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Sida Decentralised Evaluation

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Evaluation of the Union of Tanzania Press Clubs Strategic Plan 2011-2015

Final Report

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March 2016**

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List of abbreviations

CORI	Coalition for Right to Information
CPJ	Committee for the Protection of Journalists
DEFIR	Dar es Salaam Declaration on Editorial Freedom, Independence and Responsibility
ED	Executive Director
IMS	International Media Support
MCT	Media Council of Tanzania
MoU	Memorandum of Understanding
NACTE	National Council for Technical Education
NGC	National General Convention
NORAD	Norwegian Agency for Development Cooperation
RSF	Reporters Without Borders
SDC	Swiss Agency for Development and Cooperation
SEK	Swedish Crowns
Sida	Swedish International Development Agency
TEF	Tanzanian Editors Forum
TUJ	Tanzanian Union of Journalists
UTPC	Union of Tanzania Press Clubs

Executive Summary

The Union of Tanzania Press Clubs, UTPC, was first started as an umbrella organisation of the local Press Clubs in 1996 with financial support from the American Embassy via the United States Information Service.

The UTPC was formally registered as an NGO in 1997, but the organisation collapsed very soon after the formal registration because of lack of funds and proper governance, when the American Embassy changed its strategy and stopped financing the activities. In 2003 the organisation was revived and it started functioning under the administrative wings of the Media Council of Tanzania (MCT), which is the media sector self-regulatory body in Tanzania.

In 2010 the UTPC was ready to operate on its own from the headquarters in Mwanza and it now supports a total of 28 local press clubs in the country. During the period 2011-2015, Sida has supported the implementation of the Strategic Plan 2011-2015 with SEK 45 million.

The organisation describes its vision as: "A democratic Tanzania fully embracing a free, independent and robust media."

The mission is formulated as: "To create an environment that enables strong, efficient and effective Press Clubs in Tanzania which eventually contribute towards a democratic and just society."

RELEVANCE

The media sector in Tanzania still faces serious challenges: Repressive media legislation, strong government control, poor profitability, lack of professionalism at many levels, "brown envelope" syndrome, poor working conditions etc. In this context, an institution like UTPC, which represents more than 1,000 journalists, is highly relevant. The UTPC is probably the only grassroots-based media grouping in Tanzania with a national network, which is capable of representing the voices of journalists at both national and local level. The UTPC could, however, do more to expand its networking with other national and international organisations.

Journalists all over the country give three main reasons for joining the local Press Clubs and thereby the UTPC: It gives them better safety and security when working in difficult circumstances, it is a forum for exchange of experience and ideas and it provides the journalists access to capacity building and training. Especially the training access seems to be a strong motivation to join the press clubs and thereby the umbrella UTPC, and this is a strong argument for continuing with training activities although this may not be considered as a key activity of the UTPC.

EFFECTIVENESS

UTPC is doing well in servicing its primary stakeholders, which are the Press Clubs, media houses and journalists in various towns in Tanzania. In turn the Press Clubs have fairly good working relations with local leaders including the Regional Government offices, police, and private sector. By engaging the Press Clubs, who in turn are made up of individual and Institutional members, the UTPC reaches out to the media houses, which is another group of its primary stakeholders.

There is a quite remarkable difference in the outreach of the UTPC comparing the press clubs in Dar es Salaam and in the regions. The Dar City Press Club only has 120 members in a city with several thousand journalists while in smaller towns 80-90 % of the working journalists are members. The fact that the mainstream media are not fully established in small towns means that the majority of journalists there work as freelancers, which means the motivation to work closely together and support each other is strong.

One of the major reasons for insecurity for journalists is their financial conditions. Journalists are paid as little as USD 1.5 to 2.5 for an article, which cannot cover ordinary living costs. While the UTPC is working on improving ethical practices of journalists and the quality of journalism output, this is challenged by the poor financial outcome of most journalists. UTPC acknowledges this structural weakness, and one of the elements in the new strategy is to try to revive the Tanzania Union of Journalists (TUJ), to be mandated to work on improving journalists' general working conditions.

EFFICIENCY

To a very large extent the UTPC and the local press clubs owe their success to the present UTPC Executive Director who has been driving the process of establishing and developing the organisation, but a succession plan is in place, and the organisation is built on good democratic principles. Although the UTPC Secretariat and the ED are highly skilled and strong, the Secretariat has worked hard to allow the Board space to govern the organisation. All board members are leading figures in their local Press Clubs.

The financial management of the UTPC appears fairly strong with all financial management staff demonstrating the required skills and understanding. The UTPC also has well documented basic financial management systems and procedures in place.

A true test of the management capacity of an organisation is the way that crises are handled - and the UTPC passed this test when the leadership of the Mara Press Club abused project funds from an external donor. The UTPC stepped in immediately and the leadership was replaced and steps were taken to reimburse the unaccounted funds.

The UTPC is presently developing a new strategic plan for the period 2016-2020. This plan still needs revisions and improvements but generally it is a sound plan. The draft strategic plan is analysed in detail in chapter 6.

IMPACT

This evaluation has not focused on documenting impact of the activities of the UTPC but via interviews with journalists all over the country the evaluation team has gathered evidence of examples where the Press Clubs have made a difference for the local media. In some regions the Press Clubs organise safety measures for outgoing reporters and in other cases the Press Clubs have successfully negotiated better working conditions with the police and local authorities. There are also examples of local media - and consequently local employment - being created by the Press Clubs.

SUSTAINABILITY

On the funding side, the fact that the UTPC has only one institutional donor (Sida) poses a threat to its long-term sustainability. The organisation receives project based funding from other development partners, but the UTPC could presently not function without continued support from Sweden. So far, the UTPC has not approached other possible donors, and the organisation has no fundraising strategy that map possible alternative donors and keep possible future partners updated on the challenges of the media sector and the role of the UTPC.

RECOMMENDATIONS

Based on the findings, the evaluation team have the following recommendations:

Strategic Plan

- UTPC should revise the strategic plan to make it more coherent.
- Like it is already the case for gender sensitive reporting, the UTPC needs to focus more on capacity building of journalists in reporting developmental issues, hence establish specialised journalism in newsrooms. This needs the support of media houses, development partners and Press Clubs.

Advocacy

- The UTPC needs a coherent advocacy plan that identifies advocacy issues as well Press Club capacity to carry out advocacy work.
- The UTPC must establish links with international likeminded media groups so that its work can be supported more broadly and its capacity enhanced through such networks.
- The UTPC must enhance its usage of the social media for awareness raising on its work and on advocacy issues.

Organisational capacity:

- The UTPC should create standardised Press Club leadership through uniform constitutions and policies.
- There is need to support leadership capacity at a local Press Club level to ensure professional management of Press Club.
- The UTPC needs a fundraising plan that seeks to grow it's donor base. This can be part of a sustainability plan.

1 Introduction

In December 2015 International Media Support (IMS) was appointed by the Swedish Embassy in Dar es Salaam to conduct the evaluation of the Union of Tanzania Press Clubs (UTPC) Strategic Plan 2011-2015. The overall objectives of the evaluation were:

- To evaluate the implementation of the UTPC 2011-2015 Programme Strategy
- To identify needs and priorities regarding the UTPC's future mandate based on UTPC's stakeholders' views and the context situation
- To make recommendations for UTPC's future programme strategy based on the results from the strategy evaluation and needs assessment

The evaluation was carried out by a team consisting of:

- Mr. Per Oesterlund, Senior Media Development Consultant (Team Leader)
- Dr. Neil MacDonald, Evaluation Methodology Expert
- Ms. Annemarie Mavenjina Nkelame, Development and Legal Expert
- Mr. Rashweat Mukundu, Media and Governance Expert

IMS has also carried out a parallel evaluation of the Media Council of Tanzania, MCT, and Mr. Oesterlund and Dr. MacDonald were also key team members for MCT assignment accompanied by Mr. Luckson Chipare from IMS's office in Harare and Mr. Prudence Kaijage. Mr Chipare and Mr. Kaijage mainly worked on the MCT evaluation, but they also contributed significantly to the UTPC assignment via face to face interviews with numerous informants in Dar es Salaam and Zanzibar. Likewise, Ms. Nkelame and Mr Mukundu contributed to the MCT evaluation and there was a strong synergy between the two evaluation processes. Consequently the analysis of the general situation of the media in Tanzania is (practically) identical in the two evaluation reports.

The team would like to thank all the individuals and organisations who contributed to our work with information and valuable insight. It should be noted that this report contains the views of the evaluation team, which do not necessarily correspond to the views of Sida.

2 Overview

2.1 The media sector in Tanzania

International media freedom organisations such as Freedom House and Reporters Without Borders (RSF) rate Tanzania as "Partly Free" in relation to media. The 2015 edition of RSF's World Press Freedom Index rates Tanzania as number 75 out of the 180 countries assessed. That places Tanzania in the same category as countries such as Moldova, Italy, Nicaragua, Cyprus, Lesotho and Armenia.¹

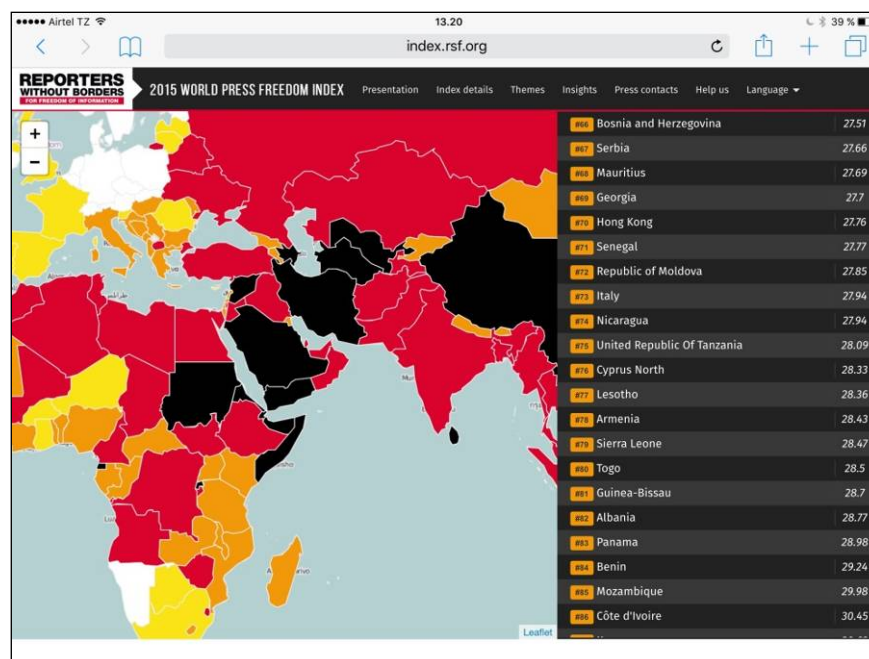


Fig.1: 2015 World Press Freedom Index

Despite the relatively good international reputation, the Tanzanian media sector faces several serious challenges. First of all, the existing legal framework is still used to control the media in various ways. The Committee to Protect Journalists (CPJ), estimates that a total of almost 40 laws and regulations contribute to a repressive media environment. Some of these laws include the Tanzania Intelligence and Security Act and the Newspaper Act of 1976. If an article is considered by authorities to have "seditious intent," the editor, the printer, the vendor and all others related to the publication and distribution could face heavy fines and up to two-year prison sentences.

