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Sida Decentralised Evaluation

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Evaluation of Femina Health Information Project (HIP) Strategic Plan 2006-2012

Final Report

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February 2013**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Table of Contents

Abbreviations and Acronyms	4
Preface.....	6
Executive Summary.....	7
1 Introduction.....	11
1.1 Femina HIP	11
1.2 The State of HIV/AIDS in Tanzania	12
1.3 The State of Youth in Tanzania	13
2 Evaluation Design.....	15
2.1 Purpose and Users of Evaluation	15
2.2 Overall Methodology.....	15
2.3 Assessing Intended Outcomes	17
3 Overall Programme.....	20
3.1 Framework and Theory of Change	20
3.2 Relevance	22
3.3 Impact and Outcome	23
4 Media Communication	29
4.1 Outputs.....	29
4.2 Effectiveness	30
4.3 Efficiency.....	34
5 Community Mobilisation	36
5.1 Outputs.....	36
6 PR and Partnerships	39
6.1 Outputs.....	39
6.2 Effectiveness	40
6.3 Sustainability	41
7 Management, Organisational and Structural Arrangement and Capacity	43
7.1 Organisational Setup and Management Structure	43
7.2 Activities and Achievements	44
7.3 Efficiency and Effectiveness	47

7.4 Sustainability	47
8 Lessons Learned	50
8.1 Major Factors for Success	50
8.2 Where is Femina Heading?	51
8.3 Challenges for the Future	51
9 Recommendations.....	53
9.1 Develop Theory of Change and Link to a Results Framework.....	53
9.2 Continue Expanding M&E.....	53
9.3 Build a Project-Oriented Structure	54
9.4 Strengthen School and Community Partnerships	54
9.5 Stronger Targeting of Young Girls	54
9.6 Increase Access to Magazines	55
9.7 Strengthen Financial Management and Governance	55
9.8 Increasing Sustainability	55
Annex 1 – Terms of Reference.....	57
Annex 2 – Work Plan and Evaluation Matrix.....	67
Annex 3 – Outcome Mapping Femina HIP	73
Annex 4 – Activities Relating to the Theory of Change	77
Annex 5 – HIV Infection Risk Factors.....	79
Annex 6 – Success Stories	80
Annex 7 – Documents Reviewed	83
Annex 8 – Persons Interviewed	85

Abbreviations and Acronyms

ABC	Abstinence, Be faithful, use a Condom
AI	Appreciative Inquiry
AIDS	Acquired Immunodeficiency Syndrome
ANSAF	Agriculture Non State Actors Forum
CBO	Community Based Organisation
CSO	Civil Society Organisation
Danida	Danish International Development Agency
EAML Ltd	East African Movies Logistics Limited
FGD	Focus Group Discussion
FLE	Family Life Education
HIP	Health Information Programme
HIV	Human Immunodeficiency Virus
HIVOS	Humanist Institution for Development Cooperation
HR	Human Resources
M&E	Monitoring & Evaluation
MoEVT	Ministry of Education and Vocational Training
MoHSW	Ministry of Health and Social Welfare
MoY	Ministry of Youth
NGO	Non-Governmental Organisation
OECD/DAC	Organisation for Economic Cooperation and Development /Development Assistance Committee
OM	Outcome Mapping
PSI	Population Services International
RES	Restless Development
Sida	Swedish International Development and Cooperation Agency
SRHR	Sexual and Reproductive Health Rights
STI	Sexually Transmitted Infections
TACAIDS	Tanzanian Commission for AIDS
TAHOSSA	Tanzanian Headmasters for Secondary School Association
TAMPS	Tanzania All Media Product Survey
TANWAT	Tanzanian Wattle Company
THMIS	Tanzanian HIV/AIDS and Malaria Indicators Survey
TIN	Taxpayer Identification Number
TNRF	Tanzania Natural Resources Forum
ToC	Theory of Change

ToR	Terms of Reference
TRA	Tanzanian Revenue Authority
TSH	Tanzanian Shillings
USD	United States Dollar
UNICEF	United Nations Children's Fund
VAT	Value Added Tax
VCT	Voluntary Counseling and Testing
VSO	Voluntary Services Overseas

Femina Glossary

Fema	Magazine for in-school-youth
Pilila Pilika	"Busy Busy" – Radio show
Ruka Juu!	"Jump Up!" - Reality TV show on entrepreneurship
Sema na Fema	"Speak Up" - SMS initiative that translates literally as "Speak with Fema"
Si Mchezo!	"It's not a Joke!" - Bi-monthly magazine for out-of-school-youth
www.chezasalaama	"Play it safe" - Interactive website

Preface

This evaluation was commissioned by the Embassy of Sweden in Tanzania, which is an end-of-funding evaluation of Femina Health Information Project (HIP). Femina HIP is the largest local, multimedia civil society organisation working to create an empowered and inspired generation of young people and communities in Tanzania. Femina's programme vision is: *Femina envisions an empowered society that fosters democratic values, critical thinking and positive attitudes toward health lifestyles, gender equality, protected sexuality and HIV/AIDS.*

The Swedish Government, through the Swedish International Development Cooperation Agency and the Embassy of Sweden in Tanzania, has been a key development partner to Femina since its inception in 1999.

The evaluation was undertaken by Indevelop through Sida's framework agreement for reviews and evaluations. Indevelop's management team included Ian Christoplos, who provided quality assurance to the methodology and reports, and Jessica Rothman, who was responsible for coordination and management of the evaluation implementation. The evaluation was undertaken between October – December 2012.

The independent evaluation team consisted of five key members:

- Sanne Chipeta – Team Leader, and member of Indevelop's Core Team of Professional Evaluators
- Lotta Adelstål – Social and Behaviour Change Communication Specialist
- Joyce Msigwa – Research Assistant, conducted the focus group discussions
- Mussa Sango – Research Assistant, conducted the focus group discussions
- Kato Damian – Financial Specialist

Acknowledgments

The evaluation team wishes to express its sincere gratitude to the many people who compiled and shared documentation, graciously welcomed them and gave their time for interviews and open discussions despite busy agendas. Special thanks are due to the staff at Femina who hosted us and went out of their way to assist us during the data collection period.

Executive Summary

Femina is a multimedia, civil society initiative working with youth, communities and strategic partners across Tanzania to promote the “Femina lifestyle” – a range of values, attitudes and behaviours in relation to sexuality, reproductive health, HIV/AIDS, gender equality, economic empowerment and civic engagement. “Edutainment”, entertaining and at the same time educating, is the cornerstone of Femina’s approach to inform, create awareness and stimulate young people to sustain healthy behaviours. Through various media products developed in a highly participatory production process, the target audience is introduced to, and encouraged to reflect on and talk with peers about, a range of issues of concern to youth. The two regularly recurring magazines, Fema for in-school secondary school youth and Si Mchezo for out-of-school youth, are the main media products. An annual Fema TV Talk show and one-off productions such as radio and thematic booklets are also produced. SMS and website interaction are other ways to communicate.

This end-of-phase evaluation of Femina’s Strategic Plan 2006-2011 has been commissioned by Sida, the lead development partner in a basket funding arrangement in which Danida (Danish International Development Agency) and Humanist Institution for Development Cooperation (HIVOS) also participated. Support has been given to the Strategic Plan 2006 – 2011, during which Femina has expanded its agenda to also include economic empowerment and civic engagement in a “combination prevention” strategy.

From 2011 to 2012, Femina received bridging support for continued activities and preparation for a new strategic phase, 2013 – 2017. The present evaluation is a step in the process of completing the new Strategic Plan: it provides an assessment of the initiative’s achievements towards objectives and planned outcomes.

The evaluation assesses the results achieved by the activities of Femina in terms of relevance, effectiveness, efficiency and sustainability. It identifies factors behind success as well as gaps, challenges and opportunities observed in the implementation of the current Strategic Plan. It also pulls out the key lessons learned that can feed into the new Strategic Plan.

The evaluation focuses on the four output areas of the Strategic Plan:

- Engage youth in conversations around sexual and reproductive health, civic engagement and entrepreneurship
- Create a supportive environment for youth
- Develop partnerships and create public debate to promote the “Femina lifestyle” brand and the edutainment methodology
- Femina management, organisational and structural arrangements and capacity

The evaluation has adapted the principles of Outcome Mapping (OM) to assess results. The evaluation has triangulated its inquiries with Femina's different types of partners and has used an Appreciative Inquiry (AI) approach in structuring enquiries.

Given the situation of youth in Tanzania, it is clear that youth in Tanzania are an extremely relevant target group. Also the thematic focus on sexual and reproductive health is highly relevant. Moreover, Femina's expanded prevention agenda adopted in the new Strategic Plan is endorsed as relevant by youth and all strategic partners. Femina aligns with national policies and strategies and participates in developing national policies and guidelines on youth and reproductive health.

The evaluation found that Femina has been consistent in delivering the planned outputs. From the combined findings of outcomes, the following are the major achievements of Femina:

- Femina is very popular and also a trusted source of information, especially regarding sexuality and reproductive health. There is still some resistance in Tanzanian society, for example the Fema magazines are not allowed to be distributed in the schools of Zanzibar. But apart from this, Femina has been able to strike the balance between cultural sensitivity and confronting important issues. Femina has contributed to a more open public debate around sexuality and a large part of the youth population embrace the "Femina lifestyle".
- One of the important successes has been wide and effective outreach. Femina has an effective distribution system for the magazines. Femina's messages are spread wider and further than any other printed communication in the country. The Fema magazine has a readership of 2,8 million and 9,8 million people know about the magazine. Si Mchezo has 1,2 million readers and 5,4 million people know about the magazine.
- Femina has a unique lead to deal with youth and sexuality. This is a space that has not been assumed by any other organisation. Femina has been effective in reaching youth and also in generating dialogue regarding issues of their concern. One factor contributing to this is the "edutainment" approach. According to surveys conducted by Tanzania All Media and Product Survey (TAMPS), the edutainment approach is extremely popular among the readers of the magazine and most of the youth find the magazines easy to read and the content easy to understand.
- Femina is a well-managed organisation with a strong learning culture. It has a youthful and very motivated staff and holds strong competencies regarding both media and communication.

The evaluation has identified the following challenges for the implementation of the new strategy:

Designing a logic and more explicit framework for the change process: In the period of the Strategic Plan 2006 – 2011, Femina monitored activities and outputs.

With a type of organisation that is working with complex processes of behavioural and social change, it is important that more outcome-oriented monitoring is applied, where it is possible to capture changes in knowledge, attitudes and behaviour.

Strengthen school and community partnerships: Focus more on working with parents and teachers as guardians of Fema clubs.

Stronger targeting of young girls: While the aim of Femina's products are strongly targeting issues of relevance for girls and women, the girls and young women are a minority of readers, club members and youth communicating with Femina. A particular challenge is to reach out-of-school girls. As Femina, through the new strategy, will move to areas such as economic empowerment and civic engagement, it carries strong challenges related to gender equality and rights. This will be a major challenge and will demand strong targeting.

Sustainability: There are important future challenges for Femina to increase sustainability:

- In terms of institutional sustainability: to design and implement an organisational structure that suits the new strategy; to build the future leadership; and to internalise the new strategy.
- In terms of human resources: to continue capacity building and secure capacity for fundraising for the future.
- Femina has so far had a constant flow of adequate funding for its activities. A great deal of this success has been due to the basket funds as core support. To increase financial sustainability the major challenge is to develop more business-minded capacity and a strategy to widen sources of funding.

The following is a summary of the recommendations for future development:

Strengthened Theory of Change (ToC) and link to a Results Framework: It is recommended that before finalising the new Strategic Plan, the Theory of Change is explored and developed. This should include integrating the Theory of Change with the intentional design process adapted by Outcome Mapping.

Continue expanding the M&E function: It is recommended to continue the transformation of the strategic planning, monitoring and evaluation team into a knowledge management team and continue exploring and developing the knowledge management function to make sure that processes and tools capture the information needed to inform the results framework and be able to make decisions on interventions and resource allocations.

Build a more project-oriented structure: For the realisation of the new strategy it is recommended that a more project-oriented structure is developed with project teams being established along the thematic areas of work rather than along the methods for communication. In order to get this right and in line with the new strategy, it is recommended that an external adviser in organisational development is contracted to

facilitate an internal process of mapping competencies and the determination of a suitable structure for work in projects.

Develop various pathways to strengthen clubs as change-making platforms: It is recommended that Femina, as part of the partnership guidelines, develop specific guidelines for partnerships at school and community levels that can facilitate better connectivity between Femina's communication and supportive activities at such levels.

Stronger targeting of young girls: It is recommended that the new strategy be designed with specific emphasis on gender equality, and that there are particular indicators for girls and young women's participation, that are eventually backed with research studies.

Give priority to increase the print run and distribution of the magazines: Depending on the availability of resources, it is recommended to increase the print run and distribution of the Fema Magazines. For Si Mchezo, the increase of copies will be contingent on a strategy to better target out-of-school youth.

Strengthen financial management and governance: It is recommended to strengthen the financial management through the introduction of a procedure for board approval of annual work plans, budgets as well as financial statements.

Increasing sustainability: It is recommended that Femina utilise the new phase to strategically increase its sustainability at several levels. It is recommended that the human resources function in the organisation is strengthened with a particular focus on identifying leadership profiles and building leadership skills. For increasing financial sustainability it is recommended that Femina increase its management capacity through a fundraising manager with a business-minded profile that can lead the organisation to widen funding sources.

1 Introduction

1.1 FEMINA HIP

Femina Health Information Project (HIP), hereafter referred to as Femina, is a multimedia, civil society initiative working with youth, communities and strategic partners across Tanzania to promote the “Femina lifestyle” – a range of values, attitudes and behaviours in relation to sexuality, reproductive health, HIV/AIDS, gender equality, economic empowerment and civic engagement. “Edutainment”, entertaining and at the same time educating, is the cornerstone of Femina’s approach to inform, create awareness and stimulate young people to sustain healthy behaviours. Through various media products developed in a highly participatory production process, the target audience are introduced to, and encouraged to reflect on and talk with peers about, a range of issues of concern to youth. The two regular magazines, Fema for in-school secondary school youth and Si Mchezo for out-of-school youth, are the main media products. An annual Fema TV Talk show and more one-off productions such as radio and thematic booklets are also produced. SMS and website interaction are other ways to communicate.

Femina started in 1999 in collaboration with the East African Development Communication Foundation in response to the huge need for information and behaviour change communication in relation to the HIV/AIDS epidemic. It aspired to develop a youth-oriented and culturally-sensitive way of reaching and communicating with youth about sexuality, risky behaviours, protection and healthy lifestyles. An innovative communication strategy was designed using edutainment, documentary journalism, participatory production and strategic partnerships.

Since HIV/AIDS is more than a health problem at the individual level, and relates to broader social and cultural aspects, Femina has evolved and developed a holistic concept of healthy lifestyles – the “Femina brand” – that aim at prompting change among youth but also social change within society at large.

Femina’s printed products are distributed nationwide through the “Femina Express Distribution System”, developed together with and now owned by East African Movies Logistics Ltd. (EAML). This has enabled a great outreach of the the Fema and Si Mchezo magazines to more than 2,500 secondary schools and over 900 partner organisations.

Sida has supported Femina since the beginning. The Embassy of Sweden in Dar es Salaam, has handled the support during the evaluated period, 2006 – 2012, as part of a bilateral agreement. Sida has been the lead development partner in a basket funding

arrangement, in which the Danish International Development Agency (Danida) and the Humanist Institution for Development Cooperation (HIVOS) also participated. Support has been given to the Femina Strategic Plan 2006 – 2011, during which Femina has expanded its agenda to also include economic empowerment and civic engagement in a “combination prevention” strategy. The vision and mission are the following:

“Femina envisions an empowered society that fosters democratic values, critical thinking and positive attitudes towards healthy lifestyles, gender equality, protected sexuality and HIV/AIDS”.

“Femina multimedia initiative aims to work through strategic partnerships to facilitate open talk, public debate and social movement, enabling youth and their communities to create supportive environments, to better access resources and services, to embrace democratic values and to change behaviour.”

The Strategic Plan 2006-2011 stipulates the following objectives:

- (1) To ensure that young people enjoy their right to express themselves and to be heard, as well as their right to access information and services in order to improve their sexual and reproductive health and general well-being
- (2) To promote the HIP lifestyle brand and edutainment methodology in Tanzania through partnerships and public debate in order to contribute to reducing the negative impact of HIV/AIDS

The objectives are pursued through four output areas:

- (1) Media Communication
- (2) Community mobilisation
- (3) Public Relations and partnership development
- (4) Organisational management

From 2011 to 2012, Femina received bridging support for continued activities and preparation for a new strategic phase, 2013 – 2017. A draft new Strategic Plan has been prepared that outlines the overall vision and objectives of Femina for the upcoming five years, and provides details on how to sustain and deepen work with youth across Tanzania. For this phase, Femina plans to continue to consolidate the three core themes of sexual and reproductive health, economic empowerment, and citizen engagement as a full-fledged “combination prevention” strategy.

The present end-of-phase evaluation is a step in the process of completing the new Strategic Plan: it provides an assessment of the initiative’s achievements towards objectives and planned outcomes.

1.2 THE STATE OF HIV/AIDS IN TANZANIA

According to the Tanzania HIV/AIDS and Malaria Indicators Survey (THMIS) 2007/08, 6% of adults in Tanzania (15-49 years old) are infected by HIV. The prevalence is higher for women (7%) than for men (5%). This is slightly lower than in

the 2003/04 survey. The results from the THMIS 2011/12 are not yet official, but indications point towards a slightly decreased rate of infection.

Factors that contribute to this decrease are that part of the adult population now has comprehensive knowledge and understanding of HIV/AIDS (42% of women and 50% of men) and an increasing number of people are tested and know their status. 63% of adult women and 48% of adult men have been tested.¹ Consequently, the stigma and discrimination of people living with HIV/AIDS has decreased.

As in other parts of the world, there is a higher level of infection among the urban population. There are also large variations between the regions, with the highest prevalence found in Iringa and Njombe, followed by Dar es Salaam and Mbeya, with the lowest in Zanzibar.

The impacts of the epidemic are devastating and cause tremendous loss of human and economic capital. HIV/AIDS is thus part of the development agenda in the National Strategy for Poverty Alleviation and the National Development Vision of 2025. It is recognised that tackling HIV/AIDS requires concerted efforts from all sectors.

The framework for HIV/AIDS work is the National Policy on HIV/AIDS 2008-2012, which emphasises mainstreaming of HIV/AIDS in all sectors. From this, the National Guidelines on Prevention and Control of HIV/AIDS were developed. The THMIS provides a basis for the monitoring and evaluation of HIV/AIDS programmes.

Young people are particularly vulnerable to HIV infection for social, political, cultural, biological, and economic reasons. There are a range of risk factors relating to behaviour and lifestyle known to be associated with HIV. Some of these factors can be dealt with using communications solutions. It will take more than information to prevent the spread of HIV/AIDS. Social and behaviour change communication is instrumental in dealing the many perceptions that undermine and make it difficult to adopt healthy behaviours. Annex 5 provides an overview of the important factors that affect young people's risk of HIV infection.

1.3 THE STATE OF YOUTH IN TANZANIA

66% of the Tanzanian population is below the age of 25,² and 23% of the population are adolescents. It is therefore clear that the youth are key to the development of Tanzanian society. Yet Tanzanian youth are faced with tremendous challenges,

¹ Tanzanian HIV/AIDS and Malaria Indicators Survey (THMIS), 2011/2012.

