Feet</b>	
Something participants commit to doing differently when they return to work	<ul style="list-style-type: none"> <li>• To incorporate other staff and society at large</li> <li>• I have to take action on the Action Plan concerning the infrastructure, training and capacity building, and partnership</li> <li>• Involve male officers by making them understand issues of GBV and their roles</li> <li>• Ensure that PGCDs are well built and equipped</li> <li>• I have no PGCD in my region that complies with the guidelines. I have to work on so that I get at least one</li> <li>• I am going to conduct the training to female and male officers</li> <li>• I can train my subordinates when I return home about GBV and VAC</li> <li>• Spreading the learning against GBV and VAC</li> <li>• Make follow up at least to the people surrounding me to make sure that they are aware about GBV and VAC issues, and reduce if not stop it</li> <li>• Now I am ready to go and work fully leading the ward police officers and PGCD officers to work with efficiency towards the issues of GBV and VAC</li> <li>• I will look for stakeholders so that they can help me to build the PGCD because in my district I have personnel, but I do not have an office</li> <li>• I feel as if I can train my colleagues and source funds from stakeholders to fulfill my ambition on GBV and VAC issues</li> <li>• Devote my time into raising awareness in the community, especially children, to be reporting all incidences about VAC and GBV</li> <li>• To ensure that others or my subordinates have this idea and use it in practice of their daily GBV and VAC activities</li> <li>• GBV and VAC are the biggest problem in my society, which needs my attention</li> <li>• The law governing sextortion cases needs to be implemented</li> <li>• I will initiate group peer lecturers to devote time educating them [about] risks resulting with bad culture and beliefs</li> <li>• Be the good leader by empowering and encouraging my subordinates</li> <li>• To strengthen PGCDs</li> <li>• The law governing sextortion cases</li> <li>• I got new ideas concerning leadership skills, which will help me to lead well my subordinate. I will go and assist my PGCD officers to be accountable.</li> </ul>

## Closing Session

Commissioner Mapunda on behalf of the Management of the Tanzania Police Force delivered the official closing remarks. The Commissioner expressed her appreciation to AIDSFree and the facilitators for organizing and supporting the meeting, and thanked the participants for their high level of commitment and active participation that resulted in concrete recommendations and specific outputs/targets, activities, baselines, and milestones for the 2017–2020 Action Plan for the PGCDs.

# ANNEX 1: LIST OF PARTICIPANTS

Name	Designation/Title	Duty station	District
1. Amuna Baturulimi	Superintendent of Police	Geita	Geita
2. Deborah Daud	Assistant Commissioner of Police	Tabora	Tabora
3. Sixbert Ezra	Police Constable	ICT- Police Headquarters Dar es Salaam	Ilala
4. Saada J. Haji	Senior Assistant Commissioner of Police Assistant Commissioner of Police	Police	Ilala
5. Hamida Hiki	Superintendent of Police	Dodoma	Dodoma
6. Salome Hiza	Inspector of Police	Manyara	Babati
7. Neema R. Jonathan	Assistant Inspector of Police	Iringa	Iringa
8. Fatma Joseph	Assistant Superintendent of Police Superintendent of Police	USA-River	Arusha
9. Julius Joseph	CPL	Police Headquarters Dar es Salaam	Ilala
10. Salome Kabanje	Assistant Superintendent of Police	Songwe	Songwe
11. Susan S. Kaganda	Senior Assistant Commissioner of Police Assistant Commissioner of Police	Police Kinondoni	Kinondoni
12. Amina Shamte Kahando	Superintendent of Police Assistant Superintendent of Police	Kigoma	Kigoma
13. Elimina I. Kalunga	Senior Superintendent of Police Superintendent of Police	Rukwa	Rukwa
14. Khadija H. Khatib	Assistant Commissioner of Police	Zanzibar	Police Headquarters Dar es Salaam
15. Halima Kigera	Assistant Inspector of Police	Mara	Mara
16. Maria D. Kway	Superintendent of Police	Morogoro	Morogoro
17. Grace R. Lyimo	Superintendent of Police	Tanzania College Moshi	Kilimanjaro
18. Barnabas Mande	Inspector of Police	Police Headquarters Dar es Salaam	Ilala
19. Elice A. Mapunda	Commissioner of Police	Police Headquarters	Ilala
20. Janet A. Masangam	Inspector of Police	Mbeya	Mbeya
21. Mathias Mayila	CPL	Police Headquarters Dar es Salaam	Ilala
22. Eileen Mbwatia	Assistant Superintendent of Police Assistant Superintendent of Police	Singida	Singida