The Newspaper Act also allows the government to suspend a publication, seize the machine that printed the article, and sell it for government revenue. As recently as January 2016, during the field mission of the evaluation team, the Ministry of Information, Sports

¹ Norway is number 2 on the RSF list, Sweden number 5 and Switzerland number 20

and Culture used the Newspaper Act of 1976 to permanently ban the weekly newspaper Mawio from any kind of publishing including online. The information minister said that Mawio had not followed "efforts by the Registrar of Newspapers between June 2013 and this month to plead with the newspaper's editor to revise and change the style of writing news and features stories". According to the Minister, Mawio incited violence by declaring the opposition candidate the winner in presidential elections in Zanzibar, and by printing a headline "Unrest coming to Zanzibar." In January 2015 the Kenyan owned newspaper The East African was banned allegedly for not being registered in Tanzania, but the ban coincided with the printing of the cartoon below of the President of Tanzania. The ban was only lifted after one year (in January 2016).



In March 2015, the Statistics Act and Cybercrimes Act were passed using the Certificate of Urgency procedure in Parliament. This procedure means that the normal procedures of publication and hearing of the proposed bills do not apply. Under the Statistics Act, anyone who publishes statistics on the Tanzanian government without approval from the National Bureau of Statistics could face fines of up to TZS 10 million (4,500 USD) and a minimum one-year jail sentence. The Cybercrimes Act operates with fines of up to TZS 3 million and a minimum six-month prison sentence for publishing any information that the government deems "deceptive, misleading or inaccurate". During the election campaign in October 2015 these new laws were used to confiscate computers and other material from election monitoring groups.²

In 2015 the government also attempted to get express approval without any public hearings of two new laws, the Media Services Bill, which was meant to replace the

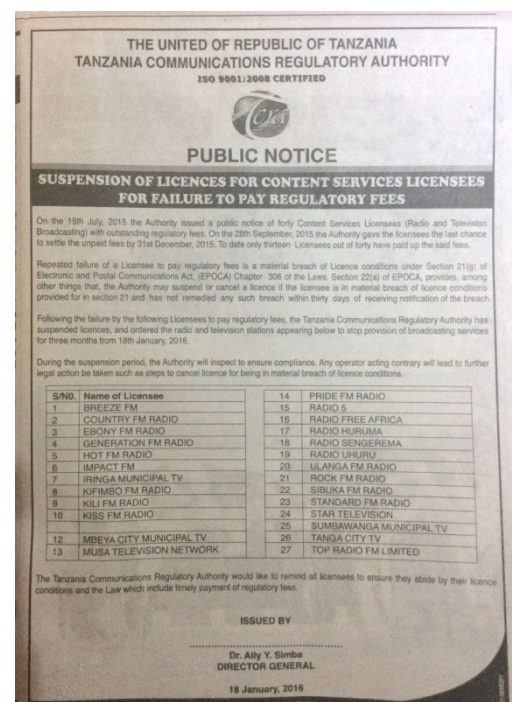
² CPJ: <https://cpj.org/blog/2015/12/tanzanias-press-wait-to-see-if-new-president-will-.php>

Tanzania News Agency Act and the 1976 Newspaper Act, and the Access to Information Bill. The Media Services Bill would make it impossible to practice journalism without permission from a government-controlled regulatory body that could ban newspapers at will and issue fines and prison sentences for publishing anything deemed by officials as threatening to the interests of defence, public order and safety according to a review of the proposed law by the MCT.

The Access to Information Bill could also introduce greater challenges for journalists attempting to access information. Journalists who publish information from official institutions could face imprisonment if authorities consider the subject matter does not qualify as public interest, or that it has "infringed commercial interests". A massive lobbying and media campaign in which both MCT and UTPC participated prevented the express passing of the two new laws, but they still represent the government views.

More than 800 print publications and 100 TV stations are registered with the Tanzanian Ministry of Information. Cable TV and small commercial and community-based radios are mushrooming. In Stone Town alone - the main town in Zanzibar - there are no fewer than 8 private radio stations. But the media sector is not very profitable and even big national media houses like Star TV struggle to pay their taxes and regulations fees as can be seen from this public notice from the Tanzania Communications Authority suspending the operations of 27 media outlets for failure to pay regulatory fees.

In fact, the poor financial conditions are causing challenges, which affect the media climate as well as the restrictive media laws. According to the UTPC more than 80 % of the journalists in Tanzania work on a freelance basis without proper contracts and organised working conditions. These freelancers are paid as little as 3,000-5,000 TSH (1.5-2.5 USD) per article. Obviously journalists cannot survive on such a meagre income, and the practice of "brown envelope journalism" is very prevalent in the Tanzanian media. In practice most journalists do make their income from the media houses but take money from the sources in return for favourable coverage to the paying sources. Organizations, which call for a press conference, must be prepared to offer the journalists money in order to get any coverage.



This culture of buying news is undermining the quality and credibility of the Tanzanian media, and better financial and other conditions for the journalists is the only way to reduce the number of brown envelopes. Unfortunately no trade unions for journalists are

actively working to improve the conditions. Existing Media organizations that include the MCT and the UTPC lack the leverage, skills and mandate to negotiate with media owners.

The Tanzanian Media Foundation (TMF) also mentions concentration of media ownership as a challenge for pluralism. Much of what is viewed or heard in the Tanzanian broadcast media is controlled by IPP Media, Sahara Media Group and Tanzania Broadcasting Corporation (TBC). In the print sector, IPP Media, Global Publishers Limited and Mwananchi are the strong players. According to TMF this results in a lack of diversity within the media content in Tanzania because of an existing tendency of media owners to directly intervene in what is (or is not) published in their media houses. The MCT 2013 annual report states that 41 per cent of journalists confirmed intervention of the media house's proprietor in their journalistic work.

2.2 Background on the UTPC

The Union of Tanzania Press Clubs, UTPC, had a difficult start-up phase with several attempts to build the organisation. It was first started as an umbrella organisation of the local Press Clubs in 1996 with financial support from the American Embassy via the United States Information Services, which paid participants per diem/allowance of 50 USD per day for participating in courses organised by the UTPC.

The UTPC was formally registered as an NGO in 1997, but the organisation collapsed very soon after the formal registration because of lack of funds and proper governance, when the American Embassy changed strategy and stopped financing the activities. In 2003 the organisation was revived and it operated independently for three years before it started functioning under the administrative wings of the Media Council of Tanzania (MCT), which is the media sector self-regulatory body in Tanzania.

In 2010 the UTPC was ready to operate on its own again from the headquarters in Mwanza and it now supports a total of 28 local press clubs in the country. During the period 2011-2015, Sida has supported the implementation of the Strategic Plan with SEK 45 million.

The organisation describes its vision as: "A democratic Tanzania fully embracing a free, independent and robust media." The mission is formulated as: "To create an environment that enables strong, efficient and effective Press Clubs in Tanzania which eventually contribute towards a democratic and just society."

The UTPC lists a total of ten main objectives on its website:

- To facilitate the operations of the Press Clubs to ensure efficiency and uniformity in conducting business of its member press clubs by harmonizing their operational set up;

- To represent member clubs in collective bargaining;
- To build the capacity and ability of individual journalists, who are members of press clubs through training, research, study tours and meetings;
- To promote and maintain a code of ethics for media practitioners in promoting ethical reportage;
- To print and publish newsletters or any other publication and establish any electronic media, with the aim of fostering the objects of the Union and that of the member press clubs;
- To liaise with other organizations (local and international), involved in marshalling press freedom, fight against corruption, poverty HIV and AIDS, violation of human rights and related matters;
- To mobilize press clubs members, media and non media organizations and the public, against practices, regulations and laws that infringe on the freedom of the press;
- To mediate and resolve disputes and conflicts among members of press clubs;
- To carry out research with the aim of promoting media's role in catalysing development;
- To provide any other services that is not included in the Constitution.

3 Rationale and Purpose of the Evaluation

The Terms of Reference (TOR) for the evaluation states that it should not be an impact evaluation. Instead it should have a strong forward-looking focus with specific attention to the following four areas:

- Organizational set-up: Progress in relation to UTPC's agreed benchmarks for internal development and outputs.
- Outputs, quality of outputs, and reach: This part of the evaluation will examine the outputs and analyze them in relation to the desired outcomes and will assess their quality, relevance, reach and value for money.
- Stakeholder analysis/Needs assessment: A stakeholder analysis should be conducted including stakeholders such as media outlets, professional journalists associations including MCT and the Tanzania Editors' Forum and schools of journalism, as well as strategic and implementation partners.
- Future direction: Informed by the evaluation findings, the team should provide hands-on guidance to UTPC to identify the most suitable and effective approaches and programme design, including implementation practice for the next strategic phase.

The full ToR are attached as Annex 1.

4 Methodology

In December 2015, an evaluation framework was drawn up based on the initial desk review and the team's joint experience and consideration of understanding to date. This is attached as Annex 5. The framework was built around the questions indicated in the TOR in relation to each of the OECD DAC criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability. The framework guided the team to develop interview guides to ensure appropriate data gathering.

The team has reviewed key documents from the UTPC including annual reports, annual work plans and budgets, programme logframe, internal policy documents and the draft Strategy Plan 2016-2020. Dr. Neil MacDonald performed an in-depth analysis of the planning and monitoring capacity of the organisation.

The evaluation team undertook a field mission to Tanzania in the period 10th to 20th January 2016 and a wide range of informants were interviewed in Dar Es Salaam, Zanzibar, Mwanza and Bukoba. Additional informants from Iringa, Mara, Dodoma, Tanga and Ruvuma were interviewed by phone.

A complete list of persons interviewed can be found in Annex 2. The informants represent the following categories:

- Civil society Organisations
- UTPC staff and board
- Members of Executive committee of Press clubs
- Press club staff (coordinator and executive secretary) and members
- Government
- Radio station staff
- Training institution staff
- MCT staff and board
- Working journalists
- Human rights organisations
- Ministry of Information
- Development partners/Donors

5 Findings

5.1 Relevance

The key partners of UTPC are the Press Clubs, the Media Council of Tanzania, the Government of Tanzania and training institutions according to the partnership or stakeholder analysis in the 2011 - 2015 UTPC Strategy Document notes. This analysis is relevant but also limiting as will be explained further below. Notwithstanding this, the evaluation team noted that the UTPC has served its stakeholders well, especially through supporting the institutional growth of Press Clubs, trainings as well as supporting advocacy mostly at a local level. The UTPC cannot be faulted for relevance as almost all Press Clubs vouch for its good work and how the network is necessary for journalists.

The UTPC is probably the only grassroots-based media grouping in Tanzania with a national network, which is capable of representing the voices of journalists at both national and local level. What needs a relook - as will be analyzed below and elsewhere in this report - is how the UTPC works with the networks and how the networks can be expanded to include many more critical voices both nationally and internationally, who can add value to the work of the UTPC. Another issue is how the UTPC can define its role and develop its capacity in the field of advocacy for media development.

