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**Mid Term Review  
Strategic Plan (2013-2017)  
of  
Femina HIP**



**By eMJee Consult**



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## Abbreviations

ANSAF	Agriculture Non State Actor Forum
BEST-AC	Business Environment Strengthening Tanzania- Accountability component= BEST Dialogue
BRAC	Base Closure and Realignment Commission
CBO	Community Based Organization
CMTL	Courier and Moving Services Tanzania
CSO	Civil Society Organization
DCDO	District Community Development Officer
DEO	District Education Officer
EAML	East Africa Movies Limited
EMS	Express Mail Services
FDCs	Folk Development Colleges
GBV	Gender Based Violence
GIZ	German International Cooperation
GoT	Government of Tanzania
GPS	Global Position System
ICT	Information, Communication Technology
IGA	Income Generating Activities
IOGT	International Organization of Good Templars
IPSOS	Independent market research organization
HIV/AIDS	Human ImmunoDeficiency Virus/Acquired Immuno Deficiency Syndrome
HIVOS	Humanist Institute for Cooperation with developing countries
KTA	Karibu Tanzania Association
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MIVA	Dutch Charity Organization
MTR	Mid Term Review
NACTE	National Council for Technical Education
NGOs	Non Governmental Organizations
OKOA	Me against poaching NGO
OSIEA	Open Society Institute of East Africa-
PAMS Foundation	Protected Area Management solutions
PEMWA	Patronage in Environmental Management and Health Care Warriors
RAS	Regional Administration Secretary
RCDO	Regional Community Development Officer
REO	Regional Education Officer
RFA	Radio Free Africa
RFSU	Swedish Association for Sexuality Education

RODI	Research Oriented Development Initiative
RUDI	Rural Urban development Initiatives
SADC	South African Development Community
SANA	Saving Africa's Nature
SIDA	Swedish International Development Cooperation Agency
SMS	Short Message Service
SRHR	Sexual Reproductive Health and Rights
SS	Secondary School
STEP	Southern Tanzania Elephant Project
STI	Sexual Transmittable Infections
TAHA	Tanzania Horticulture Association
TAHOSSA	Tanzania Heads of Secondary Schools Association
TAMONGSCO	Tanzania Association of Managers and Owners of Non-Government Schools and Colleges
TAMPS	Tanzania All Media Products Survey
TAMWA	Tanzania Media Women Association
TANWAT	Tanzania Wattle Company
TAPP	Tanzania Agriculture Productivity Program
TAWLA	Tanzania Women Lawyers Association
TBC FM	Tanzania Broadcast Cooperation
TNRF	Tanzania Natural Resources Forum
TTC	Tanzania Teachers Colleges
TWAVEZA	we can make it happen NGO
TYVA	Tanzania Youth Vision Association
UDOM	University of Dodoma
UNESCO	United Nation
UNDP	United Nation Development Program
UNWomen	United nations Women program
USAID	Unites States Agency for International Development
VETA	Vocational Educational Training Authority
VOTO	Mobile Phone Voice platform
YUNA	Youth of United Nations Association

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## Executive Summary

Femina HIP is half-way in its current Strategic Plan (2013-2017). A Mid Term Review (MTR) has therefore been conducted, as presented in this report. Purpose of the review was to:

1. Evaluate the implementation of program activities against Femina Hip's strategic plan
2. Explore the successes and challenges in activity implementation, as well as key learning
3. Assess the results of the first two years of the strategic plan against the organization's results framework
4. Identify potential avenues for improving monitoring, evaluation and learning systems
5. Examine the organization's current funding situation and how its reduced core funding can be used more effectively and complemented by short term project funding.
6. Analyze Femina Hip's organizational structure (particularly at the management level)

The MTR also looked at the relevance, efficiency, effectiveness and sustainability of the initiative.

Femina Hip is the largest *multimedia civil society platform for youth* in Tanzania, with its content agenda focusing on sexual reproductive health and rights, economic empowerment and citizen engagement, which together constitute the Femina Family Agenda.

The review established that the unique formula (edutainment: relevant messages through the Fema magazine, TV, radio, festivals, and social media in a HIP way) and approach (using media to support Fema clubs) are highly appreciated by students, government and youth alike, because it fills an enormous gap of information and knowledge that youth all over the world need at this age to become healthy, productive and active citizens. Femina has an immense outreach to especially secondary school students (at around 2500 secondary schools) but also out-of-school youth, government officials, parents and other stakeholders. Femina has become highly creative in responding to challenges related to the current development environment and donor dynamics. It has started to reduce fixed costs and needs to further develop its strategy to become less donor dependent and be flexible to respond to volatile funding sources and insecurities.

The MTR team recommends that Femina:

- With more funding, the **outreach of the program** could be further increased. But it is recommended to **first create and support more Fema Clubs** within the schools that already receive magazines in order to deepen the impact of the current magazine distribution, using a 'subscription model' based on active use of the magazines. This calls for

improvement of the distribution system, targeting active schools, increasing the visits to the schools, and motivating the headmasters.

- To ensure **timely delivery of Fema magazines** to more schools, especially those on the waiting list.
- Contribute to the production and airing of one season of **Ruka Juu entrepreneurship competition** TV show per year, alternated with one season of Fema Talk show on citizen engagement related topics.
- Continue organizing Conferences and Fema festivals with **'active learning' trainings**.
- To increase the reach to out of school youth, it is recommended to collaborate with the **Folk Development Colleges**, including the football teams, and create Fema clubs, and
- Train Fema clubs to be **'youth reporters'** and link them with the **community radio stations**.
- To develop a **volunteer program** not only because of the influx of young and HIP ideas but also because it will also support the expansion of the Fema clubs through the school visits and provide exposure and experience to former Fema clubbers.
- The organic evolvement of the **Fema Club Federations** calls for further understanding of the mechanism and triggers of this 'movement' as well as how to support the networks to take on more citizen engagement related activities.
- To engage with the upcoming process of establishment of the **National Youth Council**, which will be an anchor points for the Fema movement to engage with the local and national government.
- To deepen the Femina teams understanding of the **citizen engagement concepts**, through additional in house training with invited experts, formulate citizen activism activities that will stimulate skills and activities to be mainstreamed into the media products.
- It is strongly recommended **sharing annual reports** with relevant Ministries, Regional Secretariat and the LGAs (Education, Health, Community Development and youth officers).
- The youth audience highly appreciates the **SMS counselling services**, which constitutes about 80% of the SMS related activities, while it demands quite some investment of Femina staff time. It should be further explored how Femina can best respond and ensure these services.
- Related to the **organizational aspects** of Femina, it is recommended to introduce internal performance agreements, to recruit one additional staff as fundraiser cum contract manager and proposal writer, to ensure strengthened management of the growing community mobilisation department.
- It is recommended that Femina further develops mechanisms to become more **independent and sustainable as the universal media platform for all youth and youth organizations in Tanzania**.