Name	Designation/Title	Duty station	District
23. Hassan H. Mdeme	Police Constable	Police Headquarters Dar es Salaam	Ilala
24. Rienada B. Milanzi	Senior Superintendent of Police Superintendent of Police	Pwani	Kisarawe
25. Pili Simon Misungwi	Superintendent of Police	Shinyanga	Shinyanga
26. Eda Mkisi	Senior Superintendent of Police Superintendent of Police	Police Headquarters Dar es Salaam	Ilala
27. Emma Mkonyi	Superintendent of Police	Tanzania Police Force Dar es Salaam	Ilala
28. Zarau Mpangule	Assistant Commissioner of Police	Mwanza	Nyamagana
29. Mwanahija A. Msofe	Superintendent of Police	Police Academy	Temeke
30. Emmanuel Mulowere	CPL	Dar es Salaam	Kinondoni
31. Kaneng M. Muro	Assistant Superintendent of Police	Simiyu	Bariadi
32. Christina A. Musyani	Senior Superintendent of Police Superintendent of Police	Tanga	Pangani
33. Renata Mzinga	Senior Assistant Commissioner of Police Assistant Commissioner of Police	Police Lindi	Lindi
34. Albina Ndila	Sergeant of Police	Dodoma	Dodoma
35. Saumu N. Ngoma	Inspector of Police	Tarime	Tarime
36. Lucy B. Ngonyani	Superintendent of Police	Internal Police Headquarters Dar es Salaam	Ilala
37. Adelina Nyamukama	Assistant Inspector of Police	Mtwara	Mtwara
38. Elizabeth Nyangwa	Superintendent of Police Assistant Superintendent of Police	Moshi	Moshi
39. Maria J. Nzuki	Deputy Commissioner of Police	Police HQ	Ilala
40. Kamilya A. S. Pamba	Superintendent of Police	Katavi	Mpanda
41. Pudensiana Protas	Assistant Commissioner of Police	Njombe	Njombe
42. Colle Senkondo	Assistant Superintendent of Police Superintendent of Police	Police Headquarters Dar es Salaam- DSM	Ilala
43. Halima Shabani	Superintendent of Police	Kagera	Kagera
44. Rukia M. Shomvi	Superintendent of Police	Ajira	Ilala
45. Faidha Suleiman	Superintendent of Police	Police Headquarters Dar es Salaam	Ilala
46. Hasina R. Taufiq	Assistant Commissioner of Police	Kaskazini Unguja, Zanzibar	Mahonda
47. Mark Wambura	Superintendent of Police	Dar es Salaam Police Academy	Temeke