² UN defines youth to be between 14-24 years and adolescents between 10 to 19 years.

including staying healthy, receiving proper education, participating in decision-making in the communities and obtaining sustainable livelihoods.

A major concern for youth is access to quality education. Between 10-20% of youth are in secondary schools, but schools suffer from a lack of resources, resulting in low quality of education. A study by Restless Development (RES) in the Southern Highlands showed that only 25% of young girls were transitioning from primary to secondary school.

Another important concern is employment opportunity. It is estimated that one million students graduate from secondary schools annually, while the Ministry of Information, Youth and Sport predicts that only 2% of these are likely to find formal employment in the short term. Currently, young people make up 53% of the unemployed population of Tanzania. Unemployed women outnumber unemployed men by 33%.³

Agriculture remains the principle source of income in Tanzania, accounting for 62% and 69% for men and women, respectively. However, the sector produces only a quarter of Tanzania's GDP. For young people, agriculture is also the biggest employer. Agriculture is characterised by limited incentives; the profitability for small-scale farmers is low due to market failures and problems of land rights. A lack of agricultural education and advisory services are other obstacles. Moreover, labour wages from commercial farms are poor, as are job security and working conditions.

While the private sector is considered to be the engine of growth in Tanzania, the rate of job creation does not meet demand. The trend shows a massive movement of unemployed youth from rural areas to the informal sector in urban areas in the hope of finding work. However, they often end up being unemployed or working long hours while earning low incomes and facing fundamental personal and health risks.

The Policy for Youth Development from 2007, encourages young people's participation in decision-making at local and national levels. Moreover, a number of other national strategies refer to young people. In reality, youth are still left out of most decision-making at all levels. A survey by RES showed that, on average, 10% of young people participate in local policy development and implementation.

³ Restless Development; 2011; State of the Youth, Annual Report for 2011

2 Evaluation Design

2.1 PURPOSE AND USERS OF EVALUATION

According to the Terms of Reference (ToR) for the evaluation, the purpose is: *“to assess the relevance, effectiveness and efficiency of the programme in achieving its intended objectives and use the results to inform the formulation of the Femina Hip Strategic Plan and the subsequent programme for the period beginning 2013. As a holistic evaluation the main inquiry will be on three key issues: Results, strategic choices and organisational development”* (cf. Annex 1).

The evaluation therefore assesses results achieved by the activities of Femina in terms of relevance, efficiency and effectiveness in relation to changes in knowledge, attitudes and behaviour in the intended outcome and impact areas. The evaluation identifies major successes and factors for success as well as the gaps, challenges and opportunities observed in the implementation of the Strategic Plan for 2006 – 2011, and derives the key lessons learned that can feed into future aspects of the new Strategic Plan for 2013-2017.

The main intended users of the evaluation are Sida, represented by the Embassy of Sweden in Dar es Salaam and the Femina Board and Management. Sida will use the evaluation to inform decisions on further support (which will also depend on the priorities of the new country strategy for Tanzania). Sida has decided to provide bridge funding for part or all of 2013. The results at both outcome and impact levels from the evaluation will contribute to their assessment of the new strategy for Femina, and inform decisions regarding continued financing of Femina. An important concern for Sida is the continued sustainability of Femina.

Femina views the evaluation as an opportunity for an external assessment of their work. Findings will inform their new Strategic Plan and programming for 2013.

2.2 OVERALL METHODOLOGY

The evaluation focuses on the four output areas of the Strategic Plan 2006 – 2011 and overall programme achievements in relation to strategic plan 2006 – 2012. The four output areas are:

- Engaging youth in conversations around Sexual and Reproductive Health Rights (SRHR), civic engagement and entrepreneurship
- Creating a supportive environment for youth
- Developing partnerships and creating a public debate to promote the HIP lifestyle brand and edutainment methodology

- Femina management, organisational and structural arrangements and capacity

The evaluation has applied the OECD/DAC criteria of relevance, efficiency, effectiveness, impact and sustainability of the programme in achieving its intended objectives.

Femina is not the only organisation working with social and behavioural change communication aimed at empowering youth and communities. The evidence available to the evaluators is insufficient to verifiably attribute impacts in terms of increased knowledge, changes in attitudes and behaviours or enabling environment as a direct result of Femina activities, but has focused on assessing Femina's contribution to outcomes in these areas as perceived by the target audience and partners. Where it has been possible, related research by other partners has been used to attribute certain impacts to Femina's contribution.

The evaluators have adapted the principles of Outcome Mapping (OM) to the assessment of results as a means of assessing these contributions. The evaluation has used principles of triangulation of inquiries with the different types of partners⁴ that Femina HIP works with and has used the Appreciative inquiry (AI) approach in the structuring of inquiries. The use of the AI approach was applied in order to obtain a formative perspective in the evaluation, and also to allow Femina HIP and their partners and stakeholders to reflect on their work and, thus, learn from the evaluation process. The evaluation was divided in three phases:

- *The Inception phase:* The users of the evaluation and intended use of the evaluation were clarified here. Moreover, the Outcome Mapping was undertaken as part of the initial desk review as well as through communication with Femina management (see inception report).
- *The first phase:* This was used for fieldwork in Iringa, Njombe and Sumbawanga. During the fieldwork, information was gathered from Femina's primary target audience, young women and men, in the three districts through in-depth Focus Group Discussions (FGD). The FGDs were conducted by two enumerators in separate groups for women and men, and the groups included both in-school and out-of-school youth. Moreover interviews were conducted with teachers and other adult reference persons, such as parents. This phase also included interviews with Districts Ministry of Health and Social Welfare (MoHSW) and Ministry of Education and Vocational Training (MoEVT), and local government; partner organisations working with young people's sexual

⁴ In the project documents the stakeholders are referred to as partners, the evaluation team therefore continue this terminology.

and reproductive health rights, economic empowerment and active participation in society.

- *The second phase:* During this phase, self-reflection workshops were conducted with the Femina staff and interviews were conducted with a wide range of partners and stakeholders (cf. List of people met, Annex 8). Moreover, relevant research documents as well as existing data from Femina's M&E system were collected and included in the following analysis (cf. documents reviewed, Annex 7).

The FGDs were conducted as in-depth discussions with select groups of youth in and out of school in order to get a deeper understanding of youth perceptions of Femina and where there are indications of changes in attitudes and behaviour. This naturally had the disadvantage of a low size sample and also the time and resources did not allow for systematic FGDs with control groups. By coincidence, the group of out-of-school girls that was interviewed had not been in contact with Femina and therefore displayed characteristics of not being reached.

Furthermore, the assessment of cost effectiveness and financial/institutional efficiency of Femina's operations was undertaken by a Tanzanian financial specialist. This included a financial and institutional analysis, and also assessed the value of a scaling up of print runs. This, moreover, contributed to assessing the prospects for financial sustainability.

2.3 ASSESSING INTENDED OUTCOMES

Femina aims for behaviour change at the individual level but also for wider social change. Both behavioural and social changes are difficult to achieve and evaluate; the processes are long and influenced by many complex and diverse factors. The complexity of behavioural change lies in the difficulties in changing behaviours, as opposed to raising awareness for change. The behavioural change process involves, for example, consciousness and awareness raising; self-evaluation; self- and social liberation; fostering social support; positive reinforcement and social support.

The challenge of the evaluation has been to follow up on achievements in terms of behavioural outcomes for the above reasons, which Femina shares with other similar initiatives, but also for the fact that:

- The scope and approach has gradually been changing over the years.
- Femina envisions achieving or contributing to change, targeting a range of "healthy" behaviours linked to sexuality, reproductive health and "life skills".
- Sought-after individual behaviours are not articulated, nor is progress towards social change clearly defined.
- Femina is influenced by a variety of theories and approaches, and does not provide a clear picture of the models of behavioural change that, together with its Theory of Change (ToC), would provide a framework for understanding intended change processes.
- Monitoring over the reviewed period has focused on outputs.

As the Strategic Plan 2006-2011 is not specific about intended outcomes, the evaluators have worked their way “backward” in the Outcome Mapping process by identifying Femina’s stakeholders, partners and target groups and have, through review of Femina internal documents and discussion with Femina management, identified the intended outcomes from which the evaluation has assessed the results.

According to the vision and mission of the Femina Strategic Plan 2006 – 2011, Femina aims to create changes in the knowledge, attitudes and behaviour of young men and women between 15 and 25 years of age, in-school and out-of-school youth. The mission, however, also aims for substantial changes in the knowledge, attitudes and behaviour of several other stakeholders in Tanzanian society that can either contribute or act as obstacles to the desired enabling environment.

Figure 1 shows different Femina stakeholders and a brief description of the intended outcomes of the programme. In the Femina terminology, the primary target group is the audience of young men and women, and they interpret the enabling environment as the communities in which they live. Gatekeepers to the youth are parents, other relatives, headmasters and teachers. Strategic partners are the organisations that the project works directly with in the implementation of the activities. They are NGOs, private companies, government authorities, political leaders and distribution actors.

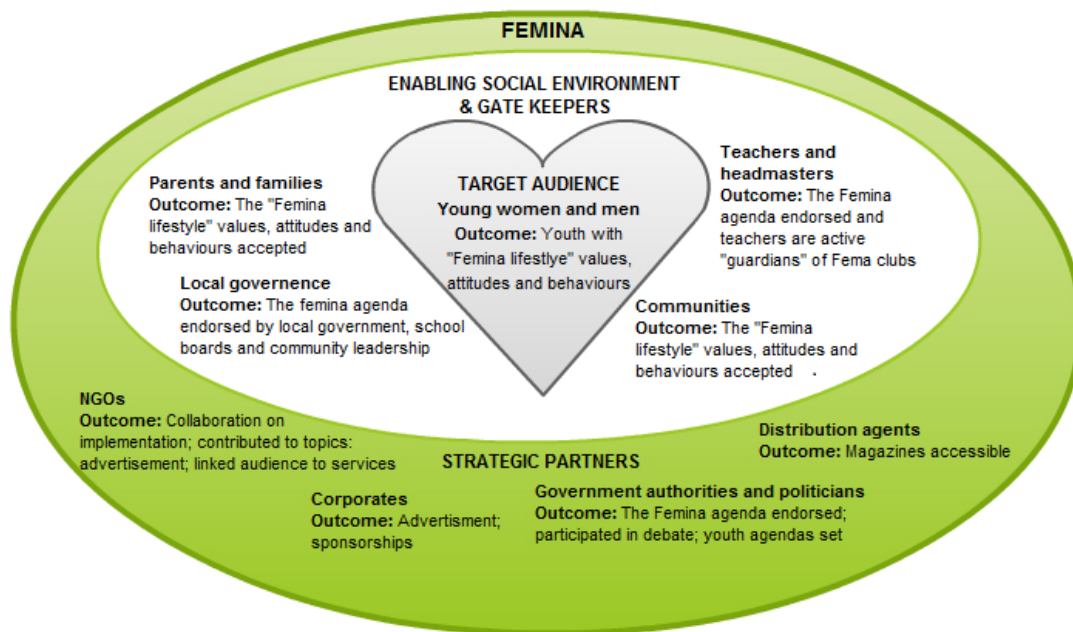


Figure 1. Stakeholders and outcomes of Femina

A detailed list of outcomes, indicators and sources of information used by the evaluation to assess the results is attached in Annex 4.

The evaluation assesses the results achieved by the programme in terms of a perceived contribution to outcomes through changes in:

- Knowledge, attitude and behaviour among primary target audience, young Tanzanian women and men, in relation to SRHR, civic engagement and entrepreneurship:
 - Young people consider, attempt, adopt and maintain healthy sexual and reproductive behaviours.
 - Young people increase their voice within the community and society, and express themselves about issues that affect their lives.
 - Young people are inspired to become entrepreneurs.
- Knowledge, attitude and behaviour (in relation to SRHR, civic engagement and entrepreneurship) of influential people in young people's social network.
- Knowledge, acceptability and usage of Femina lifestyle brand and edutainment methodology.

3 Overall Programme

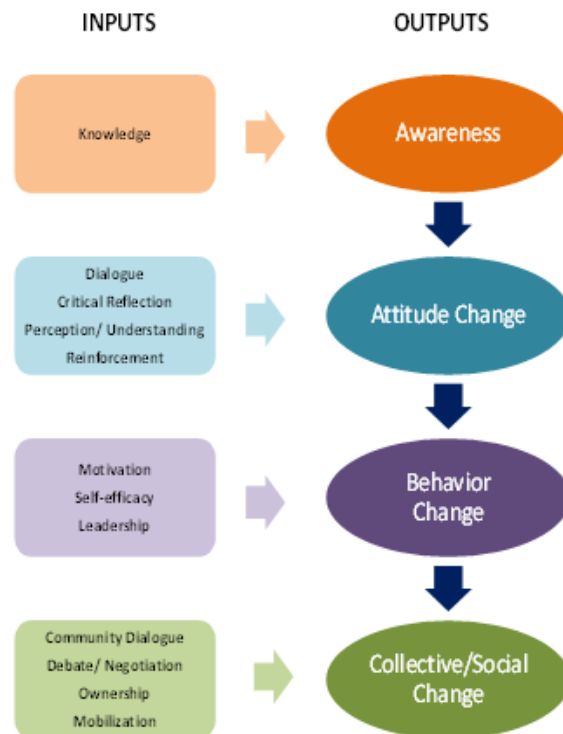
3.1 FRAMEWORK AND THEORY OF CHANGE

The 2006 – 2012 Strategic Plan and other guiding documents do not provide a clear picture of Femina’s view on exactly what changes they would like to see among its target audience. Nor does it describe how and why change will take place as a logical consequence of efforts by Femina and the assumptions made about the necessary actions of other actors, both within and outside their sphere of influence, to make the desired change happen.

After discussions with staff, and field visits, it is clear that Femina promotes a range of values, attitudes and behaviours, all part of the “Femina lifestyle” among individuals, but also in relation to a shift in societal norms. At the individual level within the SRHR agenda, Femina moves beyond the ABC approach (Abstain, Be faithful, use a Condom), and includes the entire alphabet of sexuality including culturally taboo areas such as masturbation. Femina also aims to foster democratic principles and values among youth, for example by encouraging volunteering, working together, taking action, demanding rights, and offering support to others. Recently, economic empowerment and citizen engagement, seen as closely linked to achieving “healthy” sexual and reproductive behaviours, have been incorporated. This is called the “combination prevention” agenda in Femina terminology.

The new draft Strategic Plan includes a model of behaviour change (called Theory of Change) which describes Femina’s view on the process of change and the essential steps people take to move towards adopting new behaviours. It describes: (1) increased awareness through exposure to knowledge; (2) dialogue with peer groups and communities that create reflection and understanding; (3) reinforcement through continued exposure to knowledge and interaction with peers that lead to attitude change; and (4) over time, as individuals become motivated and increase their confidence to act (self-efficacy), behaviour change is possible. (5) As communities engage more in dialogue and gain understanding, they will become motivated and empowered to tackle social problems together through collective action.

Figure 2: Femina's Model of Behaviour Change (draft Strategic Plan 2013-2017)



In a workshop with Femina staff, the activities carried out in relation to the above outputs and outcomes (referred to in the diagram as inputs and outputs) were mapped to provide a picture of the logical sequence between interventions and these results (cf. Annex 4 for a list of activities identified). This provided a first step in developing Femina's Theory of Change but did not fully cover how and why change might happen as a consequence of Femina's efforts and assumptions made on, for example, how other actors are expected to act in order for the initiative to be successful. From this exercise, field visits and interviews with stakeholders, a general conclusion can be made that Femina puts its main effort into and is good at steps 1 and 2 especially, but also partly step 3, although it needs more strategic thinking and action, and step 4 and 5 commonly require contribution of other actors, such as Femina partners.

Femina's main approach to promote healthy lifestyles among youth is "Edutainment". Moreover, the approach has moved from providing information and knowledge to focusing on empowerment as the key to achieving change. The aim is to strengthen people's ability to identify problems in everyday life, and their ability to act upon them, both collectively and individually. Through a range of communication vehicles, Femina aims to question social norms and model alternatives; to create awareness and knowledge; spark conversations and reflection; inspire; promote agency, and develop life-skills as important steps towards behavioural and social change.

The approach builds on an understanding of the individual behavioural change process; that people pass through various stages in a non-linear fashion moving back and forth, before finally deciding to attempt, adopt and sustain behaviour. Youth have

a good understanding of Femina’s agenda and approach; one states *“It is about helping us to understand ourselves; to know where we come from and where we are going”*, which in many ways captures Femina’s mission as formulated in new draft Strategic Plan: *“To equip youth with knowledge and skills which will assist them to explore and make sense of their identities, sexuality, values and beliefs; how best to make use of existing opportunities and resources; and to help them realize their rights and responsibilities in society so they take action”*. Through its communication Femina provides individuals with behavioural prompts, reinforcement and incentives to act.

Femina also aims to create a “supportive environment” at national and local levels, including the political environment (national and local government authorities); and the social environment close to youth (communities, families and schools). Parents, teachers and headmasters, so called gatekeepers, are expected to support youth in their endeavours towards a “healthy” lifestyle.

As Femina is first and foremost a media platform, collaboration with partners at national and local levels is essential to moving its agenda forward. Femina has its office in Dar es Salaam and a small team of outreach and community mobilisation officers; and obviously there is limited face-to-face contact with the target audience. For Femina to reach its full potential with the media products, especially the magazines, it is essential that a partner can provide what Femina lacks: presence at the local level. One such partner is Restless Development (RES). They not only share the same target audience, they also share the same agenda for sexual and reproductive health, economic empowerment and citizen engagement. The two organisations complement each other: RES needs Femina’s expertise on communication and media and Femina needs RES’ presence at the field level with a cadre of volunteers.

Thus, this framework identifies strategic communication action in five domains: (1) create awareness and knowledge; (2) engage individuals and stimulate dialogue, reflection and action between youth, and between youth and Femina; (3) stimulate school, community and family dialogue and reflection; (4) create an “enabling” environment that supports youth; and (5) establish and nourish partnerships that help promote Femina’s agenda at the national level and support implementation at the local level.

3.2 RELEVANCE

3.2.1 Relevance to youth needs and demands

Given the context of youth in Tanzania, it is clear that youth in Tanzania are an extremely relevant target group. Moreover, the thematic focus on sexual and reproductive health is highly relevant considering the many challenges faced by youth, including the urgent need for HIV/AIDS prevention and improving girls’ chances to finalise their education. The relevance of Femina’s expanded prevention

agenda, adopted in Femina's new Strategic Plan, was endorsed by youth and all strategic partners met.

A youth-led research project conducted by RES, State of the Youth 2011 survey, reached the same conclusion. According to the research findings, young women and men identify sexual and reproductive health, economic empowerment, and youth participation in influencing and decision-making, as the prioritised challenges affecting youth.⁵

3.2.2 Alignment with and contribution to national policies and strategies

Femina aligns with several national policies and strategies, including, for example, the National Adolescent Health and Development Strategy⁶ and the National Adolescent Reproductive Health Strategy 2011 – 2015.

As a member of the National Prevention Technical Working Committee on HIV/AIDS, Femina has provided guidance and advice on how to work with youth, included in the National Multi-sector HIV/AIDS Prevention Strategy 2009 – 2012. Femina shares the same vision as that of the National Adolescent Reproductive Health Strategy 2011-2015: *“Healthy adolescents living in an environment that enables them access to quality information, services and life skills for the achievement of their full potential.”*

Femina also participated in the development of the Policy of Youth (2007) and contributed, among other things, to defining governance structures to ensure that youth participate in decision-making committees at all levels.