- Femina should be following the strategic plan and continuing its **core business** without deviating too much, and be more stringent e.g. not produce more print copies than possible with available budget, only adding when and where it will benefit from new learning and provide opportunities to generate new formulas.
- **The monitoring and evaluation system** is up to date and with some small corrections could provide a wealth of relevant information. Recommended to be continued, including some permanent indicators and follow up stories.
- Explore new avenues for **innovative ways** to communicate and interact with youth using ICT and social media and other informal channels.
- Evaluating the **effectiveness of mass media in behaviour change** should be done systematically, research and learning should be critical in the strategic plan.
- Lastly, the current **Strategic Plan 2013-017** is solid and could easily be **extended to 2019** with some minor adjustments and opening possibilities for a more important citizen's engagement and accountability focus.

## 1. Introduction and background

When Femina was established in 1999 as a Civil Society Organization, its main focus was on SRHR and HIV/AIDS prevention. It presented sexuality, and reproductive health and rights in an innovative, open way, connecting directly to the needs and concerns of the youth. Now in 2016, it has grown into the **largest civil society, multimedia platform for youth in Tanzania**. Its content agenda has been extended to economic empowerment based on the expressed needs of youth, and to citizen engagement in order to increase involvement in decision-making processes affecting the daily life of youth.

Femina HIP is aiming to enhance the lives of youth between 13 and 30 years, through the use of strategic communication (social and behavior change communication- SBCC) combining education and entertainment, in what is called 'edutainment'. In the current strategic plan, 2013-2017 the organization is focusing on three complementary content areas, namely *sexual and reproductive health and rights, economic empowerment and citizen engagement*, which together constitute the 'Femina Family Agenda'. Gender and equity is in focus at Femina, girls stand first in line, but boys are always included. Fema, means female and male.

The core of the approach is to connect to youth with a clear value base and clear messages through a number of media products of which the **Fema magazine is the key**. Through the attractive, relevant magazine, students and out-of school youth are inspired and stimulated to read and discuss, and **create Fema Clubs** that evolve around the magazine with help of a designated teacher or mentor. Through debates and activities, the carefully formulated and designed messages within the focused topics are discussed so that youth deepen their knowledge, engage and discuss with others and change their attitude.

Through the application of the 'active learning' concept, they better understand themselves as well as their environment and are empowered to have 'voice' and take action. "Changing minds starts with inner change. It is first about fostering self-awareness and self-reflection as the key to inspiring a change of mindsets, attitudes and behaviors. However, this is not a journey that someone undertakes on their own: there is a need to connect youth with each other, link them to thoughts, opinions and ideas of peers and provide an environment in which they can explore and flourish"<sup>1</sup>. The club is a safe creative space for members and they are challenged in the Fema magazine to reach out to other youth, other schools and their community at large.

In order to stimulate the Fema Clubs to network and get connected, Femina has included Club pages in the magazine to communicate directly with them, and use the clubs for generation of content for the media products, identifying 'youth

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<sup>1</sup> Annual report 2014

reporters' and 'youth advisory boards' to create a more participatory production process.

In addition to the very key magazine, Femina Hip, has through the years also been producing a number of other media products such as the Fema TV talk shows, Ruka Juu TV entrepreneurship competition, and Fema radio shows. These products are developed to reinforce and complement the messages in the magazine, reach youth, particularly those who are no longer in educational institutions. Furthermore, to sensitize the larger community and parents to the issues of young people and acquire recognition from the headmasters, the central and local government for the Femina Family agenda.

Femina Hip organizes Annual Youth Conferences, and trains peer educators and teachers in 'active learning' to deepen the impact of the messages. "Youth engage in the content together with peers in a 'safe space', and in dialogue they explore topics, feelings and thoughts. They also share stories, reflect, and act, which gives them an opportunity to test and develop life skills leading to behavior change, ultimately adopting a positive lifestyle. This is the essence of Active Learning"<sup>2</sup>.

Engaging with its audience is important for Femina, and they have active 'conversations' through email, its social media platform and through its recently developed SMS speak-back system. This allows youth to directly connect with Femina team members on a daily basis and get tailor-made honest responses.

Femina Hip is currently implementing its Strategic Plan (2103-2017) and as per contract a Mid Term Review is to be conducted. The purpose and objectives of the review are listed as follows:

**Objectives of the evaluation:**

1. Evaluate the implementation of program activities against Femina Hip's strategic plan
2. Explore the successes and challenges in activity implementation, as well as key learnings
3. Assess the results of the first two years of the strategic plan against the organization's results framework
4. Identify potential avenues for improving monitoring, evaluation and learning systems
5. Examine the organization's current funding situation and how its reduced core funding resources can be used more effectively and complemented by the short term project funding.
6. Analyse Femina Hip's organizational structure (particularly at the management level)

See annex 1 for specific criteria of the assessment

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<sup>2</sup> Annual report 2014

## 2. Methodology and sampling

### **Step 1: Inception phase**

The assignment started with meeting the Femina management team to explore expectations per objectives, further develop the underlying issues and define the scope of the field visits based on the current outreach and involved partners. The consultant also received available relevant documentation.

In agreement with the management, the original methodology was reoriented based on recent events within the team (staff change management and coaching training and no extension of contracts of 6 staff members in November 2015). Therefore it was agreed to conduct a series of smaller work sessions based on specific tasks and involvement of the separate departments to avoid sensitivities around people leaving the organization.

The time frame for the different steps in the process was roughly agreed upon, considering the availability of the consultants, the Christmas holidays for the staff and partners and the school closing/opening dates. The agreed time schedule was communicated to the upcountry program partners, to ensure their availability and allow them to timely prepare meetings with relevant stakeholders.

### **Step 2: Desk review.**

The consultant did an in-depth review of program related documentation, which include, though was not limited to:

- Strategic plan
- Result framework, M&E plan and checklists
- Annual and Progress reports
- Several partner project proposals
- Surveys and studies

See annex 2 for a list of consulted documents.

Based on the documentation and the work session with the departments, the program timeline from 2013 to 2015, was developed reflecting the most important interventions and logics in a sequential way, and whether these interventions were in line with the original proposal. Deviations were noted and explained. Important policy events and changes in the external environment are integrated in the timeline.