## ANNEX 2: AGENDA

Time	DAY ONE – Wednesday, September 21, 2016
08:45 – 11:00	<p>Opening Sessions</p> <ul style="list-style-type: none"> <li>• Welcome participants and opening remarks—<b>Dr. Peter Maro, AIDSFree</b></li> <li>• Historical background of Tanzania Police Female Network (TPFN): Achievements and Challenges – <b>Commissioner of Police Mapunda (TPFN Chairperson)</b></li> <li>• Key note speech and official opening: <b>Deputy Inspector General of Police, Mr. Abdurahman Kaniki</b></li> <li>• Group photo (ALL)</li> </ul>
11:00 – 11:25	Review logistics, meeting objectives, and meeting agenda
11:25 – 12:30	<p><b>Participant Introductions:</b></p> <p>“What I Bring and what I Take Away” Activity</p>
12:30 – 13:00	UNICEF evaluation results
13:00 – 14:00	LUNCH
14:00 – 15:00	<p><b>Appreciative Interviews</b></p> <p>To focus participants on “Successes, Values, and Three Wishes” through a paired activity</p>
15:00 – 16:00	<p><b>Small Group Activity –</b></p> <ul style="list-style-type: none"> <li>• Gender and Children’s Desk officers’ triumphs and challenges</li> <li>• Sharing in groups of thoughts on successes and challenges</li> </ul>
16:00 – 16:30	TEA BREAK
16:30 – 17:15	Debriefs on triumphs and challenges
17:15 – 17:30	Wrap-up and end of day
Time	DAY TWO – Thursday, September 22, 2016
08:30 – 08:45	Morning welcome and recap
08:45 – 09:45	<b>Unleashing the Power of Female Police Officers</b>
09:45 – 11:00	<p><b>Small Group Activity –</b></p> <ul style="list-style-type: none"> <li>• Identification of challenges of PGCDs and police career</li> <li>• Contributing factors for successes</li> <li>• Contributing factors for challenges</li> </ul>
11:00 – 11:30	TEA BREAK
11:00 – 11:30	<p><b>Debrief in plenary</b></p> <p>Opportunities to address the challenges</p> <p>What is working for improving 2017–2020 Action Plan</p>
11:30 – 12:15	<p><b>Introduction of Gilbert’s Model</b></p> <p>Give a brief overview of Gilbert’s model</p>
12:15 – 13:15	<p><b>2013–2016 Action Plan: PGCDs Priority Areas</b></p> <ul style="list-style-type: none"> <li>• Police infrastructure</li> <li>• Training and development</li> <li>• Partnerships and public awareness</li> </ul> <p>(Outcome, Outputs/Inputs, Activities, Baselines, Milestones)</p>

Time	DAY ONE – Wednesday, September 21, 2016
13:15 – 14:15	LUNCH
14:15 – 17:00	<b>Small Group Work: Looking Back, Looking Forward</b> – Action Planning <ul style="list-style-type: none"> <li>• Create a vision for PGCDs</li> <li>• Deep look at outputs/targets and activities</li> <li>• Compare actuals with baselines</li> <li>• Identify opportunities for 2017–2020 Plan</li> <li>• Recommendations for police infrastructure</li> </ul>
17:00 – 17:30	Tea and end of the day
Time	DAY THREE – Friday, September 23, 2016
08:00 – 09:00	Ethics and discipline in police officers
09:00 – 10:30	<b>Debrief in Plenary:</b> All three priority areas of Action Plan 2013–2016
10:30 – 11:00	TEA BREAK
11:00 – 12:00	Leadership skills and women’s empowerment
12:00 – 13:00	GBV, VAC, and Sextortion
13:00 – 14:00	LUNCH
14:00 – 15:30	Developing strategic priorities and recommendations
15:30 – 16:00	TEA BREAK
16:00 – 16:35	Head, Heart, and Feet
16:35 – 17:00	<ul style="list-style-type: none"> <li>• Workshop summary</li> <li>• Evaluation</li> <li>• Closing remarks</li> </ul>



## ANNEX 3: THE MOST APPRECIATED ASPECTS OF THE MEETING

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- "I appreciate the meeting empowered my thought and mind."
- "The facilitators were extremely wonderful. The lessons were useful and can be applied to own workplaces, especially the Gender Desks. The participatory method was wonderful."
- "Yes, because I have got enough knowledge about GBV and VAC cases and how I handle them from the time when it reported to the police station or gender desk."
- "Understand about how to empower women and GBV, such as Sextortion."
- "The presentation by Commissioner of Police Mapunda on 'Unleashing the power of Female Police Officers'."
- "My expectation was well fulfilled."
- "I understand more than before about myself, others, and GBV and VAC survivors tackling their problems."
- "The facilitators were prepared and the topics were very interesting."
- "The time management, because it made us cover the topics which were prepared for these 3 days."
- "To continue the meeting like this my time for more police officers."
- "Unleash the power within you. Women Empowerment."
- "Group discussions and presentations by the facilitator."
- "All sessions."
- "Because the meeting was very participatory and sharing experience."
- "Discussion session was so amazing as I got a lot from different discussions."
- "Well-organized and facilitators were prepared."
- "I appreciated all topics."
- "The way the meeting has been conducted."
- "The participants were very committed with the home/activities."
- "Working in groups."
- "I appreciate the meeting to making us to be together and exchange over ideas and views about GBV and VAC, as well as TPF Net performance."
- "Display a strategic perspective leader who innovates."
- "I appreciated it because the meeting empowered my mind and now, I can say it makes some changes."
- "Mostly the presentations were well presented and the message was overall grasped. Arrangements, logistics, and facilitators were wonderful."
- "The investment of all participants and the ways topics are presented."