The full members of the press clubs are required to pay membership fees, which range from 15,000 to 25,000 TSH per year (7.5 to 12.5 USD), and this shows that the members see the clubs as relevant, and demonstrates a sense of ownership. The computers, the internet access and the other basic equipment, which the UTPC has procured for the press clubs adds to the usefulness and relevance of the organisation. As more than 80% of the journalists in the country work as freelancers, this equipment enables the local journalists to do their work.

When asked why they joined the press clubs, journalists all over the country give three main reasons: It gives them better safety and security when working in difficult places, it is a forum for exchange of experience and ideas and it gives the journalists access to capacity building and training. The journalists are treated with more respect by police and other authorities, when they show a membership card from the Press Club.

The access to training is also a strong motivation to join the press clubs and thereby the umbrella UTPC, and this is a valid argument for continuing with training activities although this may not be considered as a key activity of the UTPC.

Stakeholder Analysis:

The UTPC primary stakeholders and key targets of its work are the 28 Press Clubs who constitute the Union and operate from different towns in Tanzania. As per its constitution the UTPC is a representative Union of the 28 Press Clubs and is therefore owned, directed, mandated and legitimised by the Press Clubs. Another primary stakeholder of the UTPC are media houses who benefit from the work of the UTPC in terms of training, mediation, security/safety among others.

The secondary targets of the UTPC can be divided into those who are partners or networks and those that are advocacy targets.

Among the secondary targets that are networks and partners are: Development partners, government ministries, departments and agencies such as Ministry of Information, Human Rights and Governance civil society groups including those working on media issues i.e the Media Council of Tanzania, Human Rights NGOs, Tanzania Media Women Association, Media Institute Southern Africa-Tanzania, Tanzania Editors Forum among others. Apart from the fact that the UTPC was incubated by the Media Council of Tanzania and infrequent trainings are jointly held between the UTPC and the MCT, there is inadequate evidence of how UTPC engaged these stakeholders. In some instances, the individual press clubs have liaised with CSOs such as Legal and Human Rights Center (LHRC) for issues of safety of journalists. While the strategy document enumerates these stakeholders there is a notable gap in understanding what the UTPC intends to achieve through these target groups.

The second part of the secondary stakeholders include those entities that the UTPC engages for advocacy and these include: The Ministry of Information (in relation to media policy reforms), other government and security agencies including the security sector and Parliament among others. At the local level the UTPC works closely with key stakeholders including local government officials, the police and business representatives. In Mwanza the local government official expressed appreciation on the work of the Press Club noting that relations between the government and the media have improved as a result of the conflict mediation as well as interaction between the government and the Press Club.

In Bukoba (Kagera region) the Regional Chief of the Prevention Combating of Corruption Bureau expressed appreciation for the reporting on corruption by the media and the dialogues held with the Press Club. The Kagera Regional Police Commander says the Kagera Press Club is an essential part of the police's link with the Community. "I have to call the Press Club to help the police inform the Community on issues that we want them to know". The Commissioner added that he is willing to engage the Press Club on media rights issues, issues of security and access to information.

This relationship is testimony of the good work of the UTPC Press Clubs, which demonstrates that primary stakeholder mobilisation and support has downstream positive

results that can impact on media and local leaders' relationship and benefit the community at large. In Kigoma, the Press Club successfully engaged the police on the issue of security for journalists, and the Club managed to engage the governments of Burundi and Tanzania to participate in a campaign against the growing abuse of small arms and the cross-border crime in the area.

The evidence on stakeholder engagement that the evaluation team has noted demonstrate the success of the UTPC in strengthening local advocacy and engagement that has positively impacted on the work of the media at a local level.

Secondary stakeholders that should also be part of the UTPC network include regional and international media advocacy and human rights groups. These should include the Committee for the Protection of Journalists (CPJ), Human Rights Watch, UN Human Rights Commission, African Commission on Human and Peoples Rights, Southern Africa Development Community (SADC), African Union Commission, International Media Support, Freedom House among many others. These international groups are key in experience sharing as well as providing assistance that includes legal and related support for media and journalists in distress. There is no evidence of the UTPC having such networks or using them to advance the interests of journalists in Tanzania or media freedom in general.

The evaluation concludes that the UTPC is strong in serving and networking with the primary stakeholders while it is somewhat weak in interacting with its secondary stakeholders, of which some mention that the UTPC still has a weakness in the field of advocacy for media law reform. The UTPC on the other hand expresses frustration that human rights organisations are not doing enough to support journalists in distress. The killing of the journalist Daudi Mwangosi in Iringa in 2012 is mentioned by the UTPC as an example where none of the human rights organisations came to support.

In light of the weak networking with other national and international organisations in the wider civil society, it is a conclusion of the evaluation team that much leg-work is needed to enhance knowledge of and cooperation with UTPC within the broader civil society and there is a need for the issues of journalist's safety, media law reforms to be taken up by human rights defenders. It is important that the UTPC ensures that there is an appreciation of journalists' safety issues within the human rights bodies and that journalists in distress also benefit from the Emergency Legal Aid Fund managed by the Tanzania Human Rights Defenders Coalition (of which UTPC is a member) and from other international media assistance programmes.

The UTPC leadership and members have not made any formal connections with international groups that support journalists in distress such as Article 19, International Media Support, Freedom House and Committee for the Protection of Journalists. While

some of the Human Rights groups interviewed worked with Article 19 in the Coalition for Right to Information (CORI), UTPC appeared unaware of such bodies.

The serious attacks on media including harassment and killing of journalists, banning and threats to ban media are critically under-reported in international media. With its fine-meshed, national network UTPC will be the first organisation to learn about abuses and attacks, and so should seek ways to internationalise its advocacy work. The aim should be to put pressure on the Tanzanian government as well as engage international media and free expression networks to publicise attacks on media freedom and support the Tanzanian organisations. This would need a far more pro-active presence on social media such as FaceBook, Twitter and Instagram. By training Press Club members to use these services actively, the violations would be reported worldwide instantly and the international pressure for media legal reforms in Tanzania would increase.

There is also a noted inadequate interaction of the UTPC with national leaders including Parliament, line Ministers and other government agencies. In this regard the UTPC lacks a national advocacy strategy that outlines its engagement with the government at national level so as to advance policy issues that benefit the media. This weakness means that the UTPC reacts to issues and is not taking leadership or being pro-active on media policy advocacy at a national level.

5.2 Effectiveness

As noted above, the UTPC is doing well in servicing the primary stakeholders, which are the Press Clubs, media houses and journalists in various towns in Tanzania. In turn the Press Clubs have fairly good working relations with local leaders including the Regional Government offices, police, and private sector.

The organisational structure of the UTPC is well geared to interact with the Press Clubs when coordinating trainings, reporting on activities carried out or assessing the situation in various places where the Press Clubs are located. All Press Clubs interviewed say they communicate regularly with the UTPC, and the Board of the UTPC is actively involved in strategy planning and implementation for the UTPC programmes. By engaging the Press Clubs, who in turn are made up of individual and Institutional members, the UTPC reaches out to the media houses, which is another group of its primary stakeholders. The media houses mostly benefit from training as well as security and conflict mediation when such needs arise.

As a result of the network and capacity that the UTPC has created, individual Press Clubs are now in a position to fundraise on their own. The Dar Press Club managed to source training support from the BBC Media Action and in the Kigoma region the Press Club

raised funds for a small arms media reporting and coverage project that was incubated by the UTPC. In Mwanza the Press Club has raised money from Coca-Cola as well as local authorities for Press Clubs discussions. This capacity building of the Press Clubs is commendable as they are in a position to address local issues as they see fit as well as expand on their work through local resource mobilisation. Issues of effective management of the funds and press clubs will be addressed later on in this document.

There is a quite remarkable difference in the outreach of the UTPC comparing the press clubs in Dar es Salaam and in the regions. The Dar City Press Club only has 120 members in a city with several thousand journalists while in smaller towns 80-90 % of the working journalists are members. The fact that the mainstream media are not fully established in small towns means that the majority of journalists there are freelancers, hence the motivation to work closely together and support each other is high.

The UTPC estimates that the total membership of the press clubs is around 4,800. The organisation operates with two different types of members: Full members and Associate Members. Associate members are students and teachers, retired journalists, non practicing journalists etc. These members do not enjoy full membership rights.

In the 2015 Annual report the UTPC will use the following numbers:

- Full members: Are 2500 of which men are 1750 and women are 750.
- Associate members are 2300 of which men are 1610 and 690 are women

The evaluation team received the following numbers from the clubs interviewed:

Press Club	Membership
Dar City Press club	121
Mwanza	120 (45 female and 75 male)
Kagera	56 (23 female and 23 male)
Central Press club	54 (26 female and 28 male)
Iringa Press club	58 (23 female and 35 male)
Mara Press club	24 (12 female and 12 male)
Kigoma Press club	27
Tanga Press club	33 (11 female and 22 male)
Ruvuma Press club	34 (8 female and 26 male)
TOTAL	527

The UTPC clearly still needs to enhance its presence in Dar es Salaam and to enhance its influence and awareness of its work within the broader Civil Society. In its gaps analysis in the 2011-2015 strategy the UTPC says:

“Another major challenge is the need to promote the credibility of the Press Clubs so that they can attract more members and earn the respect and support of other

stakeholders in the regions. This can be possible by strengthening the leadership and advocacy skills of its members”.

This is still a challenge for the organisation, and the issues of media freedom and freedom of information are not fully understood by the press club members and other journalists. Human rights activists have informed the evaluation team that journalists in some districts have to ask for permission from the District Administrators and other local government officials in each specific case to do their work. Consequently, the journalists are not able to report on any wrongdoings of these officials. Furthermore, the lack of awareness of media rights leads to weak protection of journalists working in the field. They take harassment and physical assaults by police and security forces as a part of the natural working conditions, and they often choose not to complain because they know they are depending on the goodwill of the authorities if they want to continue working as journalists.

The evaluation team notes that one of the remaining gaps is the absence of an advocacy strategy that could anchor the work of the UTPC. An advocacy strategy would help the UTPC facilitate the capacity building of Press Clubs and identifying advocacy issues as well as defining campaigns that the UTPC need to carry out to improve the media environment.

Another element of insecurity is the financial conditions for the journalists. As mentioned in chapter 2.1 freelance journalists are paid as little as USD 1.5 to 2.5 for an article and this cannot cover the living costs of the journalists. While the UTPC is working on improving ethical practices of journalists and the quality of journalism output via training and capacity building, training alone cannot solve the ethic problems as long as journalists cannot survive from proceeds of their work. Very often, journalists are forced by circumstances to write puff pieces or do Public Relations for the powerful in society in exchange for monetary gains.

Poor journalistic skills and capacity has been seen by UTPC and other media organisations including the Media Council of Tanzania (MCT), as one of the main factors of the poor ethical standard of the Tanzanian media. The response has been massive training programmes for journalists and editors, but this has not solved very much. While the journalists may have become more skilled, the basic working conditions and the profitability of the media sector have not improved. In recent years universities and colleges have produced quite a number of journalists with formal education but they also find it very difficult to get paid employment. In Mwanza a journalist with a University Degree in Journalism stated that the media owners would rather employ “choir members from their churches” as radio announcers and producers than qualified journalists because they demand lower payment.