### **Step 3: Femina team consultations**

After the inception phase, the following series of one day or half day sessions were conducted:

Management, Distribution, Community mobilisation, Print, SMS, M&E, Administration, Social media, Radio and TV.

The consultant elaborated on:

- What happened in the last 2 years
- What went well, and why, what triggered it

- What went not well and why, what and how can it be improved
- What are lessons learned and how to integrate into next part of the phase

Questions around impact, efficiency, effectiveness and relevance as well as sustainability were part of these sessions.

#### **Step 4: Field work**

An overall framework for questions and a checklist, applicable for the different target groups, was prepared prior to going to the field.

Femina management suggested directing the field work towards Iringa and Dodoma regions, to meet with the regional and district local authorities, secondary school directors and headmasters, teachers, Fema Club members, distributors, community radios, Fema Club Federation leadership, partner NGOs, Folk Development Colleges and other relevant resource persons.

One of the Femina Head Quarters management staff accompanied the consultant to facilitate these meetings, which was indispensable for the understanding of a more comprehensive picture of Femina's work.

See Annex 3 for the itinerary and see Annex 4 for the list of resource persons

#### **Step 5: Dar-based Stakeholder meetings:**

Back in Dar es Salaam, the consultant participated in a workshop at Femina, organized by the Danish Embassy and had regular consultation meetings with the Femina Director and other management staff. Meetings with Dar-based stakeholders and partners complemented the desk study and the fieldwork. The selection was based on the collaboration of Femina with these partners in the last two year.

See annex 4 for the list of partners consulted.

#### **Step 6: Analysis and verification**

The Analysis of the collected information was done gradually along the way. Meeting reports and a fieldwork report, in combination with verification sessions with Femina staff were used for the compilation of the MTR final report. It is foreseen to organize a presentation of the final MTR report to different partners in Dar es Salaam.

### 3. Timeline of implemented activities

Based on the received documents and several work sessions with a variety of staff the following summary of what has been implemented in each year of the new strategic plan can be presented:

#### **2013:**

The following media products were produced and shared and supported with several community mobilization activities.

#### **Print:**

Four issues of the Fema magazine were produced and distributed to secondary schools and CSOs. Extra support for special content development was provided for by TWaweza and RFSU:

- Farming and economic empowerment
- Youth power (Youth Development Policy and participation in governance)
- Coming of Age understanding physical and emotional changes and how to deal with them
- Gender Based Violence

Six yearly issues of the Si Mchezo magazine, were produced for the last time. In the past this very popular magazine was produced and distributed mainly to NGO partners to reach out of school youth. Topics were:

- citizen engagement and SRHR
- safe motherhood
- youth responsibility in saving and loan schemes
- reasons for youth migrating to Dar es Salaam
- gender roles in the community
- sustainable use of natural forest resources through participatory forest management

One, one-off booklet on sex workers and truck drivers was developed in partnership with South African Development Community (SADC), Pakachere Institute in Malawi. Content was on consistent condom use, multiple concurrent partnerships in relation to HIV and AIDS. The booklet was supported with posters and t-shirts carrying the same messages. It was distributed widely along the road routes going south by partners such as ROADS/FHI, PSI and other organizations working with vulnerable populations.

#### **TV:**

This year the Fema TV show aired its 10<sup>th</sup> year season with 10 episodes on SRHR (4 episodes) and other themes.

This year Femina Hip also produced and aired its second Ruka Juu Entrepreneurship Competition on TV (13 episodes) with six contestants. The theme was young farmers in business and it was funded by Danish Embassy.

## **Radio:**

To complement the Ruka Juu TV series on young farmers the Fema radio show aired one season (13 shows) on Ruka Juu following the same entrepreneurs as on the TV show. This was supported by Best Dialogue, with focus on business regulations and markets. Two more seasons were produced and aired with support and sponsorship from BEST Dialogue, Solar Aid on the following topics:

- Young farmers in Business, following the TV show
- Youth migrating to Dar es Salaam
- Marketing agricultural products

## **Festivals**

Femina organized and participated in several fairs and festivals. The most important one is Femina Hip's own *Annual Youth Conference*, for the Fema Clubs, which focused this year on Young Farmers in Business, mirroring the TV and radio show and the theme issue of the Fema magazine. The Youth Conference involved 100 participants, 3 per selected Fema club: 2 members and teacher, from at least one school per region. During the conference, the regular awards for Best Fema Teacher and for Best Fema Club were presented, and training in 'active learning' took place.

Femina also organizes smaller festivals and roadshows. In 2013, they conducted two roadshows and a Femina Family Festival in Lindi on voluntarism.

Other fairs and festivals that Femina Hip participated in were: Saba Saba, Nane Nane, Youth Week, Elimu Expo, World Aids Day. At these Femina joins other organizations with info stands and promotion of their messages to the attending audience.

## **Training:**

During the Annual Youth Conference, and other smaller festivals Femina conducted training in 'active learning' to support a deepening of awareness, change attitudes towards Femina Family messages. 32 Fema Club mentors from 12 partner organizations were trained and the Fema Club 'guideline' was tested.

During the festivals 39 'youth reporters' were trained and involved by the Fema editors in collecting material for Fema radio, TV and magazine. Activities conducted produce content that is collected during the festivals and fed back into all media products.

## **Social Media:**

In 2013 Femina further developed its social media tools, such as the website, Facebook page, Twitter, and invested in its SMS platform. A strategy was developed with support of USAID/ JHU Global.

## **2014:**

**Print:**

As planned that year, 4 issues of the new Fema magazine (combining Fema and Si Mchezo magazines) were produced with a total of 640,000 copies printed. These were distributed to approximately 2,946 secondary schools and some selected NGOs, including 55 FDCs, BRAC, Highlands Hope, Restless Development and affiliated CBOs, and 10 CSOs in Mtwara supported by GIZ.

The topics were:

- Voluntarism
- Business start up
- STIs and dual protection
- Born to be a leader

**TV:**

Because of lack of sufficient funds Ruka Juu or Fema TV Talk show were planned but could not be produced.

**Radio:**

Three seasons of the Fema Radio show were aired. In total 46 episodes on 2 national radio stations (TBC FM and RFA). Topics were:

- Fema clubs and citizens engagement, voting
- Value chains maize/ rice in agriculture
- Associating and forming groups

**Training:**

Femina Hip developed a Girl Power curriculum with ESRF and the Norwegian School of Economics (NHH). It includes two booklets: *Protect your life* and *Build your life*. During this year the organization trained 50 teachers, who trained 3000 girls from secondary schools across the country. Femina, supported by GIZ, also conducted Girl Power training of trainers for 19 leaders from 13 CSOs in Mtwara and Masasi districts.