3.3 IMPACT AND OUTCOME

As discussed above in relation to the ToC, most of Femina's results at the levels of outcomes and impact are combined results of a range of activities that takes place under the programme as well as through combined efforts with strategic partners. The outcomes and impacts are therefore described as a whole under the overall programme, rather than as results of certain outputs.

3.3.1 Major achievements

From the combined findings of the fieldwork, and interviews and workshops with staff and other stakeholders, Femina has achieved the following:

⁵ Restless Development, Tanzania, State of the Youth 2011

⁶ Ministry of Health and Social Welfare, 2004-2008

Femina is very popular and also a trusted source of information, especially regarding sexuality and reproductive health: The overall picture is that Femina is extremely popular among youth, school leadership and teachers, parents and communities. There is still some resistance, particularly to the openness on sexuality and reproductive health issues. Fema magazines are, for example, not allowed to be distributed in the schools in Zanzibar, which is a strong Muslim enclave. Femina has managed to strike a balance between cultural sensitivity while still confronting important issues. All informants emphasised that Femina has contributed to a much more open public debate around sexuality and the idea of the “Femina lifestyle”. This means that the branding of a “Femina lifestyle” and being part of a social movement, “the Femina family”, has worked both with youth and in society in general. For youth, this has huge value and the Fema⁷ club members are proud to be “part of the Femina family”.

Wide outreach: An important strength of Femina is the effective magazine distribution system that enables Femina’s message to be spread wider and further than any other printed communication in the country. In some rural areas, it is almost the only magazine that is regularly available. The Fema magazine has a readership of 2,8 million readers and 9,8 million people are familiar with the magazine. Si Mechezo has 1,2 million readers and 5,4 million people are familiar with the magazine.

Effective at reaching young people and creating dialogue: Femina has been effective in reaching youth, not only with regard to reaching them with information, but also in creating a dialogue with young people regarding issues of their concern. One success factor contributing to this is the edutainment approach that encourages reading, listening and having fun while being exposed to important messages. According to surveys conducted by the Tanzania All Media Product Survey (TAMPS), the edutainment approach is extremely popular among readers of the magazines and most of the youth find the magazines easy to read and the content easy to understand.

Femina has taken the lead on youth and sexuality: There are many actors addressing issues of sexual and reproductive health and youth needs. However, Femina has taken the lead in dealing with sexuality that also goes beyond reproductive health and HIV/AIDS prevention. Many youth (and also adults) state that the Femina magazines and talk shows are their major source of information regarding sexuality and HIV/AIDS. This is a space that has not been occupied by anyone else. Femina has a crucial niche.

⁷ Fema is the magazine targeting secondary schools and clubs initiated at schools are called Fema clubs.

Well-managed organisation with a strong learning culture: Almost all consulted stakeholders specifically emphasized that Femina is a well-managed organisation with clean financial records, that it is characterised by having a youthful and motivated staff and that the organisation holds strong competencies regarding media and communication, and also professionally on the topics of sexuality and sexual and reproductive health rights.

Impact found from research: All stakeholders view Femina as a lead player in providing information and building knowledge on sexuality, HIV/AIDS and reproductive health. Therefore, when THMIS surveys show a trend of increasing knowledge and understanding of HIV/AIDS and a slight decrease in HIV prevalence, Femina's work can be assumed to have contributed to these impacts. The TAMPS surveys show that the primary target audience perceives that Femina's communication vehicles have improved their knowledge about HIV/AIDS and sexual and reproductive health, and that this has positively affected the way in which they live their lives. It therefore suggests that Femina's media products play an important role in empowering youth to protect themselves and in making healthy choices. In 2011, an evaluation of RES provided good evidence on the impact of their work, emphasising:

- *Increased HIV prevention knowledge:* 94% of young people in RES placements and youth camps could correctly mention at least four ways by which they can get infected, compared with 65% in the control group.
- *Reduction in Sexually Transmitted Infections (STI):* Only 4.3% of young people are being treated for STIs in RES communities compared with 8.3% in the control group.
- *High Voluntary Counselling and Testing (VCT) attendance:* 75% attendance in RES communities, compared with 43.2% in the control group.
- *Significant decline in dropout rates due to pregnancy:* Only one pregnancy per year in RES supported schools compared to four per year in control group schools.

As RES uses Femina magazines for all of their youth sexuality work, they state that the impacts are partly attributable to Femina's work.⁸

3.3.2 Outcomes

The outcomes that can be identified and directly linked to Femina's work are described below as they relate to the different stakeholders and partners:

⁸ From interview with RES staff in Iringa.

Youth: The fact that Femina provides a “space” for youth to express and share opinions and experiences in clubs, magazines and the website, and the fact that youth utilise these “spaces” to give advice to peers, express opinions and raising questions is, in itself, an outcome in terms of: (1) youth speaking up, (2) reflecting on their experiences, and (3) demonstrating agency, for example giving advice to others. In this way Femina contributes to the processes of empowerment and social change.⁹

During FGDs with youth clubs and groups of youth in-school and out of school, it was found that the outcomes differed considerably between the in-school and out-of-school youth.¹⁰ For the in-school youth, there are more activities through some of the Fema clubs and reading the magazine. These youth are enthusiastic about Femina and about being part of the “Femina Family”. They demonstrate ownership and identification with Femina. They arrange festivals and other activities on their own in the schools, and make slogans and songs around the activities. According to the FGDs, the activities have resulted in the following outcomes:

- Increased openness and less stigma about HIV/AIDS
- Access to information about sexual and reproductive health
- Conversations about sexual and reproductive health
- Knowledge and awareness about risk behaviour and how to reduce risk
- Inspiration regarding entrepreneurship
- Organised activities in schools and among schools

The actual change of behaviour was, however, more difficult to assess. Boys say that their knowledge has resulted in them going for HIV testing. They are more likely to stay with one partner to avoid the risk of infection and they have increased confidence when speaking up about sexuality and other issues that matter to them. The girls mention increased confidence when speaking up and a changed attitude to entrepreneurship. It was, however, not possible to track changes in sexual behaviour.

The out-of-school boys read the magazines, especially Si Mchezo. From this they become informed and aware, but they are not involved in interactions like the in-school youth who are part of the Fema clubs. The interviewed out-of-school girls were completely uninformed. They have limited access to the information and had great difficulty in speaking up about sexuality and other topics.

Box 1 in Annex 9 describes how Femina fills a gap on communication with youth on sexuality.

⁹ Thomas Tufte et. al., *Resounding the Voices: Letter Writing, Audience Participation and HIV/AIDS Communication for Social Change*, Roskilde University

¹⁰ Considering the small number of FGDs conducted, it should be noted that there may be other factors in the different situations of in-school and out-of-school youth that could account for these differences apart from the quality of Femina’s work.

Enabling environment: The interviewed headmaster and teachers were positive and endorse the Femina brand and products, and they support the establishment of Fema clubs. Some teachers are also active in clubs; they are so-called “guardians”. Many teachers use Fema materials in their teaching and to counsel students.

Some parents had read and appreciated the magazines, but they are generally not targeted by Femina and due to cultural barriers, they generally have great difficulties in talking to their children about sexuality. They therefore appreciate that Femina does the job they perceive themselves not able to do: talk to their youth about sexuality and reproductive health.

The local government authorities interviewed during the fieldwork generally endorse the Femina brand. The officers read the magazines and bring them home for family members to read. With national government authorities, Femina’s work has resulted in several outcomes:

- The Femina-related research is utilised for knowledge and inspiration in the ministries interviewed.¹¹ The research on multi-concurrent partnerships was described to have been an eye-opener, resulting in it now being seen as an important driver for the HIV/AIDS epidemic.
- Femina participates in the Technical Working Committee under Tanzanian Commission for AIDS (TACAIDS) on HIV/AIDS prevention.
- Femina took part in developing the National Policy of Youth 2007. The contributions of Femina were particularly effective in defining governance structures to ensure that the youth participate in decision-making. They also contributed to policies on reproductive health and assisted in developing standards for life-skills for out-of-school youth.

Politicians from both the ruling and opposition parties endorse Femina and participate in events arranged by the organisation. For example, ruling and opposition politicians participated in the Youth Conference and discussed youth issues together in a constructive way. Youth concerns regarding education quality were discussed in Parliament and a youth representative was appointed to the Constitution Committee.

In spite of achievements at the policy level in bringing sexual and reproductive health to youth in primary and secondary schools, little progress can be identified in practice. The National Population Policy from 2006 claims achievements such as the integration of Family Life Education (FLE) into secondary school curriculum and HIV/AIDS education into primary and secondary school curricula, including their integration into the teacher training college curricula. The National Adolescent

¹¹ Ministry of Education and Vocational Training, Ministry of Information, Youth and Sports and TACAIDS

Reproductive Health Strategy 2011 – 2015 and the National Multi-sectoral HIV Prevention Strategy 2009 – 2012, both explicitly focus on youth, are intended to guide decisions and actions to make sure that youth are provided with sexual and reproductive health education in schools. The guidelines for implementing HIV/AIDS and the life-skills education programme in schools were developed in 2004, but few teachers are aware of these and even fewer have seen them. Thus, in spite of policy and several suggestions for how to integrate sexual and reproductive health in the curriculum, youth have limited access to such education. Femina makes up for weaknesses in the official system by providing sexual and reproductive health information both directly to students and indirectly by supporting teachers.

NGO Partners: Femina collaborates with a number of NGO partners in order to utilise opportunities for synergies. The partnership strategy has had many outcomes such as:

- Partner organisations utilise Femina magazines in activities with youth, for example using peer educators
- Partner organisations with specific expertise contribute to topics
- Partner organisations collaborate on joint research and knowledge sharing
- To a certain degree, advocacy organisations collaborate with Femina, utilising Femina's competence to collect responses and cases from the grass-root level that can be used in their upward advocacy work; examples of such are collaboration with Tanzania Natural Resource Forum (TNRFF) on Mama Misutu and on "the mystery client"

The "Femina lifestyle" and the edutainment approach are, thus promoted, accepted and endorsed by many partner organisations.

Corporate actors: In the Strategy 2006 – 2011, it was expected that Femina would be able to attract corporate actors for collaboration. However, these expectations appear overly optimistic. The efforts to encourage the private sector to "buy in" in the form of buying advertisement space and time, buying magazines for their staff or customers or otherwise supporting Femina through sponsorships have not yet been successful. This is discussed further in 6.3.

4 Media Communication

The purpose of the media production programme is to develop, distribute and broadcast a variety of interactive media products. The objective is: *“To interactively produce and disseminate long-term, recurring, as well as one-off media products that communicate factual information on healthy lifestyles, sexuality, reproductive health and rights including HIV/AIDS and that promote life skills, audience voice, entrepreneurship and positive role modelling for behaviour and social change”*.

4.1 OUTPUTS

The media communications programme is the Femina’s focal work and includes printed, broadcast, and new and social media. *The outputs are:*

The Femina media platform¹²

Fema magazine: 62 pages; targets in-school youth; bilingual; distributed quarterly to 2,436 secondary schools and 472 NGO partners; print-run 180,000 (since 1999)

Si Mchezo! (“No Joke!”) magazine: 32 pages; targets out-of-school youth; tailored to semi-literate, rural communities in Swahili; distributed bi-monthly to 574 partners; print-run 173,000 (since 2002)

Fema TV talk show: 30 minute Swahili language talk show with an average of 15-20 episodes per season, yearly (since 2002)

Ruka Juu (“Jump up”) reality TV show: Entrepreneurship competition for out-of-school youth; 11 episodes and a live final (since 2011). A second season developed in 2012 focusing on agriculture

Chezasalaama.com (“Play it safe”): Content-based bilingual interactive site that links to Facebook and Twitter; targets both youth and educators (since 2004)

Sema na Fema SMS (“Speak up”): Interactive SMS platform (since 2011), and social networking media (Facebook and blog) initiated and tested during 2011 but put on hold

Organisational website: For partners and international audiences to keep them informed (since 2009)

Femina wire: Quarterly newsletter to keep stakeholders, partners and individuals informed; distributed electronically to 300 key stakeholders (since 2009)

PilikaPilika “Busy Busy” radio: Partnership with UNICEF and Policy Forum. Each organisation had one storyline. Femina dealt with multiple concurrent partnerships and partner communication

One-off publications and products: Booklets, posters, calendars, leaflets

¹² Information from Femina Annual Plan 2010 and 2011

The team has 12 members, but production also involves the Outreach and Community Mobilisation team. The team, apart from contributing to the production of the media products, carries out road-shows and other face-to-face events, and responds to letters and emails from youth.

The main communication vehicles are the two magazines *Fema* for in-school and *Si Mchezo* for out-of-school youth. The magazines are produced all year round and are Femina's main tools to communicate with youth, schools and communities. They also consume most of Femina's budget.

4.2 EFFECTIVENESS

4.2.1 The magazines

The *Fema* magazine was first published in 1999 (then titled "Femina"). Together with *Si Mchezo*, it is Femina's key communication vehicle and output. The 62-page glossy magazine is appealing, with bright colours and attractive graphics and layout. The language is simple and straightforward, and messages are crafted to resonate with youth. Youth describe the magazine as: *"a funny magazine that educates and uses cartoons that will make you laugh."* A former district education officer describes it as: *"Straight to the point; at youth's level; and easy to understand. There is no other source of information like this and also distributed free and regularly, it becomes part of young people's lives."* The *Si Mchezo* magazine, for out-of-school youth and semi-literate persons, is similar to *Fema* but with less pages and uses even more visual communication.

Fema is a quarterly magazine and has a print-run of 180,000 (2011). It is distributed to 2,436 secondary schools, and has 550 schools on a waiting list. There is no figure on the exact amount of existing secondary schools, though a common estimate is 6,500. Thus, almost 40% of Tanzanian secondary schools receive the magazines. 472 copies are provided to NGOs. *Si Mchezo* comes out every second month, and in 2011 it had a print-run of 173,000 copies, that was distributed to 574 partners. Each copy is read by far more than one person. Femina estimates it to be fifteen persons. People met during the field visit guesstimated it to be between 10-50. It is probably true that the magazines benefit at least fifteen times as many people as the number of copies, thus 2,7 million and 2,6 million, respectively.

The evaluation found that the primary target audience, students, perceive the magazine as a fundamental resource for information and to develop their knowledge on issues that are important to them. They appreciate the way in which *Fema* deals with sexuality and reproductive health in a straightforward, no-nonsense, open and progressive style.

Gatekeepers such as teachers, headmasters and local government as well as influential persons such as parents and also partner organisations reportedly appreciate the magazine. Although some might not feel comfortable with all of the content, no informants viewed the magazines as inappropriate. We were only told of cases in which copies had been returned. “Matrons” and “patrons”, female and male teachers responsible for students’ “appropriate behaviour”, sometimes complain that the content conflicts with the behaviours they promote such as “don’t get involved in relationships.”¹³ The parents we met also perceived the magazine to be important, and appreciated the fact that it informed their children about topics that they might not have been able to address themselves. One informant reported that Fema gives her both information and courage to speak to students about these issues, and that she supports students to read the magazine; however, she does not bring it home to her own children, nor does she talk to them about these issues: *“In Tanzanian culture we don’t talk with our children about these issues, maybe when they are 25. Below that we cannot; it would be like learning them to practice. We want to estrange them; if we do not talk about it they might not know it.”*

Fema is the only extra-curriculum material that reaches schools regularly. Most teachers we met have used Fema as a source of information, inspiration for topics and how to address issues in class, especially if they relate to sexual and reproductive health. In this area they perceive it as an invaluable resource since it provides them with both facts and guidance on how communicate about these sensitive issues.

The magazines are distributed by 21 regional Femina express agents, who in turn contract approximately 200 sub-agents to deliver Fema directly to schools and Si Mchezo to NGOs, umbrella organisations, and local government authorities. Obviously it is easier to target and also make sure that the Fema magazines end up with the in-school youth, compared with the out-of-school youth. The Si Mchezo is distributed to various actors working with many issues other than youth. Also, the content of the magazine targets a much wider audience. Box 2 in Annex 6 describes a success story from the Femina staff about the effective distribution system getting the magazines out in remote areas. The field visit largely confirmed that the distribution system functions relatively well and that there is a system of signed receipts to make sure that magazines are delivered to the right destination.¹⁴

¹³ One distribution agent shared his view of male teachers that make it difficult for students to get the magazine since it teaches them about things they do not want them to know, such as “don’t exchange sex for gifts”

¹⁴ However, of the two distribution agents visited, one had difficulty in giving correct descriptions of areas where the magazines are delivered which he should easily have known. Also, in this area, boys and girls in separate discussions mentioned that the magazine comes late.

There are varied reports on accessibility of the magazines. Most schools receive 50, at the most 100 copies, of Fema. However, students still report that not everyone necessarily gets to read the magazine. Students within the same school are of different opinions. While one stated; *“Not all students get the magazine, but most get to read them”*, another shares a different experience; *“I was a club member during my O’level secondary school, I was in love with Fema magazines but now (new school) there is no club so I cannot access them much. I recommend that we start a club so that we can get the magazines often”*. Girls from the same school report that “we mostly do not get the magazines”. However, when they do, class leaders bring it to class; they read it, and then pass it on to someone. Copies are also kept in the library. In another school with an active club, including a committed “guardian”, they report that magazines are received by the teacher who passes some to students and keeps some in the library. They are of the opinion that anyone who wants to read the magazine, Fema clubber or not, is able to read the magazine, and they guess that about 75% read it. However, they think that 50 copies is too few for 800 students. Another club reports that when club members have read the magazine, they pass it on to non-club members.

The two out-of-school FGDs have two completely different stories; *“Anyone gets the magazine. Peer educators walk around the village and anyone who pass by gets a copy after signing with name, age and gender”*, and the group concludes that if you want to read it, you can. In another area, few of the out-of-school youth read the magazine, although they were connected with an organisation that receives the magazine. Those that have access to it state that they have gotten it from a sister, neighbour, or picked it up at the NGO umbrella organisation. The first FGD was part of an active HIV/AIDS programme, which could explain the difference.

Youth were asked about how the magazines were used and, apart from reading, those with Fema clubs continuously use the magazine to discuss different topics. Another school with an active club reported using the magazines for debates, as a reference when they mobilise other schools to join the “movement” and start a club (they have formed a network of Fema clubs in the district), prepare role plays and as source of information to prepare a school presentation. They also report that teachers use them. With the out-of-school youth it is more difficult to grasp how the magazine has been used apart from reading. No one reported on discussions with peers, but the young women report that photos are used to decorate their rooms once they have finished reading, and to write bongo flava lyrics, a popular Tanzanian music style mixing rap, R&B and hip hop.

The evaluation found that correct targeting, access and outcome is greater if the magazine is used within an organised group such as a Fema club, a network of Fema clubs, or another club or programme.

4.2.2 Fema TV talk show and Ruka Juu!

Output: Each year Femina produces and broadcasts a nationwide TV show of 15-20 sessions on topics related to its agenda: sexuality, health, HIV/AIDS, economic empowerment and civil engagement. These are produced using the same type of collaborative approach as the magazines, combining and building on the synergies of the two operational teams. This year, however, instead of the Fema TV-talk show, a new initiative was launched, “Ruka Juu! (“Jump up”), a reality TV show with young entrepreneurs competing against each other.