UTPC acknowledges this structural weakness, and one of the elements in the new strategy is to try to revive the Tanzania Union of Journalists (TUJ), to be mandated to work

on improving journalists' working conditions. The mere revival of the Union will not result in the end to the welfare challenges of journalists but it could be an important step especially if the UTPC continues to work through the Press Clubs and the Union to engage the media owners on this issue.

In its strategy document the UTPC states: "*Special consideration will be given to all marginalized groups such as disabled people, people living in remote areas, street children, women and children*". The gender equality issue has been implemented in the UTPC constitution, which requires an equal representation of men and women on its board and this policy also applies to the local Press Club leadership. Almost all Press Clubs have achieved gender equity in terms of representation at board level.

The UTPC senior staff is largely dominated by men but has a female member on the management team. In Mwanza, female Press Club members stated that while they faced discrimination in the past, the situation has vastly improved and they get paid equally for their stories. "We are more trusted by media houses as there is a thinking that women journalists cannot easily be bribed," said one female journalist in Mwanza. The Press Clubs have deliberately enforced a gender equity policy that ensures that female journalists are elected into leadership positions.

The UTPC does, however, still need to keep an eye on the conditions of female journalists who often face unique challenges owing to the patriarchal nature of the Tanzanian society. There is a need also for the UTPC to carry out gender awareness programmes so that news stories are gender sensitive, thereby promoting a culture of gender equity and contributing to awareness and an end to the entrenched cultural gender stereotypes.

The UTPC carried out national trainings on reporting on disability as well as HIV-AIDS, which journalists say vastly contributed to their informed reporting on these stories. The Executive Secretary of Kagera Press Club won a national media award for stories focusing on marginalised social groups as a consequence of the capacity building that he received.

Given the broad national network of the UTPC, the organisation could also be instrumental in getting the Tanzanian media to focus on other development issues the HIV-AIDS. Training of the Press Clubs members in covering issues such as environment, poverty reduction, sustainable agriculture, anti-corruption etc. could increase the general standard of media in the country.

5.3 Efficiency

5.3.1 Organisational Structure and Management

To a very large extent the UTPC and the local press clubs owe their success to the present UTPC Executive Director (ED), who has been driving the process of establishing and developing the organisation. Having such a charismatic leader is a great advantage for any organisation - but it can also be a serious threat to the future of the organisation if there is no succession plan in place. Fortunately this is not the case of UTPC, because the Executive Director has already announced that he intends to retire in 2020 by the end of the next strategy phase. The senior staffs are being prepared for this situation, and the ED is mentoring them in skills like management and report writing.

Although the UTPC Secretariat and the ED are highly skilled and strong, the Secretariat has worked hard to allow the Board space to govern the organisation. In this regard evidence exists that the Executive Director refers to Board decisions and leadership of the Chairperson including on financial matters such as signing expenditure above 500 million shillings as well as seeking Board approval of all UTPC action plans.

This governance structure is institutionalized in the UTPC Constitution and the Board Charter, which explains the responsibilities of the Board of Directors and the Secretariat. According to the Secretariat, newly elected Board Members receive an introduction training to empower them to fully understand their responsibilities.

The UTPC as already described is a membership organisation constituted of 28 Press Clubs, coordinated from Mwanza the seat of the Union office. The Strength of the UTPC comes from the fact that its leaders are elected from among the chairperson of the local Press Clubs (see the figure below). This constitutional strength enhances ownership of the organisation by members and it gives a strong legitimacy to the decisions, actions and mandate of the UTPC. This sense of ownership was expressed by all members interviewed. "Because we approve the UTPC strategy and also send our chairpersons to UTPC as Board members, it means that we control and manage the UTPC", was the view of a member of the Mwanza Press Club.

Members' allegiance and ownership of the UTPC is also bolstered by the fact that Press Clubs pay 50,000 Shillings (25 USD) annually to be part of the UTPC. This may seem to be a symbolic payment but it is significant in demonstrating ownership. The members interviewed are fully aware of the power structure of the organisation and how the UTPC is "their organisation" that advances "their interests".



The UPTC Secretariat is composed by the following staff members:

- Executive Director
- M&E Officer
- Research, Publication and Press Club Engagement Officer
- Procurement Officer
- Information Officer
- Accounting staff

Although a succession plan is in place, the evaluation team noted that there seems to be a gap of capacity and decision mandate between the ED and the rest of the staff. All major decisions still lie with the ED, and while this may be cost-effective it may also inhibit effective coordination, and the organisation may face stagnation if the ED is away or busy with other tasks. A second-tier management person to coordinate programmes could be advisable.

Being a membership organisation with democratically elected leadership at grassroots level is one of the biggest strengths and assets of the UTPC. But it is also a weakness since there is a big variation in the management capacity at the individual Press Clubs - and there is quite a big difference in capacity of the local clubs and the UTPC Secretariat. This inevitably translates to leadership challenges for the UTPC, since the Board members are drawn from the Press Clubs. Hence, training the elected leaders at the Press Clubs in their roles and duties as well as in general management skills will have to be an ongoing activity of the UTPC. This may seem quite in-ward looking but it is essential for the future of the organisation.

Some leaders of the Press Clubs also expressed ignorance on the media laws affecting journalists and they could not articulate a clear vision for the organisation - others were articulate and demonstrated a good grasp of media issues in their locality as well as a vision for both the Press Clubs and the UTPC. Thus, capacity building in this field will also be essential.

There are also differences in the Constitutions of the individual Press Clubs. Some including the City Press Club in Dar es Salaam and the Mwanza Press Club are lead by the Chairperson and the daily activities managed by coordinator, while in Kagera Region, the Executive Secretary manages the daily activities. The UTPC therefore needs to create uniformity in the local governance as was stated in the strategic document of 2011-2015. That would also clarify the roles at the accounting level, thus making it easier for the UTPC to develop financial management policies that work across the entire organisational structure of the UTPC and Press Clubs.

The Secretariat points out that the local constitutions should already be standardized in the following fields:

- Membership definitions and classification
- Leadership roles
- Sanctions to press clubs leaders to become political leaders
- Gender balance in leadership

5.3.2 Financial Management

The UTPC has a fairly strong financial management capacity with all financial management staff demonstrating the required skills and understanding of minimum financial management skills. The UTPC also has basic financial management systems and procedures that include:

- Procurement Manual
- Board Manual
- Human Resources Manual
- Financial Management manual
- Disability policy

In discussion with UTPC staff it was noted that there is a high level appreciation of the internal procedure and that the organisation is applying the policies in its work. The organisation pays its taxes on time and is not in debt.

The UTPC secretariat has trained the Press Clubs on accounting standards making it possible for Clubs to account for funds, but not all Press Clubs have Administrators. The Kagera Press Club is being manned by the Executive Secretary with support of an office assistant as the Press Club cannot find a Coordinator willing to take the salary on offer (250,000 Shillings or 125 USD per month). The low salary of the Press Club Coordinators is an inhibiting factor to retaining staff or even hiring one, as is the case in Bukoba. Consequently, the UTPC needs to review the conditions of the Press Club Coordinators including the salary levels with a view to retaining staff since they are the key accounting officers.

A true test of the management capacity of an organisation is the way that crises are handled - and the UTPC passed this test when the leadership of the Mara Press Club abused project funds from an external donor. The UTPC stepped in immediately and the leadership was replaced and steps were taken to reimburse the unaccounted funds. Such action is made possible by MoUs that the UTPC signs with Press Clubs on its support hence establishing a legal platform to make demands on Press Clubs to be accountable.

UTPC carries out institutional audits that give a global picture of the organisation's funding status. To promote this good practice the UTPC must be encouraged to seek joint funding for the institutional audit from all its donors and also encourage Press Clubs to carry out audits that are presented to members at an AGM. The Dar City Press Club stated that its funds are audited and presented to members while for other Press Clubs financial reports are prepared internally and shared with members at Annual General Meetings (AGMs).

Some of the Press Clubs mentioned a minor issue in connection with the technical equipment, which the UTPC has provided. All Press Clubs have received the same equipment, which in a few cases has led to duplication - like in Bukoba where the Press Club received a photocopying machine when they already had one. Most other Press Clubs say they would rather have several cheaper digital cameras than one expensive high-end camera. Hence they propose a more needs-based technical support in the future. This, however, contradicts a decision from 2010, where representatives of the Press Clubs stated that they would prefer high-end equipment.

5.3.3 Monitoring and evaluation capacity

Though a monitoring and evaluation system has not yet been constructed for the new strategy, its elements are visible in the results framework. A detailed examination of the results framework can be found in Annex 3. This represents a significant improvement on the logframe of the previous strategy. Though that logframe was designed with the aid of a consultant (and precisely mirrored the DFID format), it had major logical flaws: it lacked an outcome level, though some of the outputs were in fact outcomes, and it lacked specific indicators for key results. A detailed examination of the previous logframe can be found in Annex 4.

The new strategic plan shows an understanding of the importance of monitoring and evaluation ("what is the need of doing something if you can't measure the successes and failures?") and of the difference between monitoring and evaluation. The budget allocation for M&E (at USD 659,375) comprises a healthy 4.4% of the total budget, consistent with good practice.

There are some technical weaknesses in the formulation of the results framework, particularly concerning the need to develop operational definitions of concepts, like quality journalism and, empowerment, which would be necessary in order to make them objectively measurable. There is some confusion between outcomes and outputs, and between indicators and means of verification. UTPC accepts these weaknesses and intends to revise the results framework, which should provide an adequate means of measuring the achievement of the new strategy.

5.4 Impact

The ToR for this evaluation state that it should not be an impact study, and the team has not focused on collecting impact data. We have, however, come across some anecdotal evidence, that the UTPC and the Press Clubs are important at the local level.

One example is from Kagera where the Press Club was able to mediate in a case in which the local radio station Kasibante FM had aired a statement by the police accusing an elderly woman of being a witch. The woman approached the Press Club, which mediated, and the radio station apologized.

In Ruvuma, the Press Club has trained members on how to ensure their safety when working in dangerous circumstances. The Press Club also keeps track of journalists when they go to cover events - they travel in groups of two or three and if none of them calls back by 1pm and cannot be tracked by the Press club, the Press club contacts the local government officials to establish the whereabouts of the journalists to ensure their safety and establish their whereabouts.

In Tanga the Secretary of the Press Club, who is also a member of the UTPC board, was badly beaten up and her back was broken by the police, when covering an event, where villagers had blocked the main road after several fatal accidents. The Press Club contacted the Government and complained to the Regional Police Commander, who promised better future cooperation with the journalists. The violent police officer was transferred to another area.

In Iringa in 2012, a TV reporter was harassed by the Police Officer Commanding the District (OCD) while covering an event on witchcraft. The OCD grabbed his camera and broke it, but the event was witnessed by others including another journalist, who reported the incident to the Regional Police Commander (RPC) and the District Commissioner. Subsequently, the Police Officer Commanding the District (OCD) was told to pay for the camera.

The Press Club members also assist each other in other ways like in Tanga where the members have established a micro-loan scheme. The Kigoma Press Club publishes a small newspaper Kigoma Yetu, and in Ruvuma where the Press Club is almost ready to go on air with a local radio station, which can provide new job opportunities for the members. Here the chairman quotes this Swahili proverb: *"Ukimpiga teke chula unakua umemsaidia kuruka)...(if you kick a frog you have just helped it to leap)"*. Meaning that the initial support from the UTPC has enabled the Club to make its own project.