**Festivals:**

Femina organized three quarterly Femina Family festivals in Njombe, Mtwara, and Tabora respectively. 'Active Learning' training took place involving 58 mentors and 68 youth. The Femina Annual Youth Conference was about volunteering as an act of citizen engagement and as a way to gain experiences and exposure to further ones work experiences and career.

**Fema Clubs:**

Every three months during the festival times, when Femina reaches out to up country regions, the team visits schools, Fema clubs and partner organizations raising awareness on issues on the Fema agenda. This year this included the constitutional reform process in Tanzania.

**2015:**

**Print:**

This year, three of four planned issues of Fema magazine were produced, printed and distributed on the following topics:

- Jobs and career opportunities in the gas and oil sector (with Statoil)
- Protect girls and women (Ummu M the Minister)
- Girl Power in the general elections. This issue covered the TV series Nguvu ya Binti and was complemented by a girls power manifesto

Though the fourth issue was produced in 2015, on tourism, sustainable management of natural resources and anti poaching, it could not be printed and distributed due to lack of funding. This happened however in early 2016. It was the first time in Femina's 17 year history that less than four issues of Fema magazine were distributed in one year.

**Radio:**

Two seasons of Fema radio show were produced on:

- Use of contraceptives and post abortion care
- Women in horticulture

Several partners supported the preparation of these shows, for the first season HIVOS, RODI, and Marie Stopes. BEST Dialogue, TAHA, TAPP, RUDI, KTA, and others contributed to the second season.

**TV:**

During this general election year, Femina Hip got the opportunity to produce a season of the Fema TV talk show, on Girl Power 'Nguvu ya Binti' including leadership and voter education. 5 girls representing different youth organizations hosted the show and politicians of all party affiliations participated and discussed their commitment to girls.

The shows were aired during the 3 months before the elections. 12 episodes were produced and aired. Funding and support was provided by UNWomen and UNDP, while the content was collected in 6 different regions: Lindi, Dodoma, Kigoma, Njombe, Arusha and Dar es Salaam.

**Festivals:**

The **Annual Youth Conference** took place in January as usual. It took the form of a **Career Fair**, focusing on job search, career counseling, and skills needed in different sectors etc. the emerging gas and oil sector was in focus as was the magazine issue presented.

For the recent presidential elections 2015, 6 Femina Peace Festivals were organized to prepare youth in the 6 most vulnerable regions. The aim was to motivate youth to vote, take on leadership and to guide them in how to deal with conflict before, during and after the elections. The experience had a deep effect on Femina's programming and focus and allowed for the development of new ways of working.

Femina developed with support from like-minded partners such as UNWomen, UNDP, a Girl Power and Peace Dialogue agenda. The peace dialogue festivals

consisted of 3-day festivals in 6 regions where the political climate was sensitive. Focus was on conducting Peace Dialogues. In collaboration with Karibu Tanzania Association (KTA), the festivals were organized at Folk Development Colleges (FDCs) and included a mix of activities according to the Femina edutainment formula. Film viewings, 'active learning' with Club mentors and students from five schools in the districts, football tournaments and drama and fashion competitions were great attractions interspersed with Peace Dialogues. Partners such as Marie Stopes, STEPs and Little Sun Solar contributed with information stands at the festivals.

**Training:**

Femina Peace Festivals, were implemented in six regions which were identified as experiencing political tensions (Iringa, Mbeya, Shinyanga, Arusha, Mtwara and Kigoma). 119 teacher mentors from secondary schools as well as from FDCs were trained in active learning, 234 youth were trained and helped collect editorial material for the different Fema media products. 157 leaders of CSOs were trained in the Girl Power Curriculum.

**Fema clubs:**

School visits continued to support clubs and monitor distribution though were often combined with festivals or other opportunities when the Fema team were already in the field up country.

**SMS**

Femina HIP's Online Social Media Platform includes Facebook, Twitter, YouTube, and SoundCloud. Facebook and Twitter are used to communicate with audience members and partners, while YouTube is primarily used to share TV shows and SoundCloud is used to share radio show episodes.

The Social Media team posts two questions per week, shares pictures and updates on Fema Clubs and staff in the field, posts promotions for the Fema Magazine and the TV and radio shows, and posts links to past episodes.

See annex 5 for summary overview of each year

## 4. Review results based on MTR objectives and criteria

### 4.1. Implementation of program activities against Femina Hip's strategic plan (effectiveness)

In the Strategic Plan (budget) the following products were foreseen for each year:

*Table 1: Products foreseen in early SP*

<b>Media platform products</b>	<b>Number</b>
Fema magazine	6 issues
	1,500,000 copies
booklet	1
	50,000 copies
Fema TV	10 shows 1 season
Ruka Juu	10 shows 1 season
Fema radio	52 episodes 4 seasons
New and social media	Facebook page, Twitter, SMS, Website, Instagram

The year 2013 was the year the old strategic plan came to an end and the new started. Therefore, it was a year of bridging and transition. It was a year when Femina was still implementing the 'old' Strategic Plan. The Swedish Embassy reviewed the new plan, 2013-2017 and recommitted to Femina's core basket. The Swedish Embassy country plan for Tanzania no longer focused on health and HIV prevention, but had a strong emphasis on economic empowerment, youth and citizen rights. HIVOS also recommitted to the core basket. New Swedish funding started from mid 2013, but the end of the year reporting was based on the previous result framework. Officially, the Strategic Plan (2013-2017) started beginning 2014. However, the funding situation forced Femina to review plans on an annual basis in function of committed budgets by donors.

In 2013 the funding available was still substantial. Femina was in full swing with the airing and sharing of all the media products. The variety of products each supporting different designed message agendas at the same time, and targeting a variety of different audiences, was impressive. Economic empowerment was high on the Femina agenda that year and much of the content and many of the activities were addressing challenges that youth face when engaging in economic activities. The Fema Clubs were supported mainly through guidance from the magazine but also through the outreach work.

The transition to the new strategic plan in 2014 proved to be a challenge.

- Fortunately, the Swedish Embassy renewed their support,
- But the Danish core support came to an end midyear 2014. Although the Danish Embassy had expressed interest in continuing the partnership, it took time to put a new country plan in place, including a new good governance program, which is now embracing the Femina agenda again.
- The long-term 6 year support from USAID/FHI-Ujana project, also came to an end.