- "Ability of the facilitator."
- "Participatory discussion method discussing some topics."
- "It was good and appreciable."
- "The participatory way of presentation."
- "I appreciate how the presenter present their subjects, also I appreciate food arrangements."
- "I did most appreciate the mode of training whereby the facilitators were interacting with the trainee by sharing ideas."
- "Action Plan."
- "Way of controlling or maintaining the duplicity (?) of this meeting. Allowing the group participation thing, which led the sharing of ideas/knowledge/experience."
- "The facilitators were very professional, which made the meeting/workshop to go smooth[ly] through the objectives [that] were somehow tough to achieve, but with their assistance we managed to bench the goal."
- "The topics presented."

## ANNEX 4: ANTICIPATED APPLICATIONS

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- "To have confidence when doing my duties."
- "I will increase the participation of male police officers in the gender desks. I will use my potentials in improving my work/position."
- "The meeting was good, everything will go on time."
- "I will encourage my fellow police officers, about to be empowered yourself. I will use the knowledge and skills I have got to ensure that GBV and VAC is decreasing in my work place."
- "I will make sure that males are involved in every aspect of GBV and VAC and TPF - Net discussions as they are culprits of GBV and VAC in most cases."
- "More effort in GCD [Gender Children's Desk]."
- "Excellence and success in GBV and VAC eradicating."
- "There were things which were not arranged properly."
- "I will do my job professionally, because I have received knowledge which built my capacity."
- "Have got enough knowledge and skills."
- "I add my knowledge and skills of working."
- "Establish the ethics committee which will deal with female affair."
- "To strengthen the gender desk."
- "I will disseminate the knowledge which I attained here to my colleagues at my region and improve GBV and VAC issues at high rate. Though sensitization and awareness to the community we both save male participants to be included at least in great numbers."
- "I will improve and continue to implement the Pol Gender and Child Desk in my AOR."
- "I get to know knowledge about sextortion."
- "Change of mind: to make sure that what happened to your fellow concerning GBV/VAC take as if you were who ask you need support."
- "To identify myself. To enhance the mentorship to my subordinates."
- "Laws regarding sextortion and who to improve awareness in difference leaders."
- "Due to the meeting I can do things differently as per the knowledge, I got from both facilitators and that I can incapacitate my fellow officers on the knowledge and skills on GBV and VAC as how to motivate for those who work at the desk."
- "After meeting is good leader and training subordinate and region."
- "To be confident and I will take in consideration my life and career."
- "Devote my time into imparting the knowledge I have got to my co-workers and also go down in awareness raising especially to men, women, and school children about VAC and GBV."
- "I will be in the position to train my subordinate who works in GCDs also to increase the number of officers in GCDs after trained them."

- "Powers/more confidence in giving directions."
- "Invites young members especially those who are receptionists so that they can participate, speak out directly their challenges and way forward."
- "To learn more about GBV and VAC."
- "Act impartiality. Motivate my subordinates. Mentor them on observing Ethics. Accountability according to my position in relation to my organization goals/visions."
- "To work by professional to the Gender Desk and to be the TOT [training of trainers] to my fellow police officers."
- "I will change my way of performing the GBV and VAC activities since I have been equipped with new and advanced knowledge and skills."
- "Leadership and skills."
- "Not teaching many topic at once this will allow the participant to digest what they receive so that enable them to catch it will."
- "As a leader, I think Gilbert Model will assist in supervising performance and ensuring proper deployment of personnel in GCDs and other sections within the organization."
- "Leadership skills."