These are just a few examples that the evaluation team has gathered but they indicate that the Press Clubs has become - or has the potential to become - key civic players at the local level. The Press Clubs have not only become mediators, but provide platforms that are enhancing the practice of journalism and enabling citizen access to information. The

kinship created by the Press Clubs is a confidence booster and a form of defence/security for journalists in distress.

The UTPC strong network of Press Clubs is being used to highlight key national developmental issues. And the UTPC has promoted and is sustaining advocacy journalism critical to the development of poor societies as Tanzania. This is seen by training focused on HIV-AIDS, elections, women and girl child rights, small arms and security. Journalists interviewed for this evaluation claim that the training has resulted in more media professionally covering elections. And where media are making mistakes a platform has been created for society to challenge the publications on their lack of ethics.

Finally the UTPC has functioned as a platform for media advocacy issues through the participation in campaigns against the Cyber Law and the proposed Media Services law.

5.5 Sustainability

On the funding side, the fact that the UTPC has only one institutional donor (Sida) poses a threat to its long-term sustainability. The organisation receives project based funding from other development partners, but the UTPC could presently not function without continued support from Sweden. So far, the UTPC has not approached other possible donors, and the organisation has no fundraising strategy that map possible alternative donors and keep possible future partners updated on the challenges of the media sector and the role of the UTPC.

By missing out on telling its story the UTPC also misses out on opportunities to expand its work and support Press Club work and capacity on the ground and in relation to national media advocacy activities. The UTPC needs to develop linkages with donors beyond the traditional international cooperating partners and look also towards development-oriented partners, who have an interest in the role of the media in reporting development.

6 Assessment of the UTPC Strategic Plan 2016-2020

OVERVIEW

The plan is a vast improvement in its logic and scope on the previous plan. It has all the necessary elements of a plan, constructed consultatively over a one-year period. These include:

- A situation and problem analysis used to identify a strategic direction,
- A risk analysis which has been used to identify mitigating strategies,
- An evident understanding of the importance of monitoring and evaluation. Though there is, as yet no M&E plan, there is a results framework (see 5.3.2 and Annex 3)
- A budget (which represents a 202% increase on the previous strategy)

With some revisions, this would be a sound plan.

FORMATTING PROBLEMS

The size and the formatting of the Strategic Plan make it difficult to understand, or to identify the key information. UTPC accepts this and will revise. This revision will include an executive summary, a more intelligible structure with key information at the beginning and less essential information in annexes. The layout problems may have led readers to misunderstand it. It would not be correct to describe it as inward-looking, a failing that certainly characterised the previous strategy.

STRATEGIC OBJECTIVES

The plan has 4 strategic objectives

1. Effective press clubs promoting freedom of information and regional development
2. The Tanzanian Union of Journalists, TUJ, effectively lobbying and advocating for journalists welfare
3. Quality, objective, innovative and non-partisan reportage
4. UTPC effectively rendering service and collectively bargaining for the press clubs/ journalists best interests

The first three objectives, though they could do with some reformulation, are logical and supported by the situation analysis. The second objective of supporting the building or rebuilding of a healthy trade union that can engage in collective bargaining on journalists' wages and conditions is the distinctive novelty of the new strategy.

The fourth objective is logically flawed: it inappropriately combines an internal objective on internal organisation development for the UTPC with the intended external outcomes for press clubs and journalists (which are already covered by the previous objectives). This objective should be rewritten to separate these two components, with the second element

(UTPC's impact on journalists conditions and welfare) being merged into objective 2. UTPC accepts this criticism.

SITUATION ANALYSIS

The situation analysis is adequate, though the PEST (Political, Economic, Socio-Cultural and Technological factors) analysis is not very visionary or forward looking, and takes a narrow media focus, rather than looking at the whole society. There is little programmatic reflection of the concerns of citizens. This weakens the capacity of the UTPC to understand the needs of different groups of citizens (for example, women or the disabled) or to form strategic alliances with civil society groups.

Most immediately fundamentally problematic is the lack of an analysis of what journalists needs are that would lead them to join and support the Clubs (though this can be found in the stakeholder analysis, where it is clear that journalists want training, decent working conditions and safety).

There is also a lack of translation into programmatic consequence of the fact that the only medium with real national outreach is radio (media monitoring, for example, is currently confined to print media). There is also no programmatic response to the observed impact of technology on newsgathering and distribution (SMS and social media).

The most important strength is the identification of the problems caused by the lack of a trade union and the intention to support revamping of the TUJ.

STRATEGIC IMPORTANCE OF REBUILDING THE TRADE UNION

That said, the activities proposed in relation to the TUJ seem insufficient for the logic. They propose only to review the TUJ constitution and promote membership, yet the expected outcomes in the results framework are improved working conditions for journalists ("prompt payment, contracts, and reasonable amounts, social security"). Only 5% of the budget is allocated to this activity, compared with 29% spent on UTPC's own efforts to improve journalists working and living conditions. This balance should be changed, devoting more resources to organisation-building for the TUJ in order to achieve the intended outcome. The central significance of rebuilding the union could be stated more strongly in the situation analysis, along the following lines. The lack of a trade union, and hence job insecurity and poor remuneration:

- a) Causes UTPC to take on roles that dilute its core purpose
- b) Undercuts training on ethical standards since poor remuneration will lead to strong incentives for "brown envelope" journalism.

WEAKNESSES IN THE STRATEGIC PLAN

The strategic plan could justifiably be criticised as inadequately reflecting:

- a) The role of citizens except as passive consumers. There is insufficient attention to citizen action or to issues of social inclusion (particularly gender, but also including perhaps age, disability, and religion)
- b) The immediate needs of working journalists (the need for training is high in the plan, but less clearly articulated are outcomes on safety and collective bargaining)
- c) The centrality of promoting a journalists' trade union (as noted in 6.5).
- d) The results framework has some technical weaknesses (see 5.3.2).

LEARNING FROM PREVIOUS WORK

The activities planned do not in any evident way reflect learning from the past strategy. Given the weakness of that strategy and a log frame that would not have provided this essential management information, it would not be reasonable to assume such information exists. Indications from the M&E sections of the new strategy and from the results framework suggest, with some revision, that the new M&E system will be capable of providing such information.

BUDGET

The 202% budget increase (to TSH 24,056,558,085 or USD 15,035,349) is rationally justified, though not necessarily to quite the level proposed. These justifications are:

- a) An increase in timeframe from 3 to 5 years (which would add USD 4, 962,161)
- b) The number of press clubs increased from 23 to 28 (which would add USD 1, 294,477)
- c) New needs from stakeholders (including research and media survey – which would add USD 112,500, electoral public awareness campaign – which would add USD 225,000; and revamping Tanzania Union of Journalists – which would add USD 114,625. Of these, a tough-minded approach might argue these are wishes and not needs. The revamping of TUJ however seems strategically justified as a necessity. It might also be argued that the establishment of a welfare fund at USD 14,992 is highly desirable, though not a strategic necessity.

Following that line of argument, the justifiable new total would be USD 13,814, 505 for the five years

7 Recommendations

Based on the findings, the evaluation team have the following recommendations:

Strategic Plan

- UTPC should revise the strategic plan to make it more coherent. This should involve
 - A reformatting, to place important information in the body of the text, and less important information in annexes.
 - A reformulation of objective 4 as a clear objective about UTPC capacity
 - A reformulation of the activities and budget for objective 2 in order to achieve the intending outcomes of rebuilding the union
 - A revision of the situation analysis to more clearly represent the central strategic rationale for rebuilding the union, the needs of journalists, and the trajectory of civil society (with due attention to issues of difference and marginalisation). It would also be desirable to supplement the situation analysis with an examination of possible future trends
 - Revise the budget to distinguish between those elements which are necessary and those which are simply desirable.
- Like it is already the case with gender sensitive reporting, the UTPC needs to focus more on capacity building of journalists in reporting developmental issues, hence establish specialised journalism in newsrooms. This needs the support of media houses, development partners and Press Clubs.

Advocacy

- The UTPC needs a coherent advocacy plan that identifies advocacy issues as well Press Club capacity to carry out advocacy work.
- The UTPC must establish links with international media groups so that its work can be supported more broadly and its capacity enhanced through such networks.
- The UTPC must enhance its usage of the social media for awareness raising on its work and on advocacy issues.

Organisational capacity:

- The UTPC should create standardised Press Club leadership through uniform constitutions and policies.
- There is need to support leadership capacity at a local Press Club level to ensure professional management of Press Club.
- The UTPC needs a fundraising plan that seeks to grow the donor base. This can be part of a sustainability plan.

8 Annexes

8.1 Annex 1 - Terms of Reference of the Evaluation

DRAFT TERMS OF REFERENCE FOR EXTERNAL EVALUATION OF UNION OF TANZANIA PRESS CLUBS STRATEGIC PLAN 2011-2015

1.0 INTRODUCTION AND BACKGROUND INFORMATION

The Union of Tanzania Press Clubs, UTPC, is a non profit organization, which was registered under Society Ordinance (Application for Registration Rules) of 1954 and presented with a Certificate of registration No SO 8976. The Press Clubs grow out of Media Council of Tanzania to become an independent organization in 2010 and has its head office in Mwanza, Tanzania. UTPC has developed its Strategic Plan covering the period 2011 – 2013, prolonged to 2015, whose overall goal is media promoting democracy and development. The budget for the Strategy period 2011-2015 is 45 million SEK.

UTPC is an umbrella body for Press Clubs which have presence in 29 regions in the country. The aims

and objectives of the UTPC are as follow:

- To facilitate the operations of the Press Clubs to ensure efficiency and uniformity in conducting business of its member press clubs by harmonizing their operational set up;
- To present member clubs in collective bargaining;
- To build the capacity and ability of individual journalists, who are members of press clubs through training, research, study tours and meetings;
- To promote and maintain code of ethics for media practitioners in promoting ethical reportage;
- To print and publish newsletters or any other publication and establish any electronic media, with the aim of fostering the objects of the Union and that of the member press clubs;
- To liaise with other organizations (local and international), involved in marshalling press freedom, fight against corruption, poverty HIV and AIDS, violation of human rights and related matters;
- To mobilize press clubs members, media and non media organizations and the public, against practices, regulations and laws that infringe on the freedom of the press;
- To mediate and resolve disputes and conflicts among members of press clubs;
- To carry out research with the aim of promoting media's role in catalysing development;
- To provide any other services that is not included in this Constitution. UTPC has developed its Strategic Plan covering the period 2011 – 2013, whose overall goal is media promoting democracy and development.

The UTPC Strategic Plan is being informed by the following components:

a) Development Objective

Media promoting Democracy and Development.

b) Immediate Objective

To build strong, efficient and effective press clubs capable of contributing to sustainable development by the year 2013.

c) Outputs

- Output 1
Journalists in the regions ability and capacity improved
- Output 2
Press clubs institutional capacity built
- Output 3
Effective relationship between press clubs and stakeholders established
- Output 4
UTPC ability to serve press clubs established and maintained.