The situation was such that core funding was suddenly reduced to almost half of what Femina received the previous years. Changes had to be made to economize. This was one of the main reasons to combine the two magazines, Fema and Si Mchezo magazine into one product, while extracting the most popular elements of both.

*Some background:*

Fema magazine has since the start 17 years ago, been tailored more to the secondary school setting. For many years Femina also published SiMchezo magazine targeting out of school youth, and was able to support young people in their transition from student to young employed or self-employed adults with strong messages in the SiMchezo magazine about entrepreneurship. Due to various reasons, including distribution challenges and unstable funding, Femina was in 2013 forced to merge the content of the two magazines, Fema and SiMchezo, into one namely the Fema magazine. This would now cater for both secondary schools students as well as out of school students through NGO partners and Folk Development colleges (FDCs). However, because of lack of sufficient funding print runs have been cut the past years and the out of school youth have not benefited.

In 2014, a stronger focus on Girl power and girl rights issues and citizen engagement was clear. This was reflected in the topics addressed in the magazine and the Annual Youth Conference.

2014 was the year that Fema Clubs started to organize their 'own' networks, and Fema Festivals on their own initiative. Twenty such festivals were organized over the whole country and network of clubs were forming federations. In Mwanza, the Fema Club Federation assembled more than 80 schools for a festival and became a forceful and dynamic entity. This phenomenon is the direct result of the way the Fema magazine is supporting Fema Clubs, through pages that speaks to Clubs, offers guidelines and ideas for action, in combination with the Annual Youth Conferences and continuous prompting. Such Fema Club networks grew organically out of the desire for the clubs to reach out to and compete and collaborate with the other schools as promoted in the magazines. The Annual Youth Conference connects Fema Clubs with each other and gives the examples of how to become a network.

In 2014, three seasons of Fema radio show was produced, mainly on youth in agriculture and entrepreneurship with a strong focus on associating in groups and

value chains. This was done in collaboration with BEST Dialogue, who was the main funder of the radio show.

Unfortunately, there was not enough funding to produce the Fema TV talk show this year.

There were 3 festivals in 2014: Njombe, Tabora, and Mtwara.

The decrease in copies of Fema magazine per issue in relation to what was anticipated in the strategic plan, for 2014, was mainly due to lack of funding.

The same counts for the number of Fema TV talk shows and the Ruka Juu TV and radio shows.

*Table 2: Budget against received funding*

	<b>2013</b>	<b>2014</b>	<b>2015</b>
Budget in SP	4,927,684	4,183,594	2,597,125
Received in core funding	2,257,752 (SIDA, DANIDA, HIVOS, TWaweza)	1,231,957 (SIDA, DANIDA, HIVOS, TWaweza)	1,060,804 (SIDA, HIVOS, UNWOMEN/UNDP)
Additional funds	356,696 NHH	467,202.78 GIZ, FCS, Solar Aid, USAID/TCCP	464,470 UNWomen/UNDP, TMARC, IOGT, GIZ
Total received in US \$	<b>2,614,448</b>	<b>1,699,159.78</b>	<b>1,525,274</b>
Deferred from last year		887,889 (including 344,869 from DANIDA for the period January-June 2014)	463,833

2014 was an intense year of fundraising for Femina Hip. Lots of smaller, short term grants were generated for specific activities. However, it became clear that if Femina was unable to secure sufficient core funding for its own strategic plan, the scale and consistency of the media platform could not be kept. Adjustments needed to be made. The year 2015 was therefore a year of experimentation, with a deepening of club work, ensuring that the distribution system was more functional by setting up a 'task force' to review distribution lists, the performance of the distribution agent and non-responsive recipients. New partnerships were forged to ensure that Femina had a stronger presence in the field, and could better reach out of school youth. A deepening of our relation with the Folk Development Colleges (FDCs) through KTA was tested and tried.

As it was the year of Presidential elections, Femina was able to generate special funds for elections related activities from UNWomen/UNDP.

Femina Hip could take the lead in promoting Girl Power in citizen's engagement and leadership. The agenda was broadcast for three months on TV and in one issue of the magazine as well as in a Girl Power manifesto, which was widely circulated starting 2015. This agenda, which was a further development of the Girl Power initiative that Femina launched in 2013, allowed Femina to take an important position in promoting Girls rights issues.

The UNWomen/UNDP funding also went to cover 6 Peace Dialogue Festivals. The festivals were organized to promote conflict management by the youth before, during and after elections in 6 highly "vulnerable" regions.

These festivals were not originally foreseen in the Strategic Plan. However, these were implemented in partnership with FDCs at their localities and therefore provided Femina with the opportunity to deepen this partnership, better reach out of school youth, get a base and an entry point in specific settings for its activities.

Furthermore, the funds could be used to combine implementation of activities that otherwise would be implemented during the Annual Youth Conference (2016) and the quarterly Femina festivals.

## 4.2. Successes, challenges as well as key learning (relevance):

### 4.2.1. Successes

1. It is clear that Femina Hip has, during this strategic phase, been able to continue to reach an impressive number of secondary school youth across the country and connect to their aspirations as well as health and emotional concerns. The Sexual Reproductive Health and Rights agenda continues to take root with students, teachers, and even local and national government, especially through the **Fema clubs**. Femina has carefully used this gain by deepening the relationship and empowering the youth, building their self-confidence, leadership and presentation skills, develop their talents and reach out to other students and community members.

This was confirmed in the SMS survey result report and also experienced during the field visit by the MTR consultant: the Fema club students are strongly committed and devoted to the Femina Family agenda, claiming they have changed their behavior regarding SRH and that being part of the club has helped them to become more self confident, to present their talents, to become a leader and to reach out to other students, parents and community members.