Effectiveness: The show was considered a success in terms of inspiring and contributing to a change in mindset, and partly also in educating about doing business, customer care, marketing, mobilisation of capital and the importance of building customer trust.¹⁵ The second season focuses on doing agricultural business. From the findings of the FGDs, it is clear that entrepreneurship, or income generation in general, is at the forefront of youth minds, along with sexuality. One young woman states, when asked about the most important issues for Femina to deal with: *“Entrepreneurship, because it helps me to know different techniques of generating income. For example, instead of depending on seasonal crops like potatoes, I can learn other businesses while waiting for the next potatoes season.”* Youth have less access to the TV shows compared to the magazines. Many of the youth met during the field work had not watched the shows, or had only watched a few sessions and, thus, it is difficult to assess these shows’ effect.¹⁶ Box 3 in Annex 6 provides a success story from the Femina staff on the work with Ruka Juu!.

4.2.3 Information communication technologies (ICT)

Since 2004 Femina has explored how to use new and social media to push for social change. Information communication technologies (ICTs) including online social networks and social media can be used by ordinary people to get in contact, share experiences, create new knowledge, generate meaningful conversations and take action. So far, Femina has developed two interactive products: *chezasalaama*, a bilingual interactive site that links to Facebook and Twitter, targeting mainly youth but also educators, and *Sema na Fema*, a SMS platform. Femina has experienced some difficulties in using these new media tools, mainly due to lack of capacity as they require both technical capacity and time and resources to respond. Since 2010, more emphasis has been placed on developing the social networking media through developing and testing a Facebook site and blog. This has, however, been put on hold as it has not yet been appraised for utility. Although far from all youth have access to

¹⁵ Linda Helgesson Sekei; Impact evaluation of Ruka Juu, 2011

¹⁶ It should be noted that the FGDs did not enter into detail about all the media products.

the internet and mobile phones, these new avenues for communication are likely to be important in the future.

4.3 EFFICIENCY

As seen in table 2, Media production was the biggest programme activity for Femina accounting for over 60% of all costs per year.

Table 2: Media production - Percentage of total cost					
2006	2007	2008	2009	2010	2011
59.91	55.44	65.52	63.37	61.18	64.02

Cost of production and delivery of magazines: The most important products in the media platform are the two magazines Fema and Si Mchezo. The costs for producing and distributing these two magazines are presented in table 3:

Table 3: Production and distribution cost of magazines (TSH)						
	2006	2007	2008	2009	2010	2011
Fema	200,000	440,000	560,000	710,000	680,000	717,500
Si Mchezo	325,000	570,800	880,000	990,000	1,050,000	1,039,500

In 2006, the first year of the Strategic Plan, there were delays in securing funding and operations did not start until July that year which explains the considerably smaller cost of production in 2006. The costs of production separated from the costs of distribution is presented in tables 4 and 5 below:

Table 4: Unit production costs for the magazines (TSH)						
	2006	2007	2008	2009	2010	2011
Fema	1,891	1,620	1,390	1,542	1,556	1,617
Si Mchezo	401	634	633	671	670	772

Table 5: Distribution cost per copy of the magazines (TSH)						
	2006	2007	2008	2009	2010	2011
Fema	431.9	429.4	434.5	456.6	488.8	452.9
Si Mchezo	52.3	89.9	60.5	69.4	72.3	116.3

The higher cost of distributing Fema (cf. table 5) reflects two things: The magazine contains double the amount of pages, but primarily the fact that these are delivered directly to schools scattered around the country. The Femina distribution agents deliver the magazines themselves, but also contract local sub-agents, often young secondary school leavers, to travel to remote areas by motorbike or bus. The Si Mchezo is mainly delivered to stakeholders in the regional capital, who themselves distribute to other partners. Delivery costs of Si Mchezo have increased between 2010 and 2011 by 60%; the reasons for which have not been explained to the evaluation team.

A 62-page Fema magazine costs 1,617 Tanzanian Shillings (TSH) to produce per copy. Adding to this, the cost of distribution, 191 TSH, a ready and printed magazine in the hands of a student in the rural area of Sumbawanga costs 1,808 TSH which represents, at current rates, around 1 USD. It is clear that the magazines could be printed in lower quality, lesser pages and without colours at a lower price and this would also reduce the cost of distribution. The evaluation team judges that this would have clear negative impact on the attractiveness to the readers, as well as the durability (an estimated 15 people benefit from each copy). Considering the importance, high demand, huge outreach, and the outcomes for young people and adults reading the magazines, the evaluators find that production and distribution particularly for Fema are highly efficient.

Cost of TV productions: The total cost for the eleven episodes and one final live episode of the 2011 “Ruka Juu!” TV-show was 524,350.856 TSH (around 330,000 USD).¹⁷ It is difficult to compare the cost of Femina TV-shows with other similar products since Femina uses their own approach, combining edutainment and a more journalistic way of working. As such, it works under tighter time frames, lower budgets and quality than for those that could be considered Femina’s “competitors” such as Real2real Film Production (produced the current Dume Challenge Campaign) or T-MARC. For the current Dume Challenge Campaign, promoting condom use, thirteen 45-minute sessions were produced using a crew of 35 persons and 9 cameras, and involved 50 full days of shooting.¹⁸ The evaluation team does not know the cost of producing the show which could be compared with the Ruka Juu!, but the size of the team and the number of cameras involved gives an idea that the cost of producing the Femina TV-shows are considerably lower, which could indicate efficiency and value for money.¹⁹

¹⁷ Costs of human resources are not included.

¹⁸ Dar Life, October 2012.

¹⁹ The evaluation team did not compare the quality or possible impact of these shows.

5 Community Mobilisation

The objective of this output areas is: *“To cultivate grassroots environments for open talk, critical thinking and social changed that will foster healthy lifestyles and positive, responsible attitudes towards sexuality, HIV/AIDS and democratic culture”*. The main purpose of the community mobilisation programme is to make sure that Femina’s products are effective, and thus resonate with youth and are used as intended. For youth to start the process of change, including self-reflection, validation of the “Femina lifestyle” and finally adoption of the suggested healthy attitudes and behaviours, Femina encourages peer conversations and facilitates such dialogue in clubs. The team collects feedback from youth and partners, provides responses to those who communicate with Femina, and coordinates club activities. They also conduct road shows to promote the “Femina lifestyle” among the wider public.

5.1 OUTPUTS

The community mobilisation and outreach department consists of five persons with various backgrounds (social worker, teacher, actor). They are Femina’s face towards the public and figure in magazines, TV and radio shows, communicate with the audience, and carry out road shows and field visits. *The main outputs are:*

- Fema clubs formed by students or out-of-school youth
- Road shows using local theatre groups to convey messages and promote the “Femina lifestyle
- Feedback and reality checks: During road-shows schools are visited to get feedback on content, and to tap into the realities of youth
- Liason with local government authorities and partners at regional and district levels
- Responding to letters, emails and SMS
- 3-day annual Youth Conference, bringing together 100 students and teachers from all regions
- Promotion of Femina and the “Femina lifestyle” in fairs and festivals such as Youth week, Sabasaba, World Aids Day

5.1.1 “Spaces” for conversation

The Fema clubs, or any other club or opportunity, is what Femina calls a “space” for conversation. For change to take place, youth are assumed to need to engage in conversations with peers about the issue, share ideas, reflect and take action. The intent is to create a safe space to create awareness and gain self-confidence and self-esteem. Fema clubs are expected to select leaders, draft a constitution, create rules and regulations, be completely voluntary and report back to Femina on activities every quarter. Clubs are free to choose topics and activities.

Clubs are promoted through the magazines and a separate poster on how to start a Fema Club was distributed some years back. Some of the students we met said they did not know how to start a club. A special form needs to be filled out and signed by the headmaster/mistress to ensure approval from school management, and a teacher selected as “guardian” of the club. A Fema User’s Guide to support clubs has also been developed, but none of the schools visited had a copy or knew about it. In schools without clubs, the FGD generated enthusiasm to create a club. In 2011, 2,436 schools received Fema; 629 clubs were registered out of which 554 clubs were in-school and 75 out-of-school clubs. Thus, 26% of schools who regularly receive Fema have clubs.

It is mainly through the magazines that Femina supports and engages with clubs. Certain articles are dedicated to club members. School visits are another way to strengthen the relationship between Femina and youth. In 2010, 97 schools were visited, which is approximately 15% of the schools receiving magazines. In other words, a club can expect to be visited approximately once every seven years. Club members and students also communicate with Femina by sending letters, emails and club reports. Despite Femina’s intent to respond to all of these, in FGDs several youth complained about having communicated but not heard from Femina. One states that their club writes reports but does not hear back from Femina. Students express a deep wish for Femina to be more present. They want Femina to participate in festivals and celebrations; to be there to inaugurate and congratulate, to give certificates, and to talk to and inspire them. Box 4 in Annex 6 provides a case story of a Fema Club.

For the magazines have maximum impact they need to be used actively, for example in clubs. However, the clubs need to be supported by a “guardian”. These “guardians” need some type of support in their role. This appears to be working most effectively when Femina teams up with a partner, NGOs or individuals at the local level, that use the magazines in their work. This was, for example, seen in Iringa, where RES works closely with youth and communities or in Njombe where a dedicated individual makes sure that magazines are used effectively through peer educators.²⁰

5.1.2 Face-to-face conversations and other communication with youth

Femina connects and communicates with youth through various activities, such as road shows, school visits and through the media products. During road shows Femina promotes the concept of a “Femina family” and disseminates the “Femina Lifestyle”. Through a mix of drama, music and comedy, communities are entertained. A local

²⁰ These groups commonly provide peer education to some youth who then work with others.

cultural group, trained by the Femina team, performs. Preparations take about 3-4 days and continue with 3 days of shows in three districts. Femina aims to perform four road shows per year. This means that the 126 districts will be covered during a 10-year period. The evaluation attended a road show in Kilwa and the general impression is that it was well organised, created enthusiasm and energy, and managed to stir and attract many people.

Femina visits schools, both during road shows and also as part of producing content for magazines, radio and TV shows. Of the seven schools visited, all but one had been visited by Femina. Also, the out-of-school young men report having had a visit of Femina representatives when they developed content for a photo-story for a “agricultural” magazine. One school-group reported that Femina organised a concert and had activities, such as HIV testing and motivational talks about male circumcision. They have also discussed male circumcision and other problems, such as unprotected sex with, for example, road construction workers.

Femina receives large quantities of letters, emails and SMS messages. In 2011, Femina received almost 22,000 SMS messages to the interactive SMS platform “Sema na Fema”, the Facebook account had on average 20 posts per month, and its interactive website “Cheza Salaama” had 22,074 visitors. In 2011, a total of 598 letters and 465 emails were sent to Femina. However, of the youth met during the field trip, rather few have interacted with Femina. One had written an answer to a question in Fema and another commented on Facebook. Some complain that they have written and have not received a response. Another school states that they send Femina the quarterly reports on club activities but did not get any feedback.

Despite these deficiencies, the evaluation team judges that, given the human resources available, Femina is able to connect face-to-face or in correspondence with a large amount of people.

6 PR and Partnerships

The objective of this output area is: *“Develop and sustain an open public debate and momentum for social change by promoting a lifestyle brand that will support civil society, the corporate sector and government efforts towards fighting the HIV/AIDS epidemic. Under this objective, Femina carries out a wide range of activities of public relations and networking”*. Over the years Femina has increased collaboration with a high number of partners for technical support, advocacy, distribution, funding and visibility. They work with international NGOs and donor organisations, UN Agencies, such as UNICEF, local NGOs and CBOs, media, government authorities, politicians, and the private sector.

6.1 OUTPUTS

Corporate partners: Collaboration with the corporate sector has mainly been in three areas:

- Femina selling theme issues, articles and advertisement space in the magazines
- Establishing workplace HIV/AIDS prevention programmes with the private sector (This has not been done to any substantial degree)
- Corporate sponsoring of additional copies of the magazines for schools

NGO partners: During the period evaluated, Femina collaborated with more than 100 NGO partners. Femina and RES have collaborated for 10 years. The two organisations work with youth and on the same topics. During the evaluation, interviews were conducted with a sample of partners such as Marie Stopes, RES, Population Services International (PSI), Tanzanian Headmasters for Secondary School Association (TAHOSSA), Agriculture Non State Actors Forum (ANSAF), Voluntary Services Overseas (VSO), John Hopkins University - Centre for Communication Programmes and Tanzania Natural Resource Forum. All of the interviewed organisations have close collaboration with Femina in terms of knowledge sharing, assisting each other in capacity building and utilising the Femina media platform for their programmes – either as a vehicle to get the messages out or for implementing programmes.

Government authorities: Femina has close relationships with the Ministry of Education, Ministry of Health and Social Welfare and the Ministry of Information, Culture, Youth and Sport. For example, Femina participated in the Ministry of Youth’s National Youth Week and the Ministry participated in Femina’s Annual Youth Conferences. Femina also contributed to the development of the National Youth Policy and to the guidelines on Development of Standards for Life-skills for out-of-school youth. Femina works closely with the Tanzanian Commission for Aids .

They are, for example, members of the HIV/AIDS Prevention Technical Working Group and the Impact Mitigation Subcommittee. In this context Femina has contributed to the development of the National HIV/AIDS Prevention Strategy. Femina also has relationships with other related ministries such as the Ministry of Employment and Labour and the Ministry of Community Development, Gender and Children.

Politicians: Femina has, during the evaluated period, on several occasions utilised the appearance of young politicians in their magazines and talk shows, and most recently at the Annual Youth Conference 2012. The young politicians mainly function as positive youth role models – sending the message that it is possible to have a voice, and that young people need to assume their responsibility as citizens. The fact that the organisation enjoys great popularity among youth makes it naturally attractive for young politicians to attach themselves. Young politicians are probably more aware than others of the coming big generation of potential voters. In this context, Femina is well aware of the need to remain apolitical and always strives to balance the featuring of politicians in their media and at their events. So far, Femina has succeeded in achieving this balance by featuring a politician from one party in one edition and from the other party in the next. They have managed to get representatives from both sides to their events. In fact, it was stated to the evaluation team at several interviews that it was remarkable that Femina could facilitate constructive discussions between opposing politicians during their events.

Regional and international networking: Femina is actively networking with like-minded initiatives in the Southern and Eastern African regions. A huge task has been to drive the OneLove campaign in Tanzania in collaboration with Soul City in South Africa. The description of the work is described in box 5 in Annex 6. Apart from regional networking, Femina receives attention from the international community on sexual health, HIV prevention, communication for development and social change. Various universities have conducted research based on Femina's work, for example the Roskilde University Centre and Norwegian School of Economics. They are also often invited to participate in international conferences.

Development of partnership guidelines: During 2011, a partnership guide was developed for partners that contribute financially to Femina. The document establishes the purpose and objectives of this type of partnership with Femina, provides a framework for how to deal with different types of partners and also outlines the conditions for the collaboration.

6.2 EFFECTIVENESS

The output area for partner networking and public relations has been effective in relation to the outcomes described in section 3.2. The collaboration with a wide range of partners has significantly increased the scope, outreach and popularity of Femina among youth and in society as a whole. One of the success stories shared by Femina

staff was the Youth Symposium 2012 on Youth and the Constitutional Rights, described in box 6 in Annex 6.

In interviews with partners, they consistently mention the following comparative advantages of Femina as a collaboration partner:

- Well-crafted messages that resonate with youth
- Popularity among youth
- The interactive format prompts youth to participate and enter into conversations
- The strong and effective distribution system

Regional collaboration with like-minded institutions across Southern and Eastern Africa has been facilitated by Soul City in South Africa on the OneLove Campaign. In Tanzania the collaboration started with research work by The University of Dar es Salaam called “OneLove: Connect, Protect and Respect”.²¹ The study received much attention and resulted in changed attitudes to the problems of the HIV/AIDS epidemic. In the collaborating countries in Southern Africa the campaign has been effective in promoting dialogue and debate around important issue of multiple concurrent partnerships.²²

6.3 SUSTAINABILITY

The partnership networking is a crucial part of Femina’s strategy for sustainability. Partners contribute financially to Femina’s activities by:

- Buying Femina magazines for distribution with their own target groups
- Financing specific activities of Femina as part of their programmes
- Buying whole editions of the magazines and programmes
- Buying space in the magazines and TV talk shows for their messages

Femina has furthermore made effort to get corporate actors to “buy in” in the form of buying advertisement space/time, buying magazines for their staff/customers or otherwise providing support to Femina through sponsorships. So far, this has not been successful, with the modest exception of advertisements. The income on advertisement has increased from 787,500 TSH in 2006 to 71,384.852 TSH in 2011. It is, however, still a very small part of Femina’s budget.

It has been difficult for Femina to sell advertising space. There have been several challenges such as delivery of art work, price negotiations and receiving payment for

²¹ Rweyemamu, D.; 2008; OneLove: Connect. Protect. Respect. Multiple and concurrent sexual partnership among youth in Tanzania

²² OneLove Campaign, Soul City Regional Programme; 2012; Mid-term Qualitative Evaluation Report

the advertisement. Genuine corporate sponsorships have not been established to a substantial degree. Femina lacks the adequate capacity to manage relationships with corporate partners. Femina's own interpretation of the difficulties in collaborating with the corporate actors is that Femina's target group is not commercially interesting for the corporates. When the evaluators discussed this with a representative of the corporates, it was found that they may have a different picture of the situation. They find the Femina audience extremely interesting for their commercial interests and would want to buy more space with Femina, but have found it difficult to collaborate.

7 Management, Organisational and Structural Arrangement and Capacity

The objective of this output area is to: “*Develop organisational capacity to enable the organisation to be managed effectively and efficiently.*” Two units work under this output area: Organisational Management and Strategic Planning and Monitoring and Evaluation. Despite the lack of a clear results framework, the overall impression of the evaluators is that Femina is a strong learning organisation. Work is based on formative research and dialogue with youth, which facilitates learning and capacity building inside the organisation as well as outside.

7.1 ORGANISATIONAL SETUP AND MANAGEMENT STRUCTURE

Femina is organised around the output areas of the strategic plan with departments along the output areas and units of these along the products and related functions.

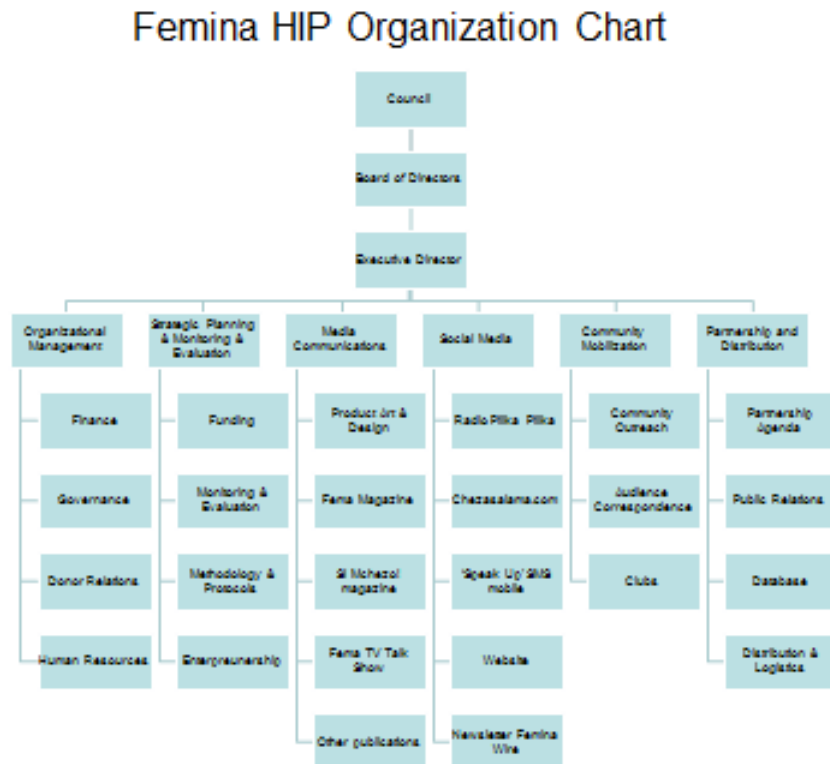


Figure 3. Femina Organisational Chart

The structure is rather traditional with a Council and Board of Directors as the governance structure, an Executive Director to whom all department heads refer and

hierarchical pillars along the functions/methods. In terms of human resources, the media communication department is the largest with 12 staff; organisational management has 8 staff; the planning, monitoring and evaluation consists of 6 staff; and the community mobilisation team has 5 members. When discussing the organisation and working environment with the staff, they state that the organisation has a flat structure. This is not so much reflected in the organisational chart, but rather in the organisation's culture that supports collaboration and sharing across pillars.