2.0 THE RATIONALE AND APPROACH FOR THE EXTERNAL EVALUATION

The current UTPC strategic plan covers the period from 2011-2013, prolonged until 2015, and the organization has already embarked on a process to align its activities and approaches to changes reasoned necessary to make. In particular, this has been reflected in the draft Strategic Planning process the organization has embarked upon.

The overall objective of the evaluation is to provide a comprehensive summary and aggregation of UTPC's activities over the period, as well as establish links between the activities and (a) stated organization's objectives, and (b) other observed changes in the relevant sectors/domains. Based on stakeholder in-puts and analysis the evaluation should have a strong forward looking focus, informing the future direction of UTPC and the next Strategic Programme phase. Aspects of gender and social inclusion should be well considered and analyzed during the evaluation.

Important to note is that this is not an impact evaluation of UTPC. UTPC has had a mid-term review done in September 2013.

The evaluation is expected to focus on the following four areas:

- 1) **Organizational set-up.** Progress in relation to UTPC's agreed benchmarks for internal development and outputs. The evaluation should verify the progress as reported by UTPC, and provide an overall analysis of how the organization has developed since 2011 with regard to internal management and control, human resources management, and procedures and routines for monitoring and evaluation.
- 2) **Outputs, quality of outputs, and reach.** As per the situation analysis undertaken before the start of the implementation, this portion of the evaluation will examine the outputs and analyze them in relation to the desired outcomes; and will assess their quality, relevance, and reach. Value for money should be assessed taking into account the quality and quantity of outputs in relation to investments made by UTPC. Depending on how far the exercise is able to verify and evaluate results beyond the delivery of outputs, the evaluation shall provide an analysis, of the extent to which the overall UTPC program is likely to have stimulated the envisaged development objective. The evaluation is not expected to be able to provide "hard facts" in this regard, but it should analyze and discuss the extent to which such change can be expected to be a sustained effect of the program investment.
- 3) **Stakeholder analysis/Needs assessment.** In order to adequately assess UTPC's position, role and relevance a stakeholder analysis should be conducted. Stakeholders to be considered for the analysis are media outlets, professional journalists associations including Media Council and editors' forum and schools of journalism, as well as strategic and implementation partners (e.g. from Government, other non-profit organizations). This includes mapping out the main features and players of the Tanzanian media landscape, synergies and comparative advantages and UTPC's position in this context.

4) **Future direction.** Informed by the above findings, make analysis and suggestions and provide hands-on guidance to UTPC to identify the most suitable and effective approaches and programme design, including implementation practice for the next strategic phase.

To assess and provide in-puts for the above four areas, the specific activities could include, but not be limited to, the following:

- Review reporting, log frames and reviews produced by UTPC during the period under evaluation, including the mid-term review from 2013.
- Conduct 20-25 in-depth interviews with a set of informants at different levels, including the policy sphere (e.g. media owners, journalism schools, journalist associations and relevant government officials, donors, NGOs), as well as possibly the “middle” level of service provision and implementation – such as teachers in schools, journalists, community-based organizations.
- Visit and conduct a number of in-depth interviews with a selection of Press Clubs and the UTPC head office.

For all four areas, the evaluation should not be restricted to the intended results of the UTPC program. It should take into account also any unintended, positive and negative, results as far as possible.

2.1 The Objectives of the Evaluation

The overall objective of the consultancy is threefold:

- i. to evaluate the implementation of the UTPC 2011-2015 Programme Strategy
- ii. to identify needs and priorities regarding the UTPC’s future mandate based on UTPC’s stakeholders’ views and the context situation
- iii. to make recommendations for UTPC’s future programme strategy based on the results from the strategy evaluation and needs assessment

2.2 Specific questions of the Evaluation

These questions are to be worked out by the evaluation team/consultant, as part of the inception report.

3.0 SCOPE OF THE ASSIGNMENT

The Evaluators are expected to:

1. Provide an inception report highlighting understanding of the ToRs for the external evaluation, proposed methodology, and plan (with timelines) for execution, including:
 - a. Articulation of the “specific evaluation questions,” building on the main objectives, as per section 2.1.
 - b. Outline of proposed methods (e.g., desk/literature review of key documents, evaluation logic, in-depth interviews and/or group discussions, etc.), corresponding to the specific questions.
 - c. A sample of internal organizational benchmarks (focus area one), out-puts and reach (area two), stakeholders analysis (area three) and for future directions (area four) for in depth review
 - d. Suggestions of types and numbers of people to be contacted for the evaluation, including UTPC staff, press clubs, other CSOs, external parties, etc.
 - e. An outline of the proposed analysis and synthesis of the findings
 - f. An outline of the structure of the report, including any summary tables and Annexes
 - g. The overall inception report is expected to be no more than 10 pages.

2. Manage the data collection, analysis, and report writing.
3. Debrief with UTPC and the development partners, review feedback and update report.
4. Submit final report with the analysis and conclusions of the External Evaluation process, which is to correspond to the objectives as stated in section 2.1.

UTPC is responsible to:

1. Provide systematic documentation to the external evaluator about the program's operations, objectives, operations and implementation
2. Brief the evaluators on the UTPC learning approach, organization and how the organization has been evolving through the use of feedback from implementing practice and external evaluations.
3. Provide feedback to the evaluators throughout the evaluation period.
4. Provide logistical support to the evaluation team.
5. Provide information to relevant UTPC partners before, during and afterwards about the evaluation process.
6. Plan for consultative and debriefing sessions with the evaluators at various times during the evaluation and at its conclusion.

4.0 METHODOLOGY AND LOGISCTICS

4.1 Methodology

The evaluation should seek a holistic participatory organizational approach, both in terms of UTPC's overall strategies and UTPC's ways of operating over the period 2011-2014.

The consultant will design a methodology that is suitable and acceptable for conducting this enquiry, using relevant evaluation methods and techniques. However, this may be discussed and agreed by the consultant, Sida, UTPC Secretariat and UTPC Board. The evaluation shall be carried out through analysis of available UTPC documents and other documents considered necessary by the consultant. To ensure the methodology is inclusive, interviews shall be carried out with, but not limited to representatives of the organization, Press clubs and other relevant media stakeholders. The consultant should use Mwanza as a base during the field work and meet the beneficiaries of the programme (Press Clubs) in their various categories and other stakeholders, and devise participatory methods to gather information useful for the analysis and final assessment.

5.0 PROFILE OF THE CONSULTANTS

The consultant is expected to provide a team of a minimum of two (2) international and local consultants not affiliated to, or representing, UTPC or any other stakeholder in any way. In terms of team composition, the consultants are expected to have the following key qualifications:

1. Evaluation specialist(s) with expertise in evaluation methodologies including outcome mapping, tracing and qualitative analysis
2. Evaluation specialist(s) with expertise in comprehensive organizational assessments including financial management and internal control
3. Senior media specialist with documented excellent understanding and experience of media dynamics in local (Tanzanian), regional and global contexts
4. Significant experience working in developing countries, including in East Africa
5. Expertise in the Tanzanian context of public sector accountability and service delivery at both central and local levels
6. Excellent writing skills in English

7. The team should include at least one consultant with fluency in Swahili
8. Previous experience of similar assignments

6.0 TIMEFRAME

The consultants shall prepare and submit a preliminary work-plan and budget for the evaluation. This will involve travel to at least three regions, interaction with a selection of stakeholders, an inception study for revision/analysis of existing documents and a proposed detailed methodology, 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 UTP and the Embassy of Sweden. Immediately after completed field work, a debriefing work shop will be held between the Evaluator and UTP, as well as any other relevant stakeholders to validate the key findings and to discuss and inform the way forward for UTPC. Thereafter, the first draft of the Evaluation report shall be submitted, not later than **29th of January 2016**.

7.0 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:

1. Executive Summary- Summary of the end-of-funding evaluation with emphasis on main findings
2. Methodology used, people consulted, materials reviewed, etc
3. Assessed interventions- description of the assessed interventions, purpose, logic, history, organization, stakeholders and other relevant information
4. Key findings and Lessons Learnt – specific and general conclusions including a reflection on the organization's response to the midterm evaluation
5. Recommendations and suggested future directions
6. The evaluation report shall not exceed 30 pages, excluding annexes.

The consultants will hold a workshop together with UTPC on the highlights of their findings and ways forward before a draft report is submitted. The draft report will be submitted to the Embassy of Sweden electronically no later than **29th of January 2016**. It must also be submitted to UTPC electronically the same date. The format for Sida commissioned evaluations should be used. Within two weeks after receiving the Embassy's and UTPC's comments on the draft report, a final version shall be submitted to the Embassy, again electronically and in 2 hardcopies. The final report must be presented in a way that enables publication without further editing.

8.2 Annex 2 – List of persons interviewed

	NAME	POSITION/ORGANISATION	CONTACT DETAILS
1.	Sonya Elmer Dettelbacher	Head of Governance & Political Officer Embassy of Switzerland Swiss Agency for Development Cooperation (SDC)	+255 22 266 62 20 +255 752 064 697 Sonya.elmer@eda.admin.ch
2.	Eric Kalunga	Embassy of Switzerland Swiss Agency for Development Corporation (SDC)	+255 22 266 62 20 eric.kalunga@eda.admin.ch
3.	Arne Folleraas	Counsellor, Embassy of Norway	Arne.folleras@mfa.no +255 782 777 011
4.	Anette Widhom Bolme	Embassy of Sweden	anette.widhom.bolme@gov.se
5.	Kajubi Mukajanga Executive Secretary	Media Council of Tanzania (MCT)	+255 784 314 880 kajubi@mct.or.tz
6.	Lulu Imelda Urio Executive Director	Legal and Human Rights Center (LHRC)	+255 784 495 044 lhrc@humanrights.or.tz
7.	Lilian Timbuka Journalist	Mwanainchi	+255 713 235 309 liliantimbuka@yahoo.co.uk
8.	Ali Mfuruki MCT Board Member	Media Council of Tanzania (MCT)	+255 784 311 841 alimufuruki@infotech.co.tz
9.	Professor Bernadette Killian	MCT Board Member, University of Dares salaam	+255 754 486 282 bernadetak@yahoo.com
10.	Dominica Haule Chairperson	Grassroots Female Communication Association (GRAFCA)	dominicahaule@yahoo.com
11.	Thomas Mihayo (Retired Judge)	President MCT Board	+255783780078 mihayo@africaonline.co.tz
12.	Neville Meena	Secretary General Tanzania Editors Forum	+255 753 555 556
13.	Martha Olotu	Programme Manager Grants Foundation for Civil Society	+255 754 366 097
14.	Zamaradi Kawawa	(Acting Director of Information services Ministry of Information	+255 754 698 856
15.	Mr. Raphael Hokororo	Assistant Director Newspaper Registration Department Ministry of Information	
16.	Haule Gesthad	Monitoring and evaluation	+255763 331 177