2. The Fema Clubs are primarily supported and driven through the **Fema magazine**. The success of the magazines is due to the way it is designed, following a formula mix of education, entertainment, fun and happiness, as well as the presentation of the messages, the choice of topics often picked and shaped with the help of young people (youth reporters and youth advisory board) and quality of the paper, which allows for sharing. It is estimated that each copy is read by at least 10-15 people. The most popular part of the magazine is "dear Anti", which answers questions from readers about SRHR. Secondly, the stories of role models are often mentioned as very attractive to the readers. The challenges and competition questions/assignments are also very popular.
3. The **Annual Youth Conferences** are very successful, they stimulate motivated club members and their teachers to grow and move forward. During the Conference the students are exchanging experiences and learning from each other.
4. Femina has started preparing the soil for further seeding of concepts and ideas related to youth matters including economic empowerment, entrepreneurship, good governance and social accountability. The foundation for that is already building up. In the safety of the Fema Clubs and with encouragement during the Annual Youth Conference and other festivals, the students and their teachers have been motivated to organize themselves into **networks and federations** and to promote Femina Family values to peers and other community members. Ideally, these networks constitute a basis for enlarging the outreach of the Femina Family agenda also to more out-of-school youth in remote areas and also become self sustaining.
5. The election year and the opportunity to engage around **Girl Power** with communities and political leaders and the **Femina Peace Festivals**, though not planned, constituted a welcome opportunity for Femina to deepen the citizen's engagement component. It furthermore allowed for experimenting with new formulas regarding festivals, and were a great success.
6. During the Femina Peace Festivals the mix of education and entertainment activities was applied, which included presentation of the themes (conflict management before, during and after elections), and Girl rights issues through cinema shows, talent and drama shows, followed by debates, football competition, and training of youth reporters.
7. Involvement of 5 Fema clubs from schools in the district at the FDCs in the festivals, who got 'active learning', added another level of engagement and sustainability to the activities. The use of local FM radio stations allowed for a wider out reach to community audience. The FDCs good relations with local authorities also proved instrumental.
8. The **collaboration with KTA/FDC** was productive. There are 55 FDCs in the country, which have staff, and facilities to provide vocational and other kinds of skills training to big groups of mainly youth who are formal school drop outs. The training is not focused on certification but on practical life

skills. The colleges have dormitories for 60-80 students, allowing for participation by youth from all over the districts and regions. FDCs also have an extensive football engagement, mobilizing dozens of teams in the surroundings. The coaches of the teams are excellent entry points for teaching life skills such as Peace Dialogues. Most of the FDCs have Fema clubs and magazines are made available to the community surrounding the schools through their resource centers.

9. Another added benefit to reach out to youth in the locality was to invite local FM radios through the COMNETA network of FM radio station that is funded by UNESCO to come and produce content from the festivals. Messages of peace during the election period were therefore spread to a wider audience.
10. Another success, which has been developed during the past two years, is the **SMS platform** and **counseling service** 'Sema na Fema', a "speak to Fema" service. All media products have one mobile phone number and the SMS result from all of these. Femina currently receives around 500 SMS per day.

The system used currently is the result of much trial and error. Femina had to change the system several times: it first used STARFISH, using smart codes, but people in the rural areas did not understand how it worked and many messages went straight to trash. Femina then tried Pushmobile, but they provided mediocre service, it did not work well, was expensive and did not work with bundles. Femina then started using TELERIVET, a system that stores all data and provides a platform for the website. The Telerivet system receives SMS from mobile phones, stores SMSs on its cloud-based servers which are then accessible through a web based interface. Femina staff then enters and reviews and labels messages and redirects these to the relevant Femina departments categorized in the following:

- Counselling and questions on sexual health
- Distribution messages
- Fema club related (e.g. registration)
- M&E survey
- Feedback from radio/TV emissions
- Vote for preferred candidate for Ruka Juu
- Response to the question of the week.

The respective departments answer the questions as soon as they can. Three staff members are dedicated to spend at least some time every day in answering SMSs. It allows readers to be in direct contact with Femina and have a 'conversation'.

11. Femina also has a WhatsApp group on the phone, allowing for people to use their bundles, which costs less than before, also for Femina incoming SMS are for free (for Femina) while outgoing messages to receivers costs 5 Tsh. It is used to allow for people to post pictures of club activities. Now the quality of the system has improved considerably, as well as the functionality of the products and it costs less. It has also allowed for better follow-up on

the distribution system, since schools are requested to send a SMS whenever they have received the copies. This is a system that has lots of potential but demands that the schools are proactive. The continuously evolving SMS system is largely responsible for the increase in registration of the Fema clubs. Instead of going through a complicated process of filling in papers or emails and sending them to Dar and back to the schools, the registration can be done relatively easy and directly via SMS.

*Table 3: Advantages and disadvantages of SMS system*

<b>Positive</b>	<b>Negative</b>
Cheap technology	Limited information
Easy access for audience	Functional telephone numbers
Large outreach	Not stable, stays only a few days in the system
Quick delivery	BIG staff costs to follow up and do processing
Closer connection	One-to-one conversation, instead of group debates
Two way communication	

#### **4.2.2. Challenges:**

##### **From school support to club**

There is more scope for capitalizing on the potential of creating clubs. There are currently 2400 schools receiving copies of the Fema magazines as well as 100 out-of school clubs. There are however, 'only' 658 registered Fema clubs, of which 444 are confirmed active and 30 provide quarterly reports. However, it has been noted that there are many schools that have clubs, some times very active clubs but they have not formally registered. There is therefore a need to encourage more proactivity from the schools so that they feel obliged to register and communicate back to us Furthermore, it should be possible to prod more schools into creating clubs, if not making it an obligation for receiving the magazine.

Key critical factors to address for the creation of the clubs are:

- Timely distribution of the magazines to the end receivers
- Support of the headmaster to share the magazines, designate a teacher and allow time for extra-curriculum, Club activities
- Interested and motivated mentor teacher
- Interested and motivated students
- Follow up of and connection with Femina (also to register)
- Involvement in additional activities such as festivals, youth conferences, challenges and competitions

### **Distribution system:**

From the start of Femina, the **distribution of the magazines** has played a key role in the success of the whole concept. Distribution is a challenge with a poor functional postal service. A distribution service was set up, and the component was originally the collaboration between Femina Hip and East Africa Movies and Logistics (EAML). It was separated in 2006 in order for the service to undergo a tendering process. As there was little competition during the following years, the magazines have been distributed by EAML since.

From the beginning of this strategic phase, a **second distributor** has been brought on board in order to improve services and provide timely delivery and Femina has been revising the distribution system and its database, which hold the key to the distribution. There are complaints about delivery from schools, copies coming late, or three issues arriving at the same time. The regional distribution agents complain about the low and late payments from the service provider, which they argue don't cover the costs, etc.

Each customer e.g. a school, is supposed to receive one box of 50 copies and a delivery letter. This is the Femina '**education pack**'. The time between the release of the copies from the printer to the distributor and the end receivers (schools) is not to exceed 90 days. In the magazine, the Fema Clubs are asked to address a specific **challenge and to report back on it**. In the following issue Femina gives a response/reaction on the challenge. So it is vital that the issues arrive in time. As the magazine comes out every four months, the magazines need to be delivered within three months for the clubs to be able to respond to challenges in time.