7.2 ACTIVITIES AND ACHIEVEMENTS

7.2.1 Management and Governance

During the evaluated period, the management team secured funding for sustaining the activities of the Strategic Plan and also the human resources necessary to perform. Particularly for the management, it is a challenge to work with the young team, where the turnover rate is high. For example in 2010, seven staff members left the organisation. Continuous capacity building, and staff recruitment are important parts of management activities.

In terms of governance, Femina has a council as well as a board of directors. Council meetings are held once a year and board meetings are held three times a year. During these meetings the overall achievements and future strategies are discussed. It appears there is no procedure in place for the Board to make approval of the Budget.

In 2011, a Youth Advisory Board was established, consisting of 12 members (4 out-of-school and 8 in-school youth). The Youth Advisory Board acts as a sounding board to the audience in matters of strategies and new initiatives.

7.2.2 Financial Management

In 2006, the Financial Management and HR procedures were restructured to establish a proper control mechanism. An external financial adviser was contracted to set up the financial management system and an HR manual is now in place, including a code of conduct for staff. The staff was trained in the new system. Femina has had clean audit reports since 2007.

Funding: Femina is funded substantially by the Swedish International Development Cooperation Agency but also has several smaller donors. There is a Basket Fund with the main donors: Sida, Royal Danish Embassy, SDC and HIVOS. A total of 18,971 million TSH in various foreign currencies was received from donors for the period 2006 to 2011 (cf. table 6). Of the total funding over this period, 25% comes from Sida.

Table 6: Financial sources (THS)					
	2008	2009	2010	2011	Total
Basket donors					
Sida	1.101.967.921	1.214.033.109	612.433.685	1.764.997.679	4.693.432.394
Danish Embassy	346.352.597	1.048.765.198	904.470.501	1.258.225.534	3.557.813.830
HIVOS				330.666.371	330.666.371
SDC	192.045.000				192.045.000
Sub Total	1.640.365.518	2.262.798.307	1.516.904.186	3.353.889.584	8.773.957.595
Non-Basket Donors					
Family Health International	427.890.429	564.102.215	601.986.754	557.942.106	2.151.921.504
GTZ/TGPSH	34.309.762	34.850.402	46.465.926	30.374.231	146.000.321
Tanz Media Fund			105.250.939	65.689.308	170.940.247
AON			132.259.909		132.259.909
Others	208.509.000	326.292.735	291.993.590	690.635.546	1.517.430.871
Sub Total	670.709.191	925.245.352	1.177.957.118	1.344.641.191	4.118.552.852
TOTAL	2.311.074.709	3.188.043.659	2.694.861.304	4.698.530.775	18.971.025.780

Accounting system: Femina uses Sage Pastel Version 11 Accounting software. This accounting platform is easily capable of handling Femina's financial transactions. Femina does not have an Audit Committee of the Board, which is a departure from accepted practice. Femina does not employ an internal auditor but has hired a consultant accountant to provide internal audit services. This arrangement seems appropriate, but the consultant is not currently making the standard 4 audits a year.

Financial regulations and procurement: The Financial Regulations (2007) were reviewed and found to be largely in order. However, the review finds that the Procurement Procedures stipulated therein were inadequate to deal with Femina's procurement reality. The Financial Regulations group procurements in two categories below: one above 5 million TSH and another below 5 million TSH. The Manual stipulates obtaining three quotations (for purchases above 5 million TSH), which are appropriate for small purchases but we found them to be grossly inadequate for large purchases. Big value tenders, mostly for printing and distribution of Femina and Si Mchezo magazines, are awarded once every three years. Tenders are advertised and are then considered by a Tender Committee comprised of Femina staff. Femina has no permanent tender committee and this committee is formed by management only when there are issues to consider.

Tax compliance: Femina is registered with Tanzania Revenue Authority (TRA) with a Taxpayer Identification Number (TIN) but is not registered for Value Added Tax (VAT). Femina is financed 98% by grants but earns small income from sales of a few copies of magazines, consultancy as well as receiving income from running adverts in its magazines. Incomes from these three sources were as follows:

Table 7: Other income earning 000 (TSHS)					
2006	2007	2008	2009	2010	2011
30,860	30,612	29,909	25,085	68,367	71,385

The company's commercial income for 2010 and 2011 exceeded the threshold for compulsory VAT registration, which is Tshs 40 million a year. VAT registration can reduce operational costs by making VAT paid to external suppliers refundable, but TRA may refuse registration for precisely this reason.

7.2.3 Moving Beyond Monitoring and Evaluation

The mid-term evaluation emphasised the need for a stronger monitoring and evaluation function. From 2011, the team for planning, monitoring and evaluation has expanded from one staff to four working with issues that go beyond M&E to also cover strategic planning, learning and research. Monitoring and evaluation, learning and sharing, research and communication are important ingredients in knowledge management. Femina has thus taken important steps to move beyond traditional monitoring, and is often limited to keeping track of progress on implementation and achievements towards outcomes, to mainstream learning and knowledge sharing for organisational effectiveness within work processes. For products to be relevant and, thus, effective, content is based on youth's reality. The outreach team tries to understand this reality and advises the media production team, thus indicating collaboration among staff that transcends organisational boundaries.

Knowledge sharing and learning are supported by the leadership and the organisational culture. Learning and sharing for personal development and growth and for organisational effectiveness create staff satisfaction. When asked what they liked most about working with Femina, staff unanimously replied the great teamwork and the sharing of experiences across departments, teams and hierarchies. For example, there is a weekly 20-minute session for the entire office, including support staff, where a colleague shares experience on a particular topic of and quarterly staff meetings include a learning session with an invited guest.

An internal review of the M&E and learning function was recently done, including also developing a more systematic way of compiling and reviewing feedback from target audience. A range of tools are used to capture audience voices, however it has not been entirely possible to review what type of information it captures and how this fits into the results framework and work with quality assurance.

In 2011, Outcome Mapping was introduced as a tool to track partnership processes, and staff state that it has made them more aware of the importance of working strategically with building and nurturing relationships and collaboration with others. OM has not yet been fully internalised in the organisation's framework and procedures, but will continue to be used to strengthen partner collaboration.

Femina also attempts to introduce a learning and reflection process within the Fema clubs. Groups are asked to report back every quarter on activities and other issues. It serves the purpose of clubs to reflect about their activities and future plan and leadership. Femina uses this knowledge to inform the selection of the club to be awarded the Best Fema Club of the year. As noted above, some of the youth state that they have not been provided with any feedback after sending the reports.

In sum, the M&E function has improved considerably and it is making good progress towards incorporating important aspects of a learning organisation. It is less clear, however, whether the wealth of information and knowledge captured is actually what the organisation needs to know in order to make decisions on the design of intervention and resource allocation.

7.3 EFFICIENCY AND EFFECTIVENESS

7.3.1 Effectiveness

Based on six external Audit Reports and corresponding Management Letters (2006 – 2011), it has been found that Femina is a well-managed organisation with good internal control arrangements. Auditors have not found any significant issue with the management of the organisation. As for the audited financial statements, they are presented well, except that expenses were too summarised and failed, therefore, to provide important analysis of costs, especially for media production costs, which accounts for over 60% of all expenses.

The organisational structure is a challenge in an organisation that is constantly on the move with new projects and new areas of work and with various and changing partners. As mentioned earlier, the structure is rather traditional with pillars along the output areas and functions, which enables tracking of results along these lines. But both the functions and outcomes run across these pillars. As the organisation is rather small, this has worked well because the staff and their competencies are well known to all. If the organisation grows further, it may require a more project-oriented organisational structure with a more thematic focus.

7.3.2 Efficiency

Funds for organisational management and administration have consistently been between 20-30% of total funds. The evaluators find these percentages reasonable. Funds spent on programme activities as a percentage of Total Expenditure are presented in table 8.

Table 8: Funds spent on programme activities as percentage of Total Expenditure (%)					
2006	2007	2008	2009	2010	2011
66.68	70.84	79.82	77.60	72.18	72.93

7.4 SUSTAINABILITY

7.4.1 Institutional

Being a well-established organisation that has run for many years, and enjoys wide recognition, acceptance and popularity in Tanzanian society, as well as in the international environment of communication for development, the institutional

sustainability can be said to be rather stable. In addition to the important relationship with Sida, Femina is a respected partner with a wide range of donors.

7.4.2 Human Resources

A particular strength of Femina is that it holds strong professional competencies. Apart from being capable of producing media communication products, the organisation has strong competencies in sexual and reproductive health rights and how to communicate to youth. As the thematic focus of Femina is broadening and developing beyond sexual and reproductive health towards also engaging in economic empowerment, agriculture and citizen engagement, the capacity will need to be broadened and new partnerships need to be established. At the time of the evaluation, Femina had a total of 31 paid staff members. The lowest salary paid in November 2012 was 930,953 THS which is over five times the current minimum salary of the Government of Tanzania. This means that compared to government salaries employment in Femina is quite attractive. However, in comparison to other NGOs, salaries at Femina are not excessive. See below table 9 for annual payroll cost.

Table 9: Femina staff		
Department	No. of Staff	Annual Payroll Cost incl. NSSF/SDL (TSHS)
<i>Media and Production</i>		
General	3	163,714,679
Fema	2	77,731,048
Si Mchezo	2	53,757,718
TV and Radio	4	121,656,387
New & Social Media	1	14,505,531
Sub Total	12	431,365,363
<i>Community Mobilisation</i>	5	151,186,679
<i>Overhead & Management</i>	8	302,952,138
<i>Planning & Communication</i>	6	261,696,014
TOTAL	31	1,147,200,193

In 2011, Femina consisted of 33 employees, long-term volunteers and interns. More than half of the staff members are under the age of 35 years and the gender ratio is 1 men to 1.5 women. As an organisation with low average age, turnover is naturally high. There are two consequences of this: One is that there is a need for constant capacity building, the other that the working environment needs to be attractive to highly competent youth. Capacity building and institutional learning are therefore strong priorities in the organisation. Examples of regular activities are weekly reporting meetings, quarterly reporting meetings, annual training and staff retreats.

Through the assessment of the staff perception of their working environment, it is found that Femina is a youthful working environment, with a rather flat structure that gives staff a voice and ownership of the organisation and its “brand”. So far the organisation has been able to attract and maintain important competent human resources, so despite the obvious challenges, sustainability appears good.

The major concern raised by several stakeholders is the issue of building new leadership skills. Femina currently has a very strong and competent leadership in the Executive Director as well as the Management Group, and a great part of the success

of the organisation is due to this leadership. It is therefore at this point of time crucial for sustainability that the organisation succeeds in developing new leadership profiles that in the future will be able to take over.

7.4.3 Financial

Femina's financial sustainability is very low due to two reasons:

- 98.2% of annual income came from grants from the previous year
- Annual expenditure was twice its cash reserves and other assets as of 31st December 2011

Femina is therefore totally dependent on donations, both as an institution and for its operation. As described above, Femina has had a strategy of seeking to increase its own earnings from advertising, the sale of extra copies of the magazines and some consulting. However, in 2011 the Femina earned 1,8% of its revenue from these sources.

A particular concern is the strong dependence on Sida for funding. Sida has been the major donor for an extensive period of time and has played an important role in development of Femina. Sida will not continue this strong support indefinitely. The evaluators' assessment is that Femina's concept, goals and objectives and also competencies are extremely relevant for a great number of donors that work to improve the conditions for youth in Tanzania, and so also for like-minded organisations that can use the communication platform as vehicle for their messages to reach the young target group. Moreover, Femina has a very good reputation for being collaborative, trusted and delivering results, which is confirmed through the present evaluation. All in all, Femina has a very solid foundation for continuing fundraising among donor organisation.

8 Lessons Learned

8.1 MAJOR FACTORS FOR SUCCESS

Femina has been successful at pursuing its objectives as stated in the Strategic Plan for 2006 – 2011. The planned outputs have been effectively delivered and important impact and outcomes are seen as results of these – as described in section 3. It can be concluded that Femina is at the forefront in several ways in Tanzania. The investment made by donors such as Sida is paying off. Femina is a capable, creative and committed organisation. In order to determine the best way forward, it is therefore important to identify the main factors for the success but also the challenges for the future.

At the strategic level, the key factors for success have been the following:

- The core support via the basket fund has been instrumental for building Femina as an institution. The core funding from committed and flexible donors such as Sida and Danida has been and is still a prerequisite for Femina.
- Femina is talking with youth and the work is driven by youth interest and demand. Femina is an organisation that puts youth in at the centre of the development and communication process.
- Femina has developed its own concept building on a cocktail of various theories and models, edutainment with a journalistic twist, role-models and regional focus and a commitment to let youth speak up and be heard.
- The work of Femina is strongly evidence-based, using formative research for knowledge creation.
- Femina has strong national relevance and the organisation is filling an important niche in the society by being able to communicate with youth on issues of great importance to them. Even internationally, Femina has an important niche.
- Femina has a dedicated and democratic management. The capital of trust and popularity among youth and the society has been well-managed.

At the operational level important factors for success are:

- Femina has created an organisation with strong teamwork and cross-fertilisation within the organisation and among its many and varied partners.
- The work environment is creative and innovative and the fact that Femina enjoys such popularity among youth in the country makes it an attractive workplace for young professionals.
- Femina has an organisational culture that is open to changes and therefore it is flexible for changing demands and contexts.
- Femina uses a straightforward, no-nonsense language that resonates with youth.

8.2 WHERE IS FEMINA HEADING?

Femina has, since its start in 1999, been constantly on the move in terms of the approach used, media products and the content. The main trend since 2006 has been towards a comprehensive combination prevention agenda, where the strengthening of youth health, life skills, empowerments and participation is in focus. Femina has recently gone through a process of internal review and has developed a draft Strategic Plan for 2013 – 2017. This strategy builds strongly on the past years' development and the identity that Femina has created as a multi-media communication platform with focus on improving lives, opportunities and participation of youth in society. The draft Strategy embraces the approaches that Femina has developed over time such as: Strategic communication using edutainment, participatory production processes, reinforcement through incentives, outcome mapping and partnership. The new aspect here is the outcome mapping as a tool for guiding the partnerships. The core themes for communication will be:

- Sexual and reproductive health
- Economic empowerment
- Citizen engagement

These core themes have during the past years been identified as socioeconomic factors that impede healthy behaviour and lifestyles. The overriding principle will be rights and gender mainstreaming.

8.3 CHALLENGES FOR THE FUTURE

From the findings of the evaluation it can be concluded that the following challenges are likely to be encountered in the implementation of the new strategy.

Designing a logic and explicit framework: In the Strategic Plan 2006/2011 there has been considerable confusion around core concepts such as objectives, outcomes, outputs and results framework. Femina has, during this period, monitored activities through a traditional management monitoring of activities and outputs. With an organisation like Femina, that is working with complex processes of changes in groups, individuals and society, it is particularly important that more results-based monitoring is applied, to measure outcomes in the form of changes in attitudes, knowledge and behaviour. The challenge for the future is therefore to design a logic and an explicit results framework that can identify what “success” in terms of attitudes and behaviours might look like; and can make it clear how and why change might happen as a consequence of Femina’s work and also what others need to do; and finally that allow for effective monitoring of the outcomes.

Developing an organisational structure that suits the new broader strategy: As the organisation has been gradually growing, the need for a suitable organisational structure has increased. The new strategy, that will have a much broader thematic focus beyond the former focus on sexual and reproductive health towards including

themes of economic empowerment and citizen engagement, calls for an organisational structure that is more flexible and suited to the strategy.

Strategies to strengthen clubs as the local change-making platform: The evaluation has found that there are substantial opportunities to increase the impact on youth through more strategic partnerships. The findings show that although there are many Fema clubs; few of them are very active. Fema Club members need support but are usually left without guidance, just as guardians do not understand their role in clubs and lack inspiration and motivation to provide support. Examples were found where partner organisations or supportive guardians were engaged and showed the way for increasing impact on the youth. The challenge is to identify ways to leverage partnerships with NGOs and persons at the local level that can provide what Femina is not able to: presence and connection at school and community levels.

Stronger targeting of young girls: It is of course a contradiction that while the aim of Femina's products is so strongly to target issues of relevance for girls and women, the girls and young women are a minority of readers, club members and youth communicating to Femina via letters, emails and SMS. This is however in accordance with the traditional demographics on readership and interactive participation in Tanzania, where the majority of readers and consumers of other media are men, just as participation in discussions, and other outward communication is dominated by men. Only the Femina talk shows break the traditional rules of demographics as the majority of viewers are women, all age groups are viewers and the shows are viewed throughout the country also in more rural settings. A particular challenge is to reach out-of-school girls, who are not explicitly targeted now. The new areas of economic empowerment and civic engagement in the new strategy also hold enormous challenges related to gender equality and rights.

Increasing sustainability: There are important future challenges for Femina to increase sustainability:

- In terms of institutional sustainability: to design and implement an organisational structure that suits the new strategy; to build the future leadership; and to internalise the new strategy
- In terms of human resources: to continue capacity building and secure capacity for fundraising for the future

Femina has so far been very successful at fundraising as it has had a steady flow of adequate funding for its activities. A great deal of this success has been due to basket funds as core support. However, it requires serious effort to secure steady funding from other sources for the size and nature of the Femina organisation. To increase financial sustainability, the major challenge is therefore to develop capacity and a strategy for fundraising that can widen sources of funding.

9 Recommendations

Femina has, in the past period, produced satisfactory results overall, and further development along the lines of the draft new strategy can be recommended based on the following recommendations to Femina and to the coming new Strategic Plan.

9.1 DEVELOP THEORY OF CHANGE AND LINK TO A RESULTS FRAMEWORK

Femina is a complex initiative operating in a context that is constantly changing and involves a number of partners. It aspires to stimulate a range of behavioural changes, including empowerment. This requires a results framework that is both flexible and can handle this level of complexity.

It is therefore recommended that, before finalising the Strategic Plan, the Theory of Change is further explored and developed. This should include integrating the ToC with the intentional design process adapted through Outcome Mapping. This can provide a roadmap that clearly communicates how Femina envisions change to take place; the assumptions made; and how these changes will be brought about, as well as enable the measuring of outcomes. It will moreover support Femina in their communication with partners and potential donors. As a preparation for the intentional design, it would be advisable to explore the determinants that influence young people to adopt or not adopt the desired behaviours, either as barriers or as providing motivation to act. This could be done, for example, through a barrier analysis, including several of the “Femina lifestyle” behaviours at the same time.