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	NAME	POSITION/ORGANISATION	CONTACT DETAILS
		manager Foundation for Civil Society (Former Monitoring and evaluation Officer, MCT)	
17.	Raziah Mwawanga	Programme Officer - Fellow ship programmes Tanzania Media Fund	
18.	Masud Hossain	Country Director KEPA ,Finish International NGO & MCT Donor	
19.	Asna Juma Mshana	Civil Society Officer KEPA ,Finish International NGO & MCT Donor	+255 714 078 881
20.	Naserah Karim	Academic Coordinator A3 Professional Institute	
21.	Osman Makumbusho	Head of Media Department, A3 Professional Institute	+255 655 026 923
22.	Jenerali Uliwengu	Chairman of the Board of Raia Mwema Newspaper Advocate of the High Court of Tanzania	ulimwengu@jenerali.com
23.	Onesmo Ole Nguruma Executive Director	Tanzania Human Rights Defenders Coalition	thrddefenders@gmail.com
24.	Noelia Justine Assistant Information Officer	Tanzania Human Rights Defenders Coalition	noeliajustine@gmail.com
25.	Maria Gorethi, Information Officer	Tanzania Human Rights Defenders Coalition	mrycharles@gmail.com
26.	Hussein Siyovelwa Secretary General Editor Misani Media	Dar es Salaam City Press Club (DCPC)	
27.	Pius Ntiga News Editor Uhuru FM	Dar es Salaam City Press Club (DCPC)	pius.2000@hotmail.com +255 713 248 640 +255 756 248 640
28.	Winifrida Undole Dar es Salaam City Press Club (DCPC) Coordinator	Dar es Salaam City Press Club (DCPC)	dcpc.tz@gmail.com +255 766 838 260 +255 654 755 652
29.	Abubakar Karsan	Executive Director Union of Tanzania Press Clubs	utpctz@yahoo.co.uk +255767399994
30.	Deogratus Nsokolo	President of Union of Tanzania Press Clubs Chairperson Kigoma Press	

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	NAME	POSITION/ORGANISATION	CONTACT DETAILS
		Club	
31.	Victor Maleko	Union of Tanzania Press Clubs	
32.	Jackson Uisso	Finance Officer Union of Tanzania Press Clubs	+255 754 488 031
33.	Jacob Kambili	Promgramme Officer Monitoring and evaluation Union of Tanzania Press Clubs	jambili2001@yahoo.co.uk +255 786 040 722
34.	Hilda Kileo	Programme Officer- Administration and procurement Union of Tanzania Press Clubs	+255 767 689 443
35.	Winifrida Madeni	Accountant, UTPC	+255 759 887 460
36.	Osoro Nayawangah	President, Mwanza Press Club	+255 786 555 066 osoropj@gmail.com
37.	Suleiman Shagata	Executive Committee Member, Mwanza Press Club	+255 756 776 893 +255 682 874 646
38.	Martha Lume	Executive Committee Member, Mwanza Press Club	+255 743 805 072
39.	Neema Emmanuel	Executive Committee Member, Mwanza Press Club	+255 769 502 842 Neemaemmanuel10@gmail.com
40.	Magaret Kusekwa	Executive Committee Member, Mwanza Press Club	+255 762 007 347 +255 782 540 004
41.	Edwin Soko	Coordinator Mwanza Press Club	+255 754 551 306 Edwinsoko22@gmail.com
42.	Philemon Malili	Executive Committee Member, Mwanza Press Club	+255 754 976 076
43.	Paulina David	Executive Committee Member, Mwanza Press Club	+255 786183 878 paulinadavid2013@gmail.com
44.	Beatrice Rabach	Station Manager Radio Free Africa	+255 767 307 701 +255 713 307 701 bettyrabach@gmail.com beatric.babach@radiofreeafrica.tz
45.	Jimmy Luhende	Former Mwanza Press Club (MPC) Chairperson and former UTPC Board member Action for Democracy and Local Governance	+255 754 388 882 Jimmy.luhende@gmail.com
46.	Atley Kuni	Mwanza Information Officer Government Information Officer/Regional Administrative Secretary	+255 767 672 014 +255 718 086 171 kuniutonga@gmail.com

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	NAME	POSITION/ORGANISATION	CONTACT DETAILS
47.	Pascal Shao	Assistant Lecturer Department of Journalism and Mass communication Saint Augustine University of Tanzania	+255 752 401 970 pascalshao@saut.ac.tz
48.	Nashon Kennedy	Journalist Daily News and Habari Leo Tanzania Standard Newspaper	+255 756 823 420 +255 718 392 711 nashon_kennedy@yahoo.com
49.	Isaack Wakuganda	Journalist (Freelancer) Previously worked with SAUT FM, Metro FM	+255 767 387 630 +255 784 387 630 iwakuganda@yahoo.com
50.	Maryam Juma	Metro FM	+255 765 556 701 Mariamju86@yahoo.com
51.	Andrew Kuchonjoma	UTPC Board member (Ruvuma Press Club)	+255 767 655598
52.	Anna Makange	UTPC Board member Tanga Press Club	+255 767 274522
53.	Pendo Mwakyembe	Board member Mara Press Club	+255 762 402706
54.	Habel Chidawali -	UTPC Board member Central Press Club	0757 649789
55.	Frank Leonard	UTPC Board member Iringa Press Club	0784 991020
57.	Phinias Bashaya	Executive Secretary– Kagera Press Club	+255786 489093 +255767 489 094 presskagera@yahoo.com
58.	Mbeki Mbeki	Chairperson Kagera Press Club	+255 755748329
59.	Mathias Byabato	Executive Committee member Kagera Press Club	
60.	Joseph Mwaiswelo	Regional Bureau Chief Kagera RegionPCCB	
61.	Richard Leo	Managing Director Kasibante FM Radio	
62.	Augustino L Ollomi	Regional Police Commander Kagera	
63.	Shifaa S.Hassan	MCT Senior Programme Officer	+255 777 420 930
64.	Mr. Hassan Abdallah Mitawi ZBC Office	Vice President MCT & Chairperson of MCT Finance and Administration Committee	+255 777 461724 Tanmedia2014@gmail.com

	NAME	POSITION/ORGANISATION	CONTACT DETAILS
65.	Ramadhan Makame	Chief Editor Zanzibar Leo Newspaper	+255 773 871612
66.	Rashid Omar	Zanzibar journalism and mass media college	+ 255 777 424877
67.	Salma Aley	Chuchu FM Radio	+255 777 411178
68.	Abdalla Abdulrahman	Chair of Zanzibar Press Club and UTPC Board Member	+255 777 465924

8.3 Annex 3: Analysis of the results framework

Comments and criticisms are in the footnotes

Element	Indicators	Means of Verification
Impact/ goal		
A democratic Tanzania fully embracing a free, independent and strong media	Percentage of population expressing perception of free speech ³	
	Communities levels of knowledge, attitudes and perceptions ⁴	
	Tanzania ratification and application of policies and conventions on media and information matters	
	Press freedom – composite indicator (friendly/unfriendly laws and regulations)	
Immediate objective		
Effective press clubs promoting freedom of information and regional development	Number of stories, features and programmes promoting regional development and freedom of the media ⁵	Number of stakeholders investing the region ⁶
	Higher transparent and access to information in the region	Economic development and poverty reduction projects in the regions ⁷
	Number of marginalised groups empowered ⁸ in the regions	Regional development reports
		Strategic plan: completion reports
		Media institutions act ethically ⁹
Outcomes		
Outcome 1: Press clubs operating in an efficient, effective and inclusive manner	(Internal – speed of conflict resolution/ number of conflicts registered (External – increased stakeholder complaints brought to the press club level – shows increased confidence in the press clubs	a. Monthly reports b. Financial records c. Participants attendance d. Contracts with consultants ¹⁰
	Press club income (amount and number of sources)	
	Numbers of active members in the press club, disaggregated by gender and age ¹¹	

³ Expensive to measure. Is it worth it?

⁴ Expensive to measure. Is it worth it?

⁵ This could be improved by adding other elements of quality journalism

⁶ This is not an MOV, it's another indicator

⁷ This is not an MOV, it's another indicator

⁸ What is the operational definition of empowerment? This outcome doesn't clearly flow from the activities implied

⁹ This is not an MOV, it's another indicator

¹⁰ What does this MOV verify? Specify the job the consultants are doing

	Presence and adherence to the constitution, policies, and other management procedures	
Outcome 2: TUJ effectively lobbying and advocating for journalists welfare	Work conditions for journalists (prompt payment, contracts, and reasonable amounts, social security ¹²)	a. Monthly reports b. Financial records c. Participants attendance d. Contracts with consultants ¹³
Outcome 3: Quality, objective, innovative ¹⁴ and non-partisan reportage ¹⁵	Quality ¹⁶ of journalists' publication and programmes	a. Monthly reports b. Financial records c. Participants attendance d. Contracts with consultants
	Creativity and innovation ¹⁷ by journalists	
	Number of complaints/accusations against journalism	
Outcome 4: UTPC effectively rendering service and collectively bargaining for the press clubs/ journalists best interests ¹⁸	Well functioning press clubs (management, increased membership, income, equity and inclusion ¹⁹)	a. Monthly reports b. Financial records c. Participants attendance d. Contracts with consultants
	Decisions (policy/regulatory) made in the best interests of journalists and press clubs ²⁰	
	Continuous learning and development (quality/innovations at UTPC and press club level ²¹)	
Outputs		
For outcome 1: Press clubs institutional capacity strengthened. ²²		
For outcome 2: • Revived and strengthened TUJ (constitution) • Increase in branches/ members ²³		
For outcome 3: ²⁴		

¹¹ Good that it includes not only gender but age. What about other issues of difference such as disability, culture

¹² It is not clear that this would be a plausible outcome of the intended activities (reviewing the TUJ constitution and promoting membership. More interventions would be required.

¹³ This is a mechanical copy and paste of the previous MOV and bears no relationship to measuring the indicator

¹⁴ Why is innovative journalism sought in a context where even basic quality standards are not being met? Innovation should be dropped from the objective

¹⁵ Is this different to the immediate objective?

¹⁶ Quality needs an operational definition

¹⁷ How would this be assessed?

¹⁸ This is a problematic objective. It is at a different causal level than the others (which measure UTPC effectiveness through effect on press clubs and journalists). What is it supposed to be doing in the framework?

¹⁹ This is objective 1

²⁰ Who decides what their best interests are? How is this objectively assessed?

²¹ Isn't the outcome of this learning already measured by other indicators of press club functioning and media quality?

²² Needs indicators of how strengthening will be measured

²³ These are outcomes, not outputs

• Journalists professional and ethical capacity enhanced²⁵ • Journalists economically empowered²⁶ • Journalists work and living conditions improved²⁷		
For outcome 4: • UTPC internal capacity strengthened²⁸ • Performance management system in place		

²⁴ These are outcomes, not outputs

²⁵ How is this measured?

²⁶ What is the operational definition of “empowered”?

²⁷ This should be the outcome of the collective bargaining activity of the union, not UTPC

²⁸ Which capacities? How is this measured?

8.4 Annex 4: Analysis of the logframe for the old strategy

Comments are in footnotes, colour-coded yellow

GOAL	Indicator	Baseline 2010	Milestone 2012	Target 2013
Media promoting democracy and development	Free Speech ¹	To be determined	+10% increase from the baseline	+30% increase from the baseline
		Source		
		'Free Speech' Survey in Tanzania		
	Indicator	Baseline 2010	Milestone 2012	Target 2013
	Freedom of the press ²	Ranked 41 st	Ranked 39 th	Ranked 37 th
		Source		
		Reporters without borders, world press freedom index http://en.rsf.org/press-freedom-index-2010,1034.html		
	Indicator	Baseline 2010	Milestone 2012	Target 2013
	Political rights and civil liberties ³	Partly free	More Freedom	More freedom
		Source		
		Freedom house http://www.freedomhouse.org/images/File/fiw/FIW_2011_Booklet.pdf		

¹ To be conducted by UTPC. How?