EAML works through regional agents, who themselves further delegate the distribution to others, and many are boda boda drivers. Often boxes are put on buses to drive them to remote areas. Here, the schools often don't have housing for the teachers near the school so when the buses arrive the teachers are not there to sign for the delivery letter, forcing the one delivering to stay the night and incur additional costs and so on. Another issue is that often several boxes are delivered at one school for other schools/teachers to come and pick the boxes. This will give a signature for only one delivery note and regional agents are paid per delivery note, not per box. There are **challenges with distribution**, but Femina has taken several measures to address these problems, amongst others organized meetings between EAML and the regional agents. These were to understand the importance of timely delivery and what the Femina delivery is all about.

Another measure taken is that every three years Femina issues a **tender for distribution** in order to see if any other service company can do the job. A new distributor was added in 2014, namely CMTL which distributes to Dar es Salaam, Morogoro and Coast regions. The rest is still under EAML. CMTL has less of the problems EAML has, but it operates differently. CMTL has its own cars and staff, which allows for timely delivery. It distributes the magazines directly to the schools. However, it is also much more expensive than EAML.

In order to ensure **active use of the magazine** Femina has followed up more closely with the schools, to find out if they actively use the copies and share them with the students. In a few school visits it was found that some headmasters or teachers were storing the copies in a closed room where nobody had access for various reasons. Fema clubbers were complaining that they had not received the magazines while they had been delivered to the school. A few religious schools on the distribution list do not want to use the magazines if they promote condom use. Therefore, Femina undertook a **'distribution task force' survey** using mobile phone numbers on distribution delivery notes to check who received the copies, when, and if the school had a registered Fema Club, etc. The purpose was to revise the distribution lists and ensure that the magazines arrive at the right place at the right time, are appreciated, used and serve their purpose. Through the new SMS system, schools are now also requested to send a SMS to let Femina know when they received the Fema magazines.

From 2016 the idea is that recipients have to take a more active role, speak back to Femina, register, send reports and do challenges. A **'subscription' system**, based on criteria of activity at the school should be leading in the distribution of the magazines.

On the other hand Femina has a waiting list of some 300 schools, which have actively asked to become part of the education initiative but there is a lack of copies. In addition there are many CSOs that previously received the SiMchezo magazine, who ask for copies. The demand is considerable.

### **Funding:**

As for many civil society organizations active in Tanzania, the funding environment for Femina is changing. The result based management drive as well as the political situation of the western donors in their home countries has reduced the availability of core, long term funding. There is much competition and the type of funding is changing. Funding is now often short term and project based, and driven by donor priorities and programs, which does not allow for organizations to implement their own strategic plans and maintain their qualified staff. They become dependent on the interests of the money holder, forcing to follow directions that are not always in line with the core business of the organization. For further analysis see chapter 4.4.

A direct challenge with short term funding is often timely payment. For the Femina Peace Festivals, the funding came late and therefore the implementation of the project started even later, which resulted in less time to prepare permits at locations and mobilization of participants. Furthermore, two festivals had to be undertaken during the same weekend, making the schedule of use of cars and people intense.

### **Access to SMS system and ensuring response:**

While the SMS system for feedback and conversation with the audience is clearly a big success, access to SMS constitutes a challenge for secondary school students as most schools don't allow them to bring or use phones in school. However, most of them have access to a mobile phone at home, with friends after school hours or in the weekend. Another challenge is that even with the above reality (limited access to mobile phones), there are already 500 SMSs incoming every day to Femina and it will only increase exponentially. There is a need to increase the manpower to answer the inflow of SMS or to find another way to deal with the need to respond and 'speak back'.

In an attempt to deal with this challenge as well as with the fact that SMS texts don't allow for group debates, like WhatsApp, Femina is exploring new methods. Access to Internet and smartphones is still limited among the Femina audience and it is estimated that it will be so for the next few years or so. So the use of VOTO, a voice based messaging system is being experimented with. Users call into the system and leave messages and or listen to voice based content through a menu system. Fema radio show can be uploaded and listened to over voicemail, in that way becoming a resource for Fema clubs.

### **Reach the out-of school youth**

To reach out of school youth is a real challenge since there is no good meeting point to connect with them. As mentioned, one way is through KTA/FDCs find them at the football field and connect through the coaches. Another idea may be to explore the use of the **informal circuit of video bandas**. Every village has at least one duka with a TV operating on either a generator or a solar panel if there is not electricity, where the community assembles and pays to watch football matches or video movies. In Uganda, these Bandas have been mapped, with GPS coordinates and all, and are being used to distribute (via public transport busses) videos, which have music and CSO content mixed in one video per week. The mapping of the bandas is not cheap, and follow up of the impact of such videos will be a challenge though. Similarly, there seems to be a thriving business in Bongo films that are distributed far into remote areas, by a few distributors. These channels could be used to distribute other media products such as Fema products.

In order to **reach young women**, it can be explored how hair salons can be used to discuss content. Women in Tanzania usually spend hours (1 to 6 hours) per visit (once every one or two weeks) in the hair salon, where often there is a TV bloating out music. The women discuss everything during their visits in this relatively "safe" environment. Because of the time spent in one visit the conversation, the reflection and discussion on a specific topic can be deepened. It is however not uniquely targeting young women. Also the mechanism to distribute media material or the follow up needs to be carefully developed.

### **Link radio to youth (especially out of school youth)**

Radio and TV clearly plays an important role as a complement in reaching the youth audience and in creating a wider knowledge of the Fema brand with parents, the government, and other stakeholders of the Femina Family agenda. But the direct connection to the mobilization of youth in and out of school and in groups is less evident. In remote areas, the radio plays an important role to inform people, but youth especially the out-of-school youth mainly listen to music. Good programming for youth is needed, even involving them as 'radio reporters'. The 'triangle' of local community FM radio stations, Fema clubbers in and out-of school, and the FDC that have both clubs and media training programs, should be considered and used better here to produce participatory youth radio programming.

### **Sustainability**

Femina has already started looking for ways of becoming less dependent on donor funding during the coming decade by exploring options to generate revenues and to create a business in line with its current competency. See also chapter 6.

#### **4.2.3. Key learning:**

##### **Peace festivals:**

The Femina Peace Festivals were a success, as was the partnership with KTA/FDCs. The football competitions turned out to be a great entry point to attract out-of-school youth.

The collaboration with the local radio allowed for a larger outreach of the messages. The use of a mix of media products together with the active learning sessions, drama and fashion interspersed with Peace Dialogues facilitated messaging at different levels. Each product taps into the feeling, mind or hearts of the participants in a different way so that it sticks.