# ANNEX 5: WAYS TO IMPROVE FUTURE MEETINGS

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- "More exercise, group works, participatory method."
- "Reduce the work hours. They should end at 16:00 to allow participants to have much time to digest what they have learned."
- "The time of the meeting is too little, we want more time for the meeting, for example 1 week."
- "Nothing as everything have gone well."
- "Extend the days of meeting like these as we need to work on the Action Plan extensively."
- "Addition of meeting days to go deeply through the learnings."
- "The secretariat be perfect and remember about the welfare of members on time."
- "To extend days of meeting, 3 days are not enough, it makes the presenters to rush when they are presenting."
- "To invite other stakeholders especially who are involved in VAC and GBV."
- "The time is too short to complete all sessions, we need to add days for 3 to 5 days."
- "The timing on the presentations re: time keeping."
- "The course is very useful but it was supposed to be done for 7-days' time limit."
- "The only timetable."
- "By doing continuous workshop/seminars that will strengthen our knowledge."
- "Next time we must increase the number of days of the meeting."
- "Increase time, because there were a lot of things what was good, but not enough time."
- "The program should be in good very... Also the ending program or last days should not have a lot of programs. Also, the means of payments were not subsidized to other members so better you may use face-to-face payments."
- "To increase days of meeting because 3 days are not enough."
- "By incorporating... one among the... by GBV."
- "Training – men and women."
- "More exercise, group work, participatory method."
- "Time is too limited to the extent that some of the things were not deeply handled. I would recommend for more time."
- "This should be increased, 3 days were not enough to discuss all the matters in action plan 2013–2016 and to develop new action plan 2017–2020 (recommendations)."
- "Give more group work."
- "Sending early information to the participants so that they come on time and also should information include what are needed to come with."

- "More seminars are needed."
- "Days of the meeting should be increased as the agendas of the meetings are very sensitive and important to us and the community as a whole."
- "Male police officers to be involved in these kind of meetings."
- "Time for meeting should be increased, since on this meeting a lot of things were taught in only 3 consecutive days."
- "Train - Involvement."
- "Paying on time the allowance so that to let the member to be settled mind."
- "The information has to be circulated early for the participants of the meeting so as to have time participation. Mixture of real officers working on the particular section which the meeting objectives are focusing for the proper best results."
- "Meeting duration should be extended."

## ANNEX 6: ADDITIONAL COMMENTS

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- "More seminars to evaluate what we studied."
- "The meeting was excellent."
- "Wishing you blessing – let be seen again. Thank you."
- "The meeting organizers and coordinators and facilitators inspired me a lot."
- "Nice meeting, well if could be done more than 3 days to make us well understand."
- "The meeting was very good, I get a lot of things which will help me to work as a leader, and how to handle GBV cases."
- "Congratulation to the facilitators."
- "The session was the best."
- "Materials presented be sold in soft copy and distributed to participants."
- "Everything was very good, food, environmental, and all things."
- "Such workshop needs more time to be conducted at least 5 to 7 days."
- "On behalf of myself, I thank you all for the well-organized workshop and the extreme cooperation you show to us. MAY GOD BLESS YOU ALL :)."
- "I suggest to have a meeting like this per quarter."
- "Let have two to three that kind of meeting because it is fruitful."
- "Otherwise, the meeting satisfied my expectations."
- "More training on GBV/VAC."
- "The involvement of male participants should be put in minds."
- "No thanks."
- "These GBV and VAC issues are cross-cutting issues so it needs very commitment and professional on handling them."
- "More training to be conducted so as to build police officers' capacity on performing their duty professionally, and in modern way while including the community respectively."
- "Provide the kind of TOT training in the whole country."
- "The system of controlling the meeting should be continued because it tends to maintain meeting discipline."
- "Thank you very much, to all facilitators for the job well done."