² To be conducted by UTPC. How?

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PURPOSE	Indicator	Baseline 2010	Milestone 2012	Target 2013	Assumptions	
Effective press clubs promoting freedom of information and regional development	Number of press clubs,	23	25	27 Press Clubs active	Public trust in media	
		Source				Media council regulates the industry
		Press Clubs monthly reports Media reports				Politicians trust the media
	Indicator	Baseline 2010	Milestone 2012	Target 2013	Government supports free media	
	Level of activity in PCs ²⁹	Low	Medium	High	Media institutions act ethically	
		Source				
		Press club monthly reports				
	Indicator	Baseline 2010	Milestone 2012	Target 2013	Ongoing political stability Stable macro-economic conditions	
	Number of news stories, features and programmes promoting regional development ³⁰	To be determined	20% increase	40% increase		
		Source				
		Press club reposts (press club coordinator) Programme officer records (clippings)				

²⁹ Number of stakeholders requirements met, number of complaints filed, numbers of complaints adjudicated, member complaints made, internal PC meetings held as per schedule, stakeholders forums held. This lumps crucial indicators together

³⁰ This doesn't tell us about the diversity of voices, or how government is held to account. This should not be simply a quantitative indicator

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OUTPUT 1 ³¹	Indicator	Baseline 2010	Milestone 2012	Target 2013	Assumptions
Ability and capacity of journalists in the regions improved	Number of courses conducted attended by number of journalists for number of days ³²	Courses 9	Courses 11	Courses 13	Journalists have economic and social freedom to use their training Media owners are willing to use and pay for quality journalism Trained journalists remain in regions Journalists remain free to express their views and protect their sources' anonymity Journalists adhere to the code of conduct
		Journalists 16	Journalists 18	Journalists 20	
		Source			
	Course report				
	Indicator	Baseline 2010	Milestone 2012	Target 2013	
	Number of participants who rate course useful-immediately and after 6 months ³³	80%	85% increase	90% increase	
		Source			
		Course report Follow up call 6 months after end of course			
	Indicator	Baseline 2010	Milestone 2012	Target 2013	
	Number of news stories, features and programmes in national press coming from region by category ³⁴	To be determined	40% increase	60% increase	
Source					
Press club reposts (press coordinator) Programme officer records (clippings)					
IMPACT WEIGHTING	Indicator	Baseline 2010	Milestone 2012	Target 2013	
50%	Awards or other recognition given to journalists trained by UTPC	To be determined	10% increase	10% increase	
		Source			RISK RATING
		Press club monthly reports			high

³¹ No outcome level, though these are a mixture of outputs and outcomes

³² Split by women, men, rural and urban based and age. Good

³³ Split by women, men, rural and urban based and age. Would be good to include objective assessment of skills deployed

³⁴ E.g. environmental, court or business reporting. How can this be related to the training?

Indicative Activities	
journalistic training e.g. investigation, broadcasting, feature writing non-journalistic training e.g. budget tracking, health reporting, HR and democracy, environmental, business and court reporting (specialised training) update training needs assessments	engage with media training institutions to modular training run specific training sessions on particular issues such as local elections, media investigation Mentoring, linking journalists from different areas, different capacities Training of Trainers Production of training manuals

OUTPUT 2	Indicator	Baseline 2010	Milestone 2012	Target 2013	Assumptions
Press Clubs institutional capacity built	Total number of PC members ³⁵	4000	4200	4500	Demand for services provided by PCs in regions is sufficient to sustain the PC
	% of members that have paid fees ³⁶	Source			
		PC monthly report			
	Indicator	Baseline 2010	Milestone 2012	Target 2013	PCs act as a channel for information communication both from regional to national level and vice versa ³⁷
	% of identified PC resource needs met	50%	60%	70%	
		Source			
		Needs assessment (2010) Purchasing records (UTPC and PCs)			
	Indicator	Baseline 2010	Milestone 2012	Target 2013	PCs are not “captured” by local politics and remain impartial
Equipment	80%	85%	90%		

³⁵ Split by women, men, rural and urban based and age

³⁶ Split by women, men, rural and urban based and age

³⁷ E.g. communicating local needs to influence national policy and communication national policy to local journalists. Crucial but not measured, also local lobbying and work with media houses

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	utilisation	Source			
		PC monthly report			
IMPACT WEIGHTING	Indicator	Baseline 2010	Milestone 2012	Target 2013	
30%	Number and value of successful funding proposals made by PCs	10%	10% increase	20% increase	
		Source			RISK RATING
		PC monthly records			Medium
Indicative Activities					
Training in management and financial skills organise activities to mark World Press Freedom Day Conduct inter-Press Club exchange visits on management issues conduct regional stakeholder workshop bringing together all stakeholders and journalists so all discuss and resolve issues			Improve PC capacity to arbitrate in cases of breach of Code of Conduct and Ethics ³⁸ Assessment of resource needs (e.g. internet access) strengthen governance in PCs Mentoring, linking leaders from different PCs to share good practice Improve PC capacity to support welfare of journalists		

<i>OUTPUT 3</i>	<i>Indicator</i>	<i>Baseline 2010</i>	<i>Milestone 2012</i>	<i>Target 2013</i>	<i>Assumptions</i>
UTPC capacity to serve its stakeholders	Number and quality of fliers distributed per year (information	2500	5,000	5000	Politicians and decision-makers remain open to influence from
		<i>Source</i>			
		Feedback from stakeholders (calls and stakeholder workshops)			

³⁸ Crucial indicator missing

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improved	for public on UTPC and PCs) ³⁹	Media reports			professional journalists Citizen enthusiasm for quality reporting UTPC perceived as credible national actor
	Indicator	Baseline 2010	Milestone 2012	Target 2013	
	Number of monthly newsletters distributed and online hits	2500 per month	3500	5000 per month	
		Source			
		Procurement records Online statistics Feedback form for readers e.g. by text			
	Indicator	Baseline 2010	Milestone 2012	Target 2013	
	Number and type of events where UTPC represented their members' interests ⁴⁰	To be determined	30% increase	30% increase	
		Source			
		ED diary and quarterly reports			
IMPACT WEIGHTING	Indicator	Baseline 2010	Milestone 1	Target 2013	
20%	Number of specific projects conducted e.g. media investigations	To be determined	20% increase	40% increase	
		Source			RISK RATING
		Description of UTPC work activities in quarterly report			Medium
Indicative Activities					
Publish newsletter promoting professionalism media freedom			Coordination of specific projects e.g. media investigations		

³⁹ Tells us nothing about effect

⁴⁰ Events such as participation in drafting of bills, production of research report on working conditions of freelancers, launch of report, follow up meetings on issues such as new legislation, standard contract or agreements on working conditions for freelancers. These should be separated as distinct indicators rather than lumped together in one quantitative indicator. There is no mention of mobilising citizen action.

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etc. Produce posters promoting freedom of information and PCs Produce radio and TV adverts promoting freedom of information and PCs Lobbying media owners, editors, MPs and government officials on Freedom of Information	organise national internet forum organise national activities to mark World Press Freedom Day collation of journalists reports (published and unpublished on one website) Advocacy on professional development and terms and conditions
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8.5 Annex 5: Evaluation Framework

No.	Objective	Sub-objective	Activity	Indicator
1	Ability and capacity of journalists in the regions improved	(1) Training	Training	1.11 Number of journalist trained, disaggregated by gender
				1.12 Evidence that efficacy of training programmes translated into journalist practice that is unbiased and factual
				1.13 Extent to which coverage includes human rights and issues of difference including gender, disabled people, people living in remote areas, street children, women and children, and people living with HIV
				1.14 Evidence that MCT has assisted quality of training
		(2) Journalists' conditions of work	Payment	1.21 Clubs are effective in assisting in securing payment for freelancers, thus avoiding stimulus to ask for payment from sources leading to biased reporting
				1.22 Number of cases in which clubs have succeeded in collective bargaining for members
			Safety	1.23 Clubs are raising the issue of journalist safety with the authorities and number of regions in which there is securing improvement
	Unintended consequences			1.31 What unintended consequences (positive or negative) were encountered?
2	Press Clubs institutional capacity built	(1) Membership;	Membership	2.11 Number of members by region and gender as a proportion of potential membership (press clubs are effective and strategic entry points to reaching the media professionals in the respective regions)
		(2) Voice		2.21 Clubs speak with one voice and act with one vision of transforming regional development through professional and ethical reporting
		(3) Public service	Outreach	3.11 Number of clubs linking-up with civil society organizations and the authorities in the regions to understand and analyse the problems and issues and to galvanize public support and solutions,

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			Content	3,12 Number of clubs whose outputs highlight pertinent issues concerning the specific regions.
				3,13 Number and type of cases, by region, of coverage which holds the authorities to account
				3,14 Number of regions in which there is evidence of assisting the people in the rural communities to access the media and enable them to have information that will help them to make informed choices and decisions about their lives and livelihoods
			Mediation	2,33 Number of press clubs with mediation capability
				2,34 Number of press clubs carrying out mediations
				2,35 Number and nature of mediations to mutual satisfaction
	Unintended consequences			2.4 What unintended consequences (positive or negative) were encountered?
3	UTPC capacity to serve its stakeholders improved	(1) Support to clubs	Services	3.11 Evidence that the UTPC facilitates the operation of the clubs
				3.12 Nature of services provided to the clubs and evidence that this enhances their operation
			Capacity building	3.13 Evidence that UTPC has demonstrably built the capacity of the clubs
		(2) Representation	Collective bargaining	3.21 Number and nature of cases in which the UTPC has represented members in collective bargaining
				3.22 Number and nature of cases in which collective bargaining has resulted in an improved outcome for members
			Dispute resolution	3.23 Number and nature of disputes within or between the clubs resolved by UTPC
			Lobbying	3,24 Evidence that UTPC has mobilised members in in fighting against laws and regulations that infringe on the freedom of the press, and outcome of the mobilisation

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		(3) Promotion of ethical journalism	Code of ethics	3.31 Evidence that the UTPC maintains and promotes a code of ethics
				3.32 Evidence that the code of ethics includes provision for coverage reflecting a plurality of perspectives and voices, (including those of the poor and the marginalised), and of issues relevant to the democratic development of Tanzania; Accurate and unbiased reportage, supported by evidence and separated from editorial comment; holding the powerful to account
	Unintended consequences			3.4 What unintended consequences (positive or negative) were encountered?



Also in MTC framework



Evaluation of the Union of Tanzania Press Clubs Strategic Plan 2011-2015

The Union of Tanzania Press Clubs, UTPC, is an umbrella organisation, which supports a total of 28 local Press Clubs all over the country. The organisation describes its vision as: "A democratic Tanzania fully embracing a free, independent and robust media", and the mission is formulated as: "To create an environment that enables strong, efficient and effective Press Clubs in Tanzania which eventually contribute towards a democratic and just society."

The evaluation concludes that the UTPC does have the potential to contribute to a democratic development in Tanzania as described in the vision and mission statements. It is the only member based media organisation with a national coverage.