9.2 CONTINUE EXPANDANDING M&E

Femina should continue the transformation of the strategic planning, monitoring and evaluation team into a knowledge management function, moving beyond traditional M&E to also include important elements of a learning organisation. It is recommended that the organisation review the type of information and knowledge it collects through the many existing tools and processes to make sure that it captures what it needs to know to make decisions on design and resource allocation. For example, the Fema club quarterly reports developed by the youth themselves could perhaps be improved and developed into a tool that monitors the behaviour change and social change processes. This would both contribute to the change process itself and provide Femina with evidence of achieved results.

9.3 BUILD A PROJECT-ORIENTED STRUCTURE

For the realisation of the new strategy, it is recommended that the organisational structure is brought into better alignment with the actual working culture, that is becoming much more “floating” and project-oriented, with staff collaborating across departments, than what the current structure facilitates. Often, several media products are part of the same campaign, and one product requires the collaboration of both operational teams. It is important that the organisational structure does not become an obstacle to the work across departments. A project-oriented structure should allow full flexibility to establish project groups for the specific campaigns or media products according to need. As the new strategy is going to work with a much broader area of content and new expertise is required, it would be relevant to consider organising along thematic areas instead of the present organisation along methods. In order to align this with the new strategy, it is recommended that the organisation undergo an internal process of mapping the available and required competencies; include a strategy for building the capacity that responds to the requirements of the new strategy; and reviews the organisational structure in line with the strategy. It is recommended that an external consultant in organisational development is contracted, who has experience from other communication platforms and particularly from the use of innovative approaches to organisational development and project organisation.

9.4 STRENGTHEN SCHOOL AND COMMUNITY PARTNERSHIPS

It is recommended that Femina, as part of the partnership guidelines, develop specific guidelines for partnerships at school and community levels that can facilitate connections to youth, teachers, schools, parents and communities. Particular attention has to be paid to how to reach parents as part of youth’s supportive environment. It is also recommended that Femina boost the support for teachers to grow into the role as guardians and stay motivated. Fema guidelines need to be reviewed, developed and shared with teachers and clubs. The sharing of ideas of others; showing appreciation; and connecting them with colleagues and Femina could stimulate teachers to grow into guardians of Fema clubs.

9.5 STRONGER TARGETING OF YOUNG GIRLS

When entering into a new strategy, where civic participation and economic empowerment are included as core themes, it is recommended that strong attention is paid to the gender equality issues and to the problem of the rights of girls and women. Experience clearly shows that when these goals are pursued without strong gender targeting, women are unlikely to benefit. It is therefore recommended that the new strategy be designed with specific emphasis on communicating gender equality and that there are specific indicators for girls’ and young women’s participation.

9.6 INCREASE ACCESS TO MAGAZINES

Considering the extremely large readership of the Fema magazine as well as Si Mchezo and the outcomes from these, the value for money from the magazines is good. It is therefore recommended that, depending on the availability of resources, priorities are given to increasing the print run and distribution of the Fema Magazines. For Si Mchezo, the value of an increased print run will depend on the development of a strategy to better target out-of-school youth.

9.7 STRENGTHEN FINANCIAL MANAGEMENT AND GOVERNANCE

The following are recommendations for strengthened financial management:

- Introduce a procedure for Board approval of annual work plans, budget as well as the financial statement. An Audit Committee should be established comprised of one member of the Board as a Chairman and two external experts.
- Furthermore, it is recommended to establish a procedure for quarterly budget control through quarterly variance analysis reports.
- The Femina Board of Directors should put in place a formal Tender Committee of five people comprising two external experts in procurement, accounting or law and three senior officers. The Tender Committee should consider all procurements worth more than 15 million TSH per contract. Femina should also award annual contracts instead of 3-year contracts to reduce risk of default, bankruptcy or underperformance by the contracted vendor.

9.8 INCREASING SUSTAINABILITY

It is recommended that Femina utilise the new phase strategically to increase its sustainability at several levels. Femina is well established as an institution with a strong reputation for competence and delivering outputs. It is, however, recommended to focus on strategies that will strengthen sustainability in terms of both human and financial resources.

The evaluation believes that Femina has unexploited potential for mobilising financial resources from corporate partners, both as sponsors of projects/campaigns and as advertisers, and also that the organisation has a good foundation for increasing its funding from other donors than the current core funders. It is therefore recommended that Femina increase its management capacity with a fundraising manager that has strategic partnerships as a specific responsibility. Such a function can lead the organisation in widening the funding sources.

In terms of human resources, it is recommended that the HR function in the organisation be strengthened, eventually also in terms of increasing manpower. The HR function should address individual as well as organisational needs for capacity

development, with a strong focus on internalising the new strategy as this is likely to require development of new competencies, particularly in economic empowerment, civic participation, rights and gender mainstreaming. Moreover, there should be a particular focus on identifying leadership profiles and building leadership skills. Femina's management and the Board of Directors should identify a realistic model for future management of the organisation. A gradual transition, whereby the Board identifies a Deputy Director, with whom the current Executive Director starts sharing the responsibility, and, thus participates in developing a new leader for the organisation, would be ideal. In the future Femina will require a type of leadership that is perhaps not very traditional in the Tanzanian context, and therefore Femina may need to take a big part of the responsibility for developing this capacity on its own.

Annex 1 – Terms of Reference

Evaluation of Femina HIP Strategic Plan (2006-2012)

1. Background information

Femina HIP is the largest local, multimedia civil society organisation working to create an empowered and inspired generation of young people and communities in Tanzania. Femina conducts strategic communication through clear messaging and a participatory production process which gives VOICE to young people; resulting in a more relevant end product which effectively transmits knowledge, shifts attitudes and creates behavioural change, triggering social action. This messaging is brought directly to the audience through reoccurring magazines, TV, websites and social media, sms as well as community mobilisation activities which, taken together, mutually reinforce key messages and backstop peer education activities in the field. Edutainment is the main approach used- where real life stories and testimonials showcase the lived reality of the audience.

The strength of the Femina initiative is its nationwide distribution system in which materials are disseminated to more than 2500 secondary schools and over 900 partner organisations across Tanzania. ‘The Femina Express Distribution System’, has been built in partnership with EAML Logistics, Ltd. and works through 22 distribution agents to deliver Femina products to every district in the country. Over 60 entrepreneurs are involved in the self-sustaining distribution system, which has become a substantial employer also catering to the distribution needs of other organisations, civil society, as well as government. Community outreach, television and radio activities facilitate and support these printed materials and bring the core messages directly to the targeted groups. In short, Femina materials are disseminated through a well-developed distribution system uniquely tailored to its own distribution needs.

Femina also believes in working with strategic partners to maximise expertise and resources ensuring the most relevant, up-to-date and trustworthy information reaches the audience. Partners are invited to participate in the initiative, not only by offering their knowledge, but also to buy space in print, television, radio, sms and outreach. By utilising the Femina platform, they are able to tap into Femina’s trusted reputation, brand and extensive reach and, in turn, the organisation is able to create sustainability.

1.1 Programme Overview

Femina HIP (Health Information Project) began as a civil society, sexual and reproductive health and rights initiative in 1999, taking on the role as ‘popular educator’ fostering **healthy lifestyles** including, HIV/AIDS and unwanted pregnancy prevention, as well as gender equality. During the period to be evaluated (2006-2012), Femina’s overall goal was to educate and empower youth by providing them with the facts, tools and skills they need to know their rights and become more active and confident players in their communities as well as in their own lives.

The Swedish Government through the Swedish International Development Cooperation Agency and the Embassy of Sweden in Tanzania have been a key development partner to Femina since its inception. Sweden has supported the initiative in the following periods:

- From 1999-2005: (Project Funding) 17,000,000 SEK
- From January-March 2006 (Bridge Funding): 3,000,000 SEK
- From June 2006 - June 2012: (Basket Funding) 56,715,000 SEK

The support was first handled by the Health Team at Sida Headquarters in the pilot phase from 1999-2000 and later by the Swedish HIV/AIDS team during the consolidation phase in Zambia (2002-2005). Since 2006, Femina HIP has been part of a bilateral agreement with the Embassy of Sweden in Dar es Salaam, due to the scaling up of activities and initiation of a basket funding mechanism whereby the Embassy took the lead position in coordination of the programme on behalf of other basket donor partners. During this last phase, the Danish Embassy and HIVOS have been other basket donors.

In 2009, Femina's own research and feedback from its audience made a compelling case for an expansion to include economic empowerment in its agenda. This growth was supported through additional fundraising which included grants, project- and pilot-based funding and individual contributions from enterprises. This new agenda has been backed up by Femina’s own research which shows that many youth engage in risky sexual behaviours as a means to gain access to income. Consequently, Femina took on a ‘**combination prevention**’ agenda, coupling sexual health with livelihood, gender equality and access to resources, in a new and more forceful way. Going ‘to scale’ with our media products has resulted in a huge following across Tanzania, and Femina has also become an important actor in the citizen engagement arena; advocating for inclusion of youth in decision making and access to services.

For its new strategic phase (2013-2017), the organisation plans to focus on three core themes: Sexual and Reproductive Health (*Chezasalama*), Economic Empowerment (*Ruka Juu*) and Citizen Engagement (*Sema na Fema*) which represent elements of a more holistic ‘combination prevention strategy’ aimed at reducing risky sexual behaviour and promoting HIV/AIDS prevention. Equally important, Femina

continues to work from a right based approach where gender is mainstreamed throughout all our message vehicles.

1.2 Strategic Framework:

According to the programme's original project document and Strategic Plan 2006 - 2012 and results framework, the programme holds the following objectives:

(a) Vision and Mission

Femina envisions an empowered society that fosters democratic values, critical thinking and positive attitudes toward health lifestyles, gender equality, protected sexuality and HIV/AIDS.

Femina multimedia initiative aims to work through strategic partnerships to facilitate open talk, public debate and social movement, enabling youth and their communities to create supportive environments, to better access resources and services, to embrace democratic values and to change behaviour.

(b) Outcomes

- To ensure that young people enjoy their right to express themselves and to be heard, as well as their right to access information and services in order to improve their sexual and reproductive health and general well-being.
- To promote the HIP lifestyle brand and edutainment methodology in Tanzania through partnerships and public debate which will contribute to a reduction in the negative impact of HIV/AIDS

(c) Outputs

- To interactively produce and disseminate long term, recurring and one off media products that communicate factual information on healthy lifestyles, sexuality, reproductive health and rights including HIV/AIDs and promote life skills, audience voices, entrepreneurship and positive role models for behaviour and social change.
- To cultivate grassroots environments for open talk, critical thinking and social change that will foster healthy lifestyles and positive responsible attitudes towards sexuality, HIV/AIDS and democratic culture.
- To continue to develop and sustain an open public debate and momentum for social change by promoting a lifestyle brand that will support civil society, the corporate sector and government efforts towards fighting the HIV/AIDS epidemic.

1.3 Products and Reach

During the past 13 years, Femina HIP has produced the most read magazines in Tanzania: Fema and Si Mchezo!²³ The recurring magazines are produced every quarter and bimonthly, respectively, and go out in 170,000+ copies each print run. Most copies are provided, free of charge, to partners albeit a nominal number are used for commercial sales. Femina also hosts a popular weekly TV programme called Fema TV Talk Show and has recently added the Ruka Juu (*Jump Up!*) Entrepreneurship Competition to its TV line-up. Femina also produces radio shows, one-off booklets, has an interactive website, and a social media platform. Furthermore, it has an extensive system of Fema Clubs and Fema schools using our products, across the entire country.

During the past decade, the Femina products have become one of the largest extracurricular initiatives and content providers in the secondary school setting, particularly in relation to sexuality, reproductive health, rights, gender and as of late, livelihoods and civic activism. With the current status of secondary education, policies and reform lagging behind, students as well as teachers are in dire need of supportive tools and resources. Femina aims to provide that by setting its media platform at the disposal of students, so they can access knowledge and engage in meaningful discussion about everyday challenges. The media materials are also a resource for teachers in secondary schools, with both content in the magazine and the impending development of a ‘Teachers Corner’ on the chezasalam.com website. Likewise, Femina media materials have with the years, become a huge asset to peer educators and extension workers among Femina’s partner organisations working with in-school and out-of-school youth, reinforcing their work and granting them more credibility in communities. The branded Femina products are trusted in Tanzania. The Femina civil society media platform has come to play a significant role in Tanzanian society. It has stimulated young people to talk more openly about sexuality, and make positive and informed lifestyle choices, it has stimulated the setup and engagement with small scale enterprise and in becoming more active citizens. Several generations have now grown-up with Femina; they frequently quote the initiative for making a difference in their lives. Feedback also shows that Femina has been a source of entertainment, inspiration, connection, empowerment and hope.

2. The end of funding evaluation

2.1 Rationale for Evaluation

²³ Tanzania All Media Products Survey: 2009.

Femina Hip has produced and disseminated media products as planned, establishing itself as a leading civil society media platform that facilitates education but also dialogue and open public debate. The community mobilisation programme, including clubs, challenges, school visits and road shows has deepened this work by allowing a more profound engagement with young people, face to face; to build knowledge and skills that will create a more empowered generation.

With this popularity comes an ever-increasing demand. Femina Hip receives daily requests from both schools and partners in the field for both products and outreach. 500 secondary schools are on the waiting list to be included in the education initiative. The demand has extended beyond Femina's products and partners from civil society and the corporate world are now increasingly approaching Femina Hip to use the media platform as a common tool to deliver messages and reach even more Tanzanians. The Femina Hip approach is to work with strategic partners in distribution as well as content development, which has allowed for a optimising of resources and the creation of a more sustainable organisation.

During 2012, Femina Hip has been in the process of completing an extensive internal review which has culminated in a draft version of its new Strategic Plan for 2013-2017. This document outlines the overall vision and objectives of Femina Hip in the upcoming 5 years, and provides details around how Femina Hip plans to sustain and deepen its work with youth across Tanzania.

The end-of-funding evaluation, for the period 2006-12, is a critical step in this process; as it will provide a thorough assessment of the initiative from the evaluation of its objectives and outcomes.

2.2 Purpose of External evaluation

The purpose of this evaluation is thus to assess the relevance, effectiveness and efficiency of the programme in achieving its intended objectives and use the results to inform the formulation of the Femina Hip Strategic Plan and the subsequent programme for the period beginning 2013. As a holistic evaluation the main inquiry will be on three key issues: Results, strategic choices and organisational development.

2.3 The Objectives of the Evaluation

1. To measure the achievements (Results) and to identify how Femina's activities have contributed to overall impact in creating a more informed and empowered society.
2. To ascertain the extent to which the goals and objectives of the 2006 – 2012 Strategic Plan have been met, challenges observed and expectations from the beneficiaries and stakeholders generally.
3. To make recommendation on the way forward for the Femina Hip next strategic plan on how to strategically phase in its new core themes and overall combination prevention strategy.

In addition to recognising that Femina is one of several actors working to push the overall sexual and reproductive health and rights agenda, for youth, this evaluation will measure achievement of overall outcomes as stated above as well as to provide an assessment around Femina activities in relation to the local context; particularly how its strategies and goals are aligned with the Government of Tanzania's policies, how they fit into the civil society agenda, and how it has managed to make a contribution in creating a better network between partners.

A secondary objective of this evaluation is to provide concrete recommendations on the way forward for Femina. This includes looking at ways to more thoroughly and systematically incorporate its new strategic agenda into its activities and how to position itself with donors and other stakeholders, given this new combination prevention strategy. This evaluation should be based on the total income and expenditures of Femina and should not be limited to the Swedish Embassy's basket funding share. As an organisation that is dependent on core donor support for its continued expansion; it is important that inputs are incorporated into the upcoming Femina Hip draft Strategic Plan 2013-2017.

2.4 Evaluation Questions

1. What are the main results achieved through the Femina HIP programmes at outcome and impact levels?
2. What are the gaps, challenges and opportunities observed in the implementation of the Femina HIP Strategic Plan 2006 – 2012.
3. What are the key lessons from the past programme which can be used in future plans?

3. Scope of the Assignment

The Evaluators are expected to:

1. Evaluate overall impact in relation to the organisational vision, given that it operates as one actor among many partners trying to achieve the same ultimate goal. Assess as to whether Femina contributed in a meaningful way to the fulfilment of the overall vision;
2. Assess the overall achievement and effectiveness of Femina in relation to stated objectives, outcomes and impact. Provide examples and reasons of achievement or non achievement of the objectives;
3. Assess the response of the organisation to the Midterm review. Did the organisation build on the learnings and recommendation from the midterm review? Why/why not?
4. Assess the added value to Tanzania of the Femina activities conducted through its strategic partnership approach;
5. Assess Femina Hip's contribution to the Government's HIV/AIDS prevention strategy;
6. Appraise the adequacy of the management and governance construction of Femina Hip as it stands presently and its potential for the upcoming plan;

7. Review how basket donors and strategic partners (including Tanzania AIDS Commission, Ministry of Education and Vocational Training, Ministry of Health and Social Welfare, Local Government Authorities, NGO partners, etc view Femina and its future role;
8. Provide recommendations on value of scale-up of print runs to enable a nationwide reach;
9. Make recommendations on how the expansion to a combination prevention strategy, which includes sexual reproductive health, economic empowerment and citizen agency, could be further developed;
10. Make recommendations on how to sustain the implementation and management of Femina long term as the initiative has become an institution.
11. Provide conclusions on cost effectiveness and efficiency of Femina's operations;

4. Methodology and Logistics

4.1 Methodology

The consultant will design a methodology that is suitable and acceptable for conducting scientific enquiry, using relevant evaluation methods and techniques. However, this may be discussed and agreed by the evaluator and Femina Hip with the aim of ensuring that every possible source of important document is consulted. The evaluation shall be carried out through analysis of available Femina documents and other documents considered necessary by the Consultant. To ensure the methodology is participatory, interviews shall be carried out with, but not be limited to, representatives of the organisation, Femina's strategic partners, audience members, long-term advisor and other relevant stakeholders.

The evaluation shall be carried out based on a gender and rights perspective; i.e. analysis made and findings presented shall consider the involvement of young women and men as well as their communities and the impact and consequences on their respective roles and responsibilities.

4.2 Stakeholder Involvement

The evaluator shall visit the programme fields and meet the beneficiaries of the programme in their various categories and other stakeholders. He/she shall devise participatory methods to gather information useful for the analysis and final assessment. Involvement of stakeholders to include but not limited to:

1. Tanzania AIDS Commission
2. Ministry of Education and Vocational Training
3. Ministry of Health and Social Welfare
4. Local Government Authorities of XXX, XXX and XXX
5. Prevention Technical Working Group
6. School teachers
7. Secondary school students

8. Various CSOs partners working on youth related matters e.g. RFSU, Restless Development, AMREF etc.

4.3 Geography Coverage

Dar es Salaam and three Local government authorities in the regions, where Femina HIP products are reaching.

5. Profile of the consultants

To ease the procurement process Sida's Evaluation Framework agreement will be used. Femina HIP expects to have a team of two consultants (International and local), not affiliated or representing the organisation in anyway, to carry out the end-of-funding evaluation. The need for a local consultant is due to language as most people speak Kiswahili but also due to their understanding of the context in which Femina HIP operates.

In terms of team composition, the consultants are expected to have the following key qualifications.