# ANNEX 7: PARTICIPANT COMMENTS

## ABOUT THEIR EXPECTATIONS BEING MET

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Twenty-three out of thirty-seven respondents provided feedback about the extent to which the workshop met their expectations. Respondents highlighted the aspects of the workshop that met or surpassed their expectations. The feedback is listed below:

- "I love it."
- "I learned more than I expected. I expected to learn about challenges and successes of GCP's but there was more than that. E.g., Leadership skills, Sextortion, Gilbert Model, Action Plan 2013–2016..."
- "Because everyone in the meeting was participating in each sessions."
- "Because my expectations to know/understand about GBV and VAC as well as women empowerment have been reached."
- "75% of my expectations are met."
- "To put effort on those/we learn in order to put well about all in ACTION PLAN 2017–2020."
- "I'm remembered some ideas forgotten and get new ideas which will build my career and make others understand from me."
- "Some moderately well to me."
- "It was all met."
- "The way of presenting and participation of the members."
- "The meeting opened my mind and I learned a lot from different experience from other participants."
- "I gained enough knowledge and acquire new skills related to GBV."
- "Extremely well."
- "The meeting met my expectation on the different between the TPF Net - Gender desk."
- "Another meeting I week on too."
- "All the content was well delivered, and well understood that my expectations were met."
- "This meeting opened my mind on different things like learning to lead the subordinates."
- "The meeting was extremely well almost areas intended to be discussed was covered and elaborated well by the lecturers."
- "This meeting opened my mind and made me courageous on accepting myself as well as understanding sextortion."
- "The meeting met my expectations moderately well since now my waking capacity in relation to GBV and VAC incidents has been capacitated."
- "Moderately well."
- "We had a lot of things which was supposed to be discussed."
- "The objectives of the meeting have been met by 70%. Most all objectives have been gone through and came up with recommendations as described."



## ANNEX 8: PARTICIPANT EXPECTATIONS

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- How to stop/reduce GBV
- Networking on dealing with GBV and VAC issues
- To acquire knowledge and skills on PGCD challenges and planning.
- I would like to take away experience from fellow officers on issues to do with GBV and VAC cases
- Gain knowledge and understanding about TPFN activities
- More strategies on combating GBV and VAC TPFN action plan
- New techniques on what to do to supervise junior officers and to be reminded on the dealing with issues pertaining to children and women issues
- Learn for the experience on gender issues from other regions by sharing ideas with others
- Learn more on GBV in relation to TPFN
- To get knowledge and skills about AIDS and GBV
- Networking and to share my experience and knowledge on how to handle GBV or VAC reported cases
- To be well equipped with knowledge on how to deal with GBV and leadership at large
- To share experience with other police women officers on online child sexual abuse as well as crime.
- How to handle VAC issues (5 responses)
- To be aware of on combating GBV at my workplace
- To be well knowledgeable and skilled on GBV and VAC and how these contribute to HIV/AIDS
- Get more insights on how to combat the crimes which are reported on the PGCD
- Gather information on how to sensitize the society to stop GBV and VAC
- Gain more knowledge on how to deal with domestic violence
- Understand the methodologies and strategies eradicating female genital mutilation as a source of HIV
- Knowledge on how to improve TPFN
- Understand more about the gender desks and one stop centers.
- Be aware of the challenges about handling GBV and VAC cases
- Learn about good customer care, fair treatment of victims
- Hear others' experience on tackling/solving GBV/VAC cases in rural areas
- Hear best practices from other officers on how to address the challenges on operations of GC desks
- How to better train police officer students on TPFN and GBV/VAC
- Solutions on how to make Doctors agree to fill PF3 Form/Report on post-mortem at the right time





**AIDSFree Tanzania Uniformed Services**

JSI Research & Training Institute, Inc.

Plot No. 2 Bongo, Oyster Bay

P.O. Box 9263

Dar es Salaam, Tanzania

**JSI Research & Training Institute, Inc.**

1616 Fort Myer Drive, 16th Floor

Arlington, VA 22209 USA

Phone: 703-528-7474

Fax: 703-528-7480

Web: [aidsfree.usaid.gov](http://aidsfree.usaid.gov)