The International consultant should have the following qualifications:

- 1) Minimum of Bachelor's degree in a relevant field
- 2) An evaluation specialist with expertise in monitoring and evaluation methodologies including Results Based Management Frameworks
- 3) Must have significant experience working in developing countries, preferably East Africa.
- 4) Excellent research and analytical skills, in both qualitative and quantitative methodologies
- 5) Excellent writing skills in English; and
- 6) Previous experience of similar assignments is an added advantage

The local consultant must have the following skills and knowledge:

- 1) Minimum of a Bachelor's degree in social sciences, development studies, public health or other related area.
- 2) Demonstrated experience in assessing developing programmes, particularly sexual and reproductive health and rights based programmes
- 3) Sound experience in institutional development assessments
- 4) Clear understanding of expected role of civil society in development process
- 5) Familiarity with institutions dealing with sexual and reproductive health and HIV/AIDS prevention at central and local government level in Tanzania
- 6) Experience in assessing partnerships between civil societies and government institutions

Both consultants are expected to have a sound background and good knowledge of the following areas

- 1) Programme monitoring, evaluation

- 2) Participatory methodologies
- 3) Institutional and organisation development
- 4) Financial Management
- 5) English Language proficiency

It would be an added advantage if one or both consultants also have understanding of Edutainment (Entertainment-Education), Communication for Social Change Theories and Strategic Communication.

6. Time Frame

The consultants shall prepare and submit a preliminary work-plan and budget for the evaluation. The consultants shall accomplish the work within an agreed timeframe of not more than 56 days (8 weeks) including weekends, public holidays and travel time. This will involve travels to various areas (at least 3 districts), where Femina Hip products have reached, a preliminary desk study for revision/analysis of existing documents, consult and interview various people, analysis, preparation of a draft report, discussions with stakeholders for feedback on draft and preparation of the final report.

Before commencing the field work, a brief inception report shall be submitted to and discussed with Femina Hip. Immediately after completed field work, a debriefing meeting will be held between Femina Hip, the evaluator, Embassy of Sweden and any other relevant stakeholders to validate the key findings. Thereafter, the first draft of the Evaluation report shall be submitted, **not later than 15th December 2012.**

7. Reporting and Expected Outcomes

The report shall present the main findings and conclusions, and include recommendations essential for future development. The evaluation report shall be written in English and shall have the following structure:

- Executive Summary- Summary of the end-of-funding evaluation with emphasis on main findings
- Assessed interventions- description of the assessed interventions, its purpose, logic, history, organisation, stakeholders and other relevant information
- Lessons Learnt - general conclusions including a reflection on the organisation's response to the midterm evaluation
- Recommendations - proposal to donors in terms of their future relationship with Femina as well as to Femina reflecting envisioned developments.
- The evaluation report shall not exceed 40 pages, excluding annexes.

The consultants will hold a debriefing on the highlights of their findings before a draft report is submitted. The draft report will be submitted to the Embassy of Sweden electronically and in 2 hardcopies no later than **15th December, 2012.** It must also be submitted to Femina, electronically, by that same date. Within two weeks

after receiving the Embassy's and Femina's comments on the DRAFT report, a final version shall be submitted to the Embassy, again electronically and in 2 hardcopies. The End of Funding Evaluation Report must be presented in a way that enables publication without further editing.

Annex 2 – Work Plan and Evaluation Matrix

Work plan

Date	Activity	Participants
22.10.2012	Initial meeting with Femina	LA Femina senior management
23.10.2012 – 29.10.2012	Desk review and drafting of inception report	SC & LA
30.10.2012	Inception report delivered	SC & LA
30.10. 2012	Preparing enumerators	LA
31.10.2012- 02.11.2012	Prepare plan for field visit phase 1 Finalising research tools Selection of sites to visit	Femina SC & LA SC & LA
05.11.2012- 07.11.2012	Contact with local government and partners to prepare for FGD and interviews Translation of research tools Logistical arrangements	Femina Enumerators LA
08.11.2012	Travel	LA Enumerators Community mobilisation officer (to be decided)
09.11.2012 - 21.11.2012	Field research phase 1 (possibly including participating in outreach activities in Kilwa which requires getting back to DSM).	LA Enumerators Community mobilisation officer (to be decided)
22.11.2012- 23.11.2012	Compiling data, translation and analysis of information from field research	LA Enumerators
24.11.2012	Travel to Tanzania	SC
26.11.2012 – 01.12.2012	Field research phase 2	SC & LA
03.12.2012 – 05.12.2012	Compilation and analysis of information and prepare workshop	SC & LA
06.12.2012	Workshop: sharing of findings and lessons, and joint reflection.	Embassy of Sweden Femina Partners/stakeholders SC & LA
07.12.2012	Debriefing at Embassy of Sweden	Embassy of Sweden
08.12.2012	Travel to Denmark	SC
10.12.2012- 18.12.2012	Report writing	SC and LA
19.12.2012	Submission of draft report	

SC = Sanne Chipeta, LA = Lotta Adelstål

Evaluation Matrix

Key questions		Data source	Method
Review area 1: Overall programme achievements			
Relevance	<p>Who is the target audience(s) of Femina?</p> <p>Are the mission, objectives and outcomes of the programme in line with the needs of the target audience(s)?</p> <p>Who has benefitted from Femina – how does this correspond with the intended target audience?</p> <p>To what extent has Femina continuously analysed the changing context to inform and update strategies and plans?</p> <p>How does Femina align to the national multi-sector strategy for HIV and AIDS 2008 – 2012?</p> <p>How do Femina's goals and objectives align to relevant policies?</p> <p>How does Femina's business align to the present and forthcoming Swedish Country Cooperation Strategy?</p> <p>To what extent does Femina fill a gap in the "market"? Who else are active in the same areas? Doing what and how?</p> <p>What are partners' and stakeholders' view of Femina's "combination prevention agenda"?</p> <p>How have findings from the mid-term evaluation been used?</p>	<p>Policy for youth and Government HIV/AIDS prevention strategy.</p> <p>Sweden's country cooperation strategies (past and forthcoming).</p> <p>National HIV Prevention Strategy</p> <p>Guideline for HIV and life skills education</p> <p>Research: "Femina HIP's customers – Who are they?"</p> <p>Femina's Mid-term evaluation</p> <p>Results of FGDs with target audience</p> <p>Results of Key informant interviews</p>	<p>Desk study of the related policies and strategies and comparison to the Femina HIP Strategic Plan</p> <p>Interviews with partners and key stakeholders.</p> <p>Key informant interviews with organisations working in the same areas as Femina (Femina's competition).</p> <p>Internal self- assessment using a questionnaire</p>
Efficiency	<p>Given the outcome, has the support been cost effective (in comparison to other forms of support) in terms of costs and labour involved?</p> <p>What is the added value of Femina in the area of youth SRHR, entrepreneurship and civic engagement?</p>	<p>Progress and financial reports</p> <p>Results of key informants interviews</p>	<p>Financial/institutional analysis</p> <p>Interviews with other actors in the same area of work</p>

ANNEX 2 – WORK PLAN AND EVALUATION MATRIX

Effectiveness	What is the theory of change, and what assumptions are made? How has Femina's approach developed and what strategic choices have been made over the years? Is Femina a trustworthy source of information and knowledge among both primary and secondary audiences?	Strategic framework and progress reports Key informant interviews and internal self-assessment	Desk study and interviews
Outcome	What are the perceived outcomes on Femina's primary audiences (youth in-school and out-of-school, and selected partners), given the objectives and outcomes defined in application approved by Sida? What unexpected outcome (impact) can be seen from the support? What is Femina's contribution to the government's HIV/AIDS prevention strategy?	LFA, annual plans, annual performance reports, Strategic Plan. Mid-term evaluation and Ruka Juu impact evaluation.	Results mapping Internal self-assessment using a questionnaire using both open questions and questions with likert scale.
Sustainability	To what extent is the Femina HIP's programme sustainable in terms of institutional and financial sustainability? What mechanism and plans are there to strengthen sustainability in terms of both institutional and financial sustainability?	Annual performance reports, other progress reports and financial reports.	Analysis of internal documents. Internal self-assessment using a questionnaire with likert scale. Key informant interviews with partners and stakeholders.
Review area 2: Production and dissemination of media products			
Relevance	See overall programme achievements.		Focus Group Discussions with young women and men (in-school and out-of-school).
	How is production planned and carried out? Are things done in a cost-conscious manner? How are costs (and quality) in comparison to other actors' production?	Progress reports and interviews	Key informant interviews with YAB, teachers, headmasters, local government, NGO partners, community members such as community leaders and parents in general.

ANNEX 2 – WORK PLAN AND EVALUATION MATRIX

Effectiveness	To what extent has Femina's decisions on approach, communication channels and messages been informed by formative research? What do target audience know about Femina's communication products? How have they used the communication products? What do they appreciate with the communication products?	Tanzania All Media and Products Survey (TAMPS) – “Reaching millions, changing generations”. Guideline for HIV and Life Skills Education	Key informant interviews with research associates, partners, and key stakeholders. Spontaneous interviews with youth. Internal self- assessment using a questionnaire using both open questions and questions with likert scale.
Outcome	What change can be attributed to Femina's work in terms of changes in knowledge, attitude and behaviour among youth and selected partners (in relation to adopting HIP lifestyle brand and edutainment methodology)? What is young people's perception, knowledge and behaviour in relation to SRHR issues (behaviours such as ABC)? What effect has Ruka Juu had on primary audience in terms of knowledge, attitude and behaviour?	Baseline information from various sources within Femina such as the 2009 Sexuality study, University of DSM; Ruka Juu baseline and other implementation and performance monitoring data from M&E unit. Other organisations' baselines and other survey data. Research: “People speaking back?” (the letter study); “Anecdotal booklet”, Tanzania All Media and Products Survey (TAMPS) – “Reaching millions, changing generations”.	Key informant interviews with Jamana (printing) and East African Media Logistics Ltd, regional and local distributors. Key informant interviews with other printing actors. Institutional/financial analysis
Sustainability	What are the prospects for financial and institutional sustainability of the Media communication	Progress and financial reports	
Review area 3: Community mobilisation and outreach			
Relevance	See overall programme achievements.	Reports such as “Teachers take on Fema Magazine”; mid-term evaluation.	Focus Group Discussions with young women and men (in-school and out-of-school).

ANNEX 2 – WORK PLAN AND EVALUATION MATRIX

Efficiency	Are events such as road shows and clubs planned and carried out in a cost-conscious manner? How are costs (and quality) in comparison to other actors’ production?	Progress and financial reports	Key informant interviews with YAB, teachers, headmasters, local government, NGO partners, community members such as community leaders and parents in general. Key informant interviews with research associates, partners, and key stakeholders. Internal self- assessment using a questionnaire using both open questions and questions with likert scale. Institutional/financial analysis
Effectiveness	To what extent has Femina’s decisions on approach, communication channels and messages been informed by formative research? What do young people know about Femina? What do young people think of Femina?		
Outcome	See “Production and distribution of media products”.	See “Production and distribution of media products”.	
Sustainability	What are the prospects for financial and institutional sustainability of the community mobilisation and outreach?	Progress and financial reports	
Review area 4: Development of partnerships and creation of public debate			
Relevance	Who are Femina’s main partners? What is the underlying rationale with creating partnerships? How do the different groups of partners perceive the relevance of the partnership with Femina?	Femina stakeholder mapping material such as Femina partnership guidance document, eMjee consultant support to the planning process, OM exercise.	Interviews with key partners including INGOs, local NGOs, CBOs, CSOs, political partnerships, private sector, media and regional partnership. Internal self- assessment using a questionnaire using both open questions and questions with likert scale.
Efficiency	How are partnerships established and nurtured? What is the added value of working in partnerships – for Femina and for the partners?		
Effectiveness	What partnerships have been established? For what purpose? What public debates did Femina spur and/or participate in?		

Outcome	To what extent did partnerships and public debate promote the intended changes? Has there been unintended changes/outcomes? To what extent has the HIP lifestyle brand and edutainment methodology been promoted?		
Sustainability	How are partnerships established and nurtured? What are partners' and other stakeholders' perception of Femina's: (1) strength and weaknesses; (2) main contribution; (3) future role?		
Review area 5: Femina management, organisational and structural arrangements and capacity			
Relevance	Do Femina management, organisational and structural arrangements match the requirements related to the strategy?	Project documents and progress reports Mid-term evaluation	Interview with senior management and other staff.
Efficiency	Do the structure, human capacity and size of respective units/functions match the needs of today?	Other Institutional analyses...	Internal self- assessment using a questionnaire using both open questions and questions with likert scale.
Effectiveness	Do the structure and size of respective units/functions match the needs of the new Strategic Plan?	Financial/institutional analysis	Interview with key stakeholders and partners. Comparison with other similar organisations.
Outcome	Can Femina be considered a learning organisation? What possibilities are there to grow professionally within Femina?	Project documents and progress reports	
Sustainability	To what extent do the Femina Staff appreciate the professional opportunities in the organisation?		

Annex 3 – Outcome Mapping Femina HIP

Partners	Intended outcomes	Indicators	Data source and method
Primary target audience			
Youth – In-school Youth – Out-of-school	<p>SRHR Have access to information about sexual and reproductive health. Engage in conversations about sexual and reproductive health. Have knowledge and awareness about risk behaviour and how to prevent or avoid risk Young people consider, try, adopt and maintain healthy sexual and reproductive behaviours.</p> <p>Citizenship Have access to information and conversations, knowledge and skills to become engaged and active citizens Young people raise their voice within the community and society, and express themselves about issues that affect their lives. Youth understand and assert their rights as a Tanzanian citizen Understand and demonstrate values around democracy</p> <p>Entrepreneurshipⁱ Increased awareness and knowledge of livelihood options including entrepreneurship</p>	<p>Youth (boys and girls) read and understand the content of FEMA and SiMchezo. Youth engage in Fema club activities or other youth activities related to SRHR Youth (girls and boys) participate in Femina events and provide feedback in form of letters, emails and SMS to Femi-na and these are exposed (printed or otherwise shared) Youth (boys and girls) have access to Femina’s media products and understand the content Youth have knowledge about how to protect themselves against Youth (boys and girls) report changes in behaviour along the Femina’s brand for SRHRⁱⁱ toward safer sex and more responsive behaviour Youth (girls and boys) have access to and use Fema productsⁱⁱⁱ Youth (girls and boys) participate in Femina events and provide feedback in form of letters, emails and SMS to Femina and these are exposed (printed or otherwise shared)^{iv} Youth engage in good governance through clubs Youth (girls and boys) report cases of volunteering in their community Young girls and boys have access to the Femina entrepreneurship products such as Ruka Juu Young people report to have been inspired and try to become entrepreneurs or otherwise making an income Young people (girls and boys) report to have been inspired to make</p>	<p>Gender differentiated FGDs with youth groups TAMPS surveys Karen and Constacia, 2011, club environment and school governance in secondary schools Other research reports</p> <p>Gender differentiated FGDs with Youth groups Research reports (e.g. TAMPS surveys) Femina monitoring data FGDs with youth groups Impact evaluation of Ruka Juu 2011 Femina annual reports</p>

	and business skills Improved attitudes and mind-set towards business as a viable livelihood option Change of practises – more young people start a business	decisions regarding their livelihood Young people (boys and girls) report cases of new skills they have acquired and used	
Boundary			
Schools (teachers, headmasters, boards)	Endorse the Femina brand and support establishing and working with FEMA clubs (see enabling environment)	Fema Clubs established with support from teachers and/or Headmasters No. of teachers that use the Fema magazine or elements of it in their lectures	Interviews with teachers, headmasters and/or Boards Monitoring reports Research reports?
(I)NGOs	Implement activities Contribute to topics Provide relevant services to the primary target or link to services Joint research and knowledge sharing Joint advocacy HIP lifestyle and edutainment methodology promoted, accepted and endorsed	NGO partners disseminate Femina core messages NGO partners provide relevant services NGOs participate in joint research and knowledge sharing activities Advocacy partners (change-makers e.g. TWaweza, TAHOSSA, HakiElimu) active NGO's policy guidelines and campaigns influenced by Femina	Interviews with NGO key partners Femina Progress reports Progress reports of NGO key partners
Public sector and political leaders (Mainly, MoEVT and Adolescent sexual and reproductive health unit within MoHSW and TACAIDS?) Local government	Endorse (promote?) the Femina approach and promoted behaviours Speak up about Femina core issues and disseminate messages Participate in debate on Femina core issues Set agendas for action HIP lifestyle and edutainment methodology promoted, accepted and endorsed. Government policy influenced	Cases where the public sector utilise Femina related research and materials for developing policies Femina related research and materials utilised for developing campaigns and governmental material Participation of government officials and politicians in Femina related events Channels established for collaboration on government policies	Interviews with government officials and if possible politicians Progress reports from Femina and Public authorities Femina Monitoring Data
Distribution agent	Deliver Fema and Si Mchezo magazines	Number of magazines delivered to in-school and out-of-school focal points	Progress reports and Monitoring data (reports from agents) TAMPS surveys FDGs with youth groups Interviews with stakeholders
International and Regional SBCC^v organisations and	Collaborate and share knowledge Implement joint initiatives	Joint research initiative and research reports Joint campaigns conducted	Progress reports Research reports

research partners			
Donors	Funding (basket and smaller contributions for specific purpose/pilots)	Adequate finances available for activities	Progress and financial reports
Corporate & commercial partners	Funding (CSR initiative) Funding (Advertisement and subscriptions?) Promote the Femina HIP brand	Increasing amount of funding coming from corporate advertisements, subscriptions and sponsorships	Interviews with key Corporate partners Progress reports
Enabling social environment – Influential persons and gatekeepers			
Parents and other elder relatives	Influential persons and gatekeeper accept and support the FEMA clubs and the promoted behaviours Actively engage youth in community activities and decision making Active efforts to reduce stigma, denial and discrimination against people living with HIV/AIDS	Fema clubs established and active Fema “ambassadors” elected and active Youth peer educators and volunteers selected and trained Voluntary study groups formed and active Out-of-school gatherings organised Cases of active efforts to reduce stigma, denial and discrimination such as community help-groups etc. reported	Progress reports and monitoring data Interviews and FGDs
Community leaders			
Teachers, headmasters, school board-members and counsellor			
Communities			
Peers			
Local government authorities			
Local health centres			
Religious leaders			
Community radio and other communication channels			

ⁱ Outcomes adapted from the results framework of Ruka Juu

ⁱⁱ Examples are:

- Photo stories (young people decide on story line and characters, enact the photostory)
- Your Voice, Letters from You sections in Magazine (includes drawings and poems, as well)
- Fema Club Page in Magazine (showcases photos and activities of clubs in the field)
- YAB (Youth Advisory Board) to test concepts and story lines; FGDs and interviews
- Youth Volunteers and Interns (as staff members)
- Feedback Analysis (feedback-emails, letters, SMS- are analyzed and becomes basis of content or views are shared directly, by printing letters and emails)

- Fema TV Show (youth discussing issues)
- Focus Group Discussions with young people and gatekeepers/communities for testing of products and content; also give us ideas for themes and topics
- Roadshows using youth drama groups (young people decide on story line and characters, develop a drama and present during roadshow)

ⁱⁱⁱ Print media,, radio programmes, TV talk shows, web and mobile services

^{iv} Examples are:

- Photo stories (young people decide on story line and characters, enact the photostory)
- Your Voice, Letters from You sections in Magazine (includes drawings and poems, as well)
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^v Social and behavioural change communication

Annex 4 – Activities Relating to the Theory of Change

In a workshop with Femina staff, the following explains how Femina perceives the process of change and the different activities carried out and strategies used to achieve such change:

Output 1 A: Knowledge (internal)

To achieve improved knowledge among target audience requires Femina to have knowledge about the target audience that will enable them to address issues in a way that makes sense and resonates with youth. Continuous internal knowledge generation activities include:

- Communication with youth using letters, emails, sms and virtual interaction through website
- Face-to-face interaction in schools and communities
- Sharing of knowledge and opinions with target audience and stakeholders
- Conducting research and studies
- Youth Advisory Board
- Consultation with experts
- Training
- Capture and share knowledge in various ways e.g. 20 minute sessions on weekly meetings and invited experts sessions in quarterly meetings
- Weekly and quarterly reports from each team

Output 1 B: Improved knowledge among target audience will lead to awareness

Activities to improve knowledge and create awareness among target audience:

- Fema and Si Mchezo magazines
- TV and radio shows
- Roadshows
- New and social media

Output 2: Dialogue and critical self-reflection will lead to attitude change

- Fema clubs
- Letters, emails, sms and website messages from youth
- Collective dialogue and conversations in outreach activities
- Questions and triggers to act such as challenge in magazine
- Participate and fairs and festivals
- Annual youth conference
- Presentation at TAHOSA twice-annual conference
- Recurrent and complementing media products to reinforce messages

Output 3: Motivation, self-efficacy and leadership to prompt behaviour change

- Feedback and formative research to know how to motivate behaviour change
- Involvement of youth through discussions
- Community leader involvement
- Using role models
- Involving local experts such as local government authority and art groups
- Fema club and outreach activities (creates ownership)
- Fema clubs requires setting a governance structure and leadership
- Best school and teacher award
- Content and format creates motivation
- Messages and approach promotes voluntarism and confronts passive attitude by asking youth to “jump up” and be a change maker (to improve perception of self-efficacy)

Output 4: Community dialogue, debate and negotiation, ownership and mobilisation

- Media products (not only for youth but for all) distributed to teachers and local government authority
- Roadshow
- Gate-keepers corner in magazine (page for teachers and parents)
- Guardian teachers and Fema club training during annual youth conference
- Partners use Femina products in peer education and other activities
- National level debate and influence through participation in various work and steering groups
- Training of local arts and cultural groups during roadshow (four times per year)

Annex 5 – HIV Infection Risk Factors

Young people become sexually active early, and many progress from sexual debut to parenthood between the ages of 15 and 24 as a result of multiple partners, transactional sex, inter-generational sex, and cultural norms. They are vulnerable to sexual exploitation and violence (especially women), contracting HIV and other sexually transmitted infections and unwanted pregnancies. In 2008 the percentage of young people infected with HIV was 2.4%. Today, HIV prevalence among 15-24 year olds is 5.9% higher than the national average. 45% of new infections are among young people aged 15-24. Young women account for 75% of young people aged 15-24 living with HIV and AIDS.

Young women face a further burden through early marriage, teenage pregnancy, and their overall status within society. 44% of women are either mothers or pregnant with their first child by the age of 19. By age 15, 5% of women have started bearing children. This curtails young women's education, and results in morbidity – a loss to the potential of young people for Tanzania's growth and development.

Young people are less informed with regard to family planning and child spacing, and, young women especially, are not empowered to make behavioural changes. Despite the Right to Return to School Policy for teenage mothers, a survey in 2011 conducted in 125 primary schools, 48 secondary schools and covering 67 villages in 16 districts of the Southern High-lands, showed that 90% of the 101 girls dropping out were not allowed to return to school.

Today, an estimated 7% of 15-24 year olds are infected with HIV. However risky sexual behaviour among 15-19 year olds has decreased in recent years. This is most evident when one considers the proportion of the population reporting multiple partners – the number of 15-19 year olds reporting two or more partners decreased by half from 2004-2008. Yet condom use is still far too low. Less than a third of young people report using a condom when they first had sex.

Sex education is crucial to ensure that HIV incidence does not increase in the coming years. However, sex education is not widespread in Tanzanian schools and pregnancy is the lead cause of girls dropping out of school; 25% of women under 18 in Tanzania are already mothers. There is very little information about HIV/AIDS in the Tanzanian national curriculum in secondary schools and students inform that the HIV is rarely talked about in the lectures. Some major challenges are a lack of resources, stigma and cultural taboos, and a lack of culturally-sensitive information. Without an effective, widespread government-led prevention programme in schools, civil society organisations often have to step in to fill the gap. In this context, Femina plays a crucial role.

Annex 6 – Success Stories

Box 1 Femina is filling a gap

Sexuality is surrounded by a plethora of taboos and socio-culturally constructed ideas that make conversations about sexuality and reproductive health cumbersome. More often than not, issues related to sexuality and puberty are left unspoken. Femina has managed to break this silence and build a “Life-style” brand that expects young people to make something of their lives and to participate in debate and decision-making and make “healthy choices”. In fact, Femina is the only organisation that continuously talks about the entire sexuality “alphabet”²⁴.

From FGD we learned that young women prefer interpersonal communication with a female family member, i.e. mother or aunt, when it comes to discussing sexuality and reproductive health. Other sources mentioned are peer educators, magazines such as Fema or clubs. Boys prefer more impersonal channels such as TV shows, festivals and road-shows. On the other hand, both young women and men find it challenging to talk about with their parents about issues such as sexuality, “romance” and family planning. This would make parents suspicious that they are having a relationship or are involved in “bad” behaviour. Girls also point out that differences in perception and levels of knowledge are a barrier to talking with parents; one girl states *“I cannot talk about family planning with my parents because if I explain to my mother she might end up abusing me with bad words like “you are still a child, I gave birth to you long time ago, do not teach me today”, and this makes me worried to discuss these issues with them”*. However, there are also youth that state that they are able to talk to their parents. Both young women and men suggest that their parents should be educated and motivated by the government to provide sexual and reproductive health education to their children.

Box 2. A success story from the Femina staff – “We reach those that rarely get anything”

In a country with a limited culture of reading and lack of availability of something to read in remote areas, the Femina magazines are eagerly anticipated. The fact that Femina reaches far out, to those who can only dream of electricity, makes Femina staff proud. The magazines are spread even to remote areas. It shows that the distribution system has been successful and user demand ensures that the magazine shows up. If magazines are not distributed, users will let Femina know.

In the beginning there were several challenges; first, of all to get the magazines delivered from Dar to schools in remote areas and second, no one seemed to know how many schools there were or who to contact. As a response to this, Femina developed its own database of schools throughout the country and a system of private agents with sub-agents for distribution, the Femina express agents. For the

²⁴ In the SRHR agenda, many limit messages to the ABC (Abstain, Be faithful, use Condom). Femina talks about the entire “alphabet of sexuality”, including M for Masturbation and O for Oral sex

future, Femina envisions further expansion, providing magazines to all the schools on the waiting list, and to mobilise the support of those schools whose headmasters and teachers have yet to embrace the Femina agenda. For out-of-school youth, the idea is to start collaborating with vocational training schools to distribute Si Mchezo.

Box 3 A success story from Femina staff – “We are meeting youth’s needs”

After many years of dealing mainly with sexual health issues, Femina recently expanded its commitment to the economic empowerment agenda in the form of the Ruka Juu! TV show. This first season focused on entrepreneurship. They raised enough funds to produce and broadcast the show. They have been able to gradually and smoothly expand the agenda and adjust the organisation accordingly. As the area of work is new, Femina has relied on knowledge from other organisations of which some have turned into strategic partners. The main challenge is that they are building up a demand and expectations among target audience and the resources to respond are limited. This has partly been overcome by blending the TV shows with use of radio. In the future, staff would like to work even more with the economic empowerment agenda, and blend it with the other agendas of the organisation.

Box 4. Story of a Fema Club

Clubs are either driven by a dedicated and enthusiastic teacher or students. In one of the boys’ boarding-schools visited, the teacher was selected as “Teacher of the year 2010”. The collaboration with Femina started in 2007; a club was formed and activities rolled out. Students chipped in with small funds and they bought a pig and started to grow flowers and other plants. From this they earned money that was used to create a celebration with other schools. Since then the club has been active; it promotes clubs at other schools and they have created a network of clubs in the district that come together five times per year. Two years ago, they introduced the Ms and Mr Fema competition (criteria: wearing style, work style, knowledgeable about Fema topics). In 2010, they produced a radio show which was aired free of charge by the local Catholic “Chem Chemi” (“stream”) radio. In 30 45-minute programmes, a group of youth from three different schools, their teachers and the radio producer aired programmes on various topics with audience participating with questions and opinions. Topics discussed were for example why Tanzania is poor in spite of all the resources; entrepreneurship; school performance, and HIV/AIDS. Family planning, however, was not a topic and neither was condoms promoted as part of the HIV/AIDS programme due to the radio stations religious belonging. The message was rather stop or don’t start with sex until you are married. Students involved in the programme, though, confessed that it had been difficult to not mention condoms; *“We know that this is what you need to do so we tried to say it between the lines”*.

Box 5. The One Love Campaign

The OneLove Campaign is an HIV prevention campaign across Africa. The campaign sees multiple concurrent partnerships in Africa as an important driver for the epidemic, and therefore the campaign aims to reduce multiple concurrent partnerships and to enhance communication between couples. As a start, research was conducted in 2008 across the Southern Africa and East African countries in collaboration with three other partners and based on the findings from the research manuscripts were developed for three-minute weekly segments in the Fema TV talk shows. Here viewers listen in on the popular characters Bwana Ishi and Tuli and their confrontational and intimate conversations and confessions about issues such as trust, safe sex, alcohol, testing, fidelity and abortion. The segments have later been produced as CDs and distributed to partners to use for their outreach work. Moreover,

in 2011, Femina produced and aired a series of OneLove radio spots starring Bwana Ishi and Tuli, about how multiple concurrent partnerships challenges trust in a relationship. Also produced in 2011 was a publication called Sema Naye. The focus of this booklet is good partner communication as a practice that helps reduce multiple concurrent partnership and its risks.

Box 6. A success story from Femina staff

The Youth Symposium 2012 that concentrated on the Youth and the Constitutional rights and responsibilities was a success. Particularly because it had the *following results*:

- Initiative was taken to get a youth representative in the Youth Constitution Committee
- There was reported more than 10 examples of press attention in response to the Symposium
- It gave young people the opportunity to speak up about their rights, so it was a good opportunity for participation in debate
- It sparked the ideas for the “Mystery Client” that they conduct together with TAWESA, where they get citizens to report on violation of rights thereby collecting stories about youth standing up for their rights and then print cases of these as role models

The factors for success were:

- They managed to get two politicians to participate
- The symposium was timely as the constitution is currently being reviewed
- It was the first event that brought several sector representatives together to discuss youth concerns

The partner, VSO, sent a parliamentarian and activist from the UK that presented on how to work with activism and rights in lobbying and advocacy. The main challenge was to get the important people (for example the two MPs) to show up at the symposium. But the challenge was overcome by hard work – “pestering” these participants to come.

Annex 7 – Documents Reviewed

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Annex 8 – Persons Interviewed

Femina

Anna Temu, Entrepreneurship Advisor
Bernard Ngwall. Comedian and Community Mobilisation Assistant
Community Mobilisation Officer
Constancia Mgimwa, Community Mobilisation Officer
Fred Mgimiloko, Monitoring and Evaluation Assistant
Jiang Alipo, Publications Manager
Karen M. Thulstrup, Social entrepreneurship advisor, Monitoring and Evaluation
Lilian Nsemwa, Public Relations and Social Media
Majuka Ollkeri, Senior Editor, Si Mchezo
Michelle Fuko, Senior Manager, Strategic Development
Minou Fuglesang, Executive Director
Naomi Lugoe, Monitoring and Evaluation Officer
Nash Mollel, Community Mobilisation Manager
Pendo Mashuleno, Senior Editor Fema
Pushba Sheth, Operations Manager
Rashid Kyejo, Distribution Officer
Rebecca Gyumi, Radio and Editor Si Mchezo
Robert Lowler, Tv Advisor (VSO)

Femina related persons

Bakari Thabit, Femina distribution Agent, Iringa
Masood Kheraluwala, Managing Director, East African Movies Ltd.
Usweke Mwakyusa, Femina Distribution Agent, Sumbawanga
Walter Bgoya, Board member

Focus Group Discussions with youth

Young women, Ifunda Secondary School (boarding school), Iringa
Young men, Ifunda Secondary School (boarding school), Iringa
Young women, various secondary schools (one out-of-school girl), Njombe
Young men, Out-of-school, Njombe
Peer educators, Wattle Company, Njombe
Young women, Kizitwe Secondary School, Sumbawanga
Young men, Kantalamba Secondary School (boarding school), Sumbawanga
Young women, out-of-school, Sumbawanga

Youth

Aloyce Sengasenga, radio producer at Chemchemi radio “stream”
Awadhi Haule, Student, participated in development of radio programme, “Youth’s voice”
Godson Gordon Mwaibwgila, teacher

Phiinomi Imani, student, participated in development of radio programme, “Youth’s voice”
 Scojastica Mwija, out-of-school youth, Sumbawanga
 Students at Nakiu Secondary School, Kilwa (Q&A session with Femina community mobilisation team)
 Youth, TANWATT Company and Kibwena Tea Factory, Njombe

Community and family members

Aloyce Nandi, brother-in-law, Teacher, Art and History, Kizwite Secondary School
 Beatrice, grandmother, Sumbawanga
 Community members from Nanjilinjji and surrounding villages, Kilwa (during roadshow)
 Eliesa Mwanza, father, Igima, Njombe
 Jackson M. A. Mwanza, Igima, Njombe
 Joseph Boniphace Mwila, father, Sumbawanga
 Persevelamda Mwila, mother, Sumbawanga
 Sophia Nkemi, Chairperson of cultural group, Kivinje community, Kilwa

National and district officials

Abraham Madongo, District Health Information System Coordinator, assistant DACC
 Amira Mongi, Safe Motherhood, Ministry of Health and Social Welfare
 Bonus Ndiombo, Chair, Tanzanian Head of Secondary Schools Association
 Cosmar W. Swai, Family Planning Officer, Ministry of Health and Social Welfare
 David A Mpagama, Municipal Health Secretary
 Dhamira Mongi, Reproductive Child Health Service, Ministry of Health and Social Welfare
 District Cultural Officer, Kilwa
 District Executive Director and Management Team, Sumbawanga Municipality
 Dorah, Community Development Officer, Iringa
 Esekiel E Malingumu, Office supervisor, District Commissioners Office, Sumbawanga
 Head of Health Department, Iringa Municipality
 Head of Health department, Iringa Municipality
 Heavengton Mshiu, Reproductive Child Health Service, Ministry of Health and Social Welfare
 Julius Shulla Twenesue, Principal Youth Officer, Ministry of Information, Youth, Culture and Sports
 Martcin Salia, District Aids Control Coordinator (DACC)
 Martha Minde, Deputy Secretary General, TAHOSSA
 Mary Mshana, Reproductive Child Health Service, Ministry of Health and Social Welfare
 Mary Shiyo, Community Development Officer, Kilwa
 Mwandaiddi Kimwaga, Volunteer, former Fema clubber
 Neema Meena, Youth Development Officer, Ministry of Information, Youth, Culture and Sports
 Robert M. Seme, Former District educational Officer, Iringa
 Skitu Mwemsi, Council HIV/AIDS Coordinator (CHAC), Iringa Municipal Council
 Theresia Mahongo Mkurugenzi, District Executive Director, Iringa
 Wasema, Director of School Inspectorate, Ministry of Education and Vocational Training
 Wilson Ngolw, HIV/AIDS coordinator, Igima, Njombe
 Zakayo Matimbwi, Ward Executive Officer, Igima, Njombe
 Zitto Kabwe, Member of Parliament, CHADEMA

Headmasters/mistress and teachers

Frank Mnyagani, Chemistry and biology teacher, Ifunda girls Secondary School, Iringa
 Godson Gordon Mwaibingla, Kantalamba Secondary School, Sumbawanga
 Hoja J Maginila, Economics teacher, Ifunda girls Secondary School, Iringa
 Josphate Vahaye, Swahili and language teacher, Ifunda girls Secondary School, Iringa
 Kelvin J Mshana, General studies teacher, Ifunda girls Secondary School
 Leonce Leandry, Mathematics and chemistry teacher, Ifunda girls Secondary School, Iringa
 Salumu Said Masowel, Headmistress, Nakio Secondary School, Kilwa
 Vestina George Ngomeni, Kizwiti Secondary School, Sumbawanga
 Yukuza Songea, Biology teacher, Ifunda girls Secondary School, Iringa
 Zaima Sahingwa, Headmistress, Ifunda girls Secondary School, Iringa

National and international civil-society organisations

Agriculture Non State Actors Forum (ANSAF)
 Audax Rukonge, Executive Directors, Agriculture Non State Actors Forum (ANSAF)
 Cassian Sianga, Senior Forest Programme Officer, TNRF
 Dilhani Wijeyesekera, Country Director, Restless Development, DSM
 Elizabeth Sermelitsos, Senior technical Advisor for Capacity Building, John Hopkins University, Center for Communications Programmes, DSM
 Executive Director, Resource Oriented Development Initiative (RODI), Sumbawanga
 Fausta, Programme Manager, Resource Oriented Development Initiative, Sumbawanga
 Frank Harle, Senior Programme Manager, Restless Development, Iringa
 Gwamaka Mwakyonjala, TNRF, Mama Misitu Campaign Manager
 Hamim Kilahama, Programme Manager, Restless Development, Iringa
 Ignus Kalungola, Programme Coordinator, Restless Development, Iringa
 Jennifer Orkins, Technical Advisor for Social and Behaviour Change Communications, John Hopkins University, Center for Communications Programmes, DSM
 John Bosco Baso, Head of Communications, Marie Stopes
 Katarina Galaic, Tanzanian Men as Equal Partners (TMEP) Project, RFSU, DSM
 Loyce Isanzu-Marro, TNRF, Head of Operations
 Malcolm Wigmore, Operations Manager, Solar Aid, DSM
 Mary Githinji, Communication and Advocacy Officer, Agriculture Non State Actors Forum
 Meagan Elliotte, Social Marketing and Programmes Director, PSI
 Odinia John, former volunteer, Restless Development, Iringa
 Petro Milambo, Accountant, Rukwa Association of NGO (RANGO), Sumbawanga
 Rosaline, Voluntary Services Overseas (VSO)
 Saulo Kayombo, Assistant Programme Coordinator, Restless Development, Iringa
 Sia Lyiro, Monitoring and Evaluation, RFSU, DSM

Various

Betina, Ruka Juu! contestant, Njombe
 Betty, Nurse, HIV/AIDS coordinator (and contributor to Si Mchezo), Tanganyika Wattle company (TANWATT) and Kibwena Tea Factory, Njombe
 Charity Safford, Chief Officer Marketing, Vodacom, DSM
 Francis Ngwita, Clinical Officer, HIV/AIDS Coordinator, Kibwena Tea Factory, Njombe
 Goodluck C Urassa, Entrepreneurship Center, University of DSM



Evaluation of Femina Health Information Project (HIP) Strategic Plan 2006-2012

This end-of-phase evaluation of Femina Health Information Project's Strategic Plan 2006-2011 was commissioned by the Embassy of Sweden in Tanzania. The evaluation provides an assessment of achievements towards objectives and outcomes. It identifies factors behind success as well as gaps, challenges and opportunities observed in the implementation of the current Strategic Plan.

Femina, a multimedia civil society initiative working with youth across Tanzania to promote the "Femina lifestyle" – a range of values, attitudes and behaviours – is very popular and also a trusted source of information. Femina has been effective in reaching youth but also in creating conversation regarding issues of their concern and prompting youth to speak up. One factor contributing to this is the "edutainment" approach. However, there is substantial opportunity to increase the impact through more strategic collaboration with partners at local level that could facilitate youth's change processes towards "healthy" behaviours.

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