Another lesson from the Femina Peace Festival is that the collaboration with other partners was good and attracted many people, and constituted a way for Femina to be a platform also for other organizations that can tap into our activities and communicate messages that complement our own and that are valued, e.g. Marie Stopes on birth control, linking youth to services such as HIV testing.

##### **SMS system:**

The last time the SMS system was used to conduct a M&E survey was during the Femina Peace Festival, and the following was learned:

- Questionnaire should not be too long
- Should do the processing from the start
- Include more demographic data
- Now have information from 30,000 SMS-ers
- Need for follow up via FDCs

It is expected that the SMS platform will grow very rapidly therefore the pressure on the staff to respond to SMS on a daily basis needs to be addressed. It could be considered to involve tested volunteers and interns on the conditions that they are well prepared for this sensitive work. Another option to respond to the increase in SMS could be by creating self-managing WhatsApp groups where peers inform and counsel each other with one expert supervising the conversation.

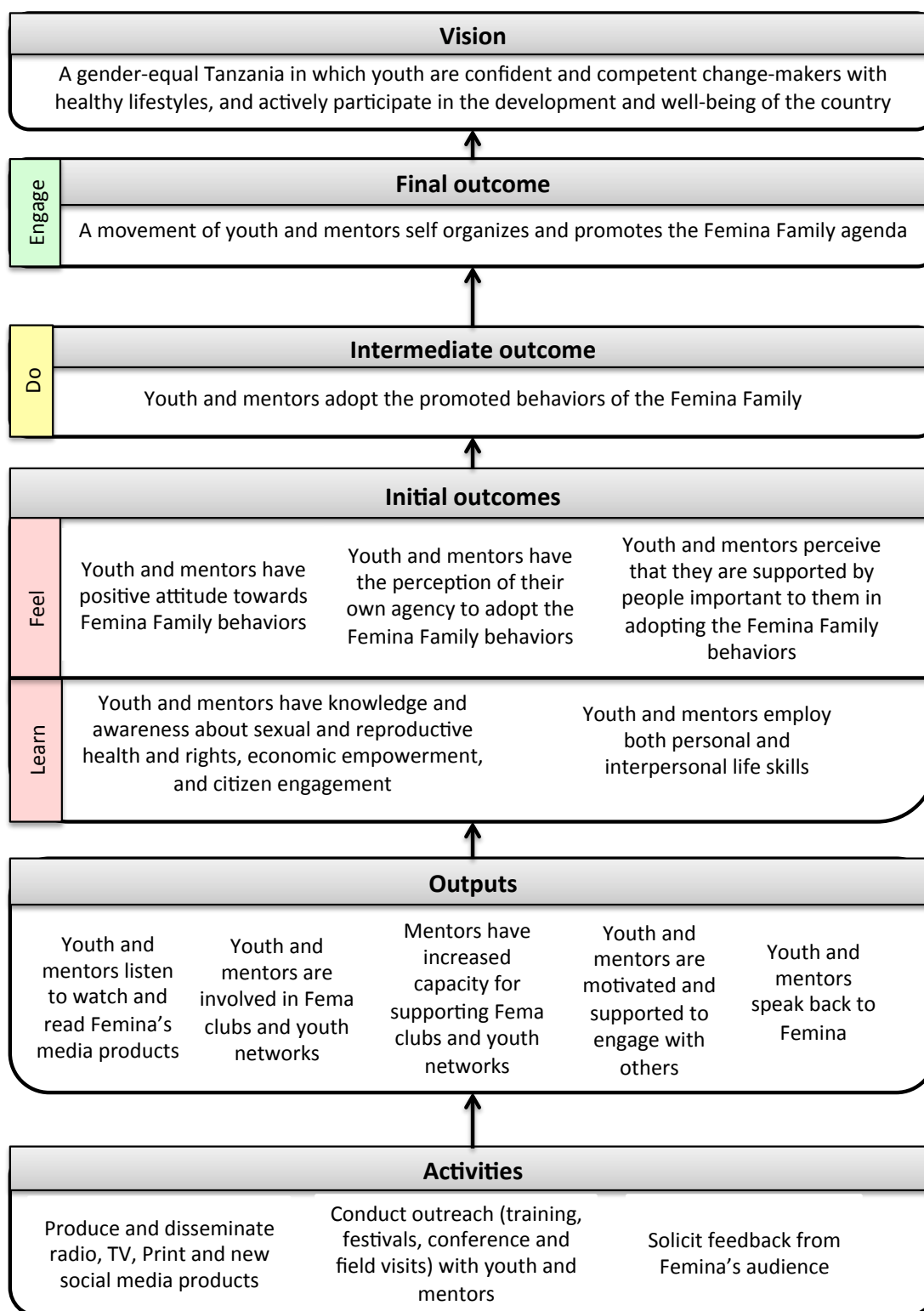
**Independence:**

Femina felt the risk of becoming too confident regarding core long term funding continuing. The drastic reduction in such funding at the start of the new strategic phase pushed Femina to become more creative and inventive in combining and merging activities when opportunities presented themselves. This is not a desired situation but the lesson is that Femina needs to stay on top of its core business and start thinking out of the box for the future. It is already exploring three options:

- The use of ex Fema clubbers as volunteers
- Creation of a ex Femina employees and clubbers Alumni group
- Setting up a Femina House of Leadership – a coaching and Media/Edutainment School

These options will be discussed in chapter 6

### 4.3. Assessment of the results against the results framework (effectiveness)



This chapter will assess the results of the first two years of the strategic plan against the organization's results framework (effectiveness).

It is, however, noted here, that Femina exists already for more than 17 years, and has been highly successful in previous programs. The results that have been

collected and reported in this report are, therefore, not only based on the last two and half years of implementation of the current strategic plan.

***Final Outcome:*** *A movement of youth and mentors self-organizes and promotes the Femina Family agenda*

Since 2015 Femina has more systematically monitored the Fema Clubs that are active in organizing network activities on their own initiatives and without much support from Femina. Femina counted 20 such events, which included joint Fema Club graduations, environmental cleaning and sport or talents festivals.

Some of the Club networks organized themselves into formal networks/federations in 8 regions, with between 4 and 67 schools per network, Mwanza being the biggest. Together they organized 12 joint festivals in 2015. There is also one network of teachers in Dodoma including teachers from 5 different regions, who communicate through their Fema WhatsApp group on a daily basis.

Ideally, Fema clubs in all the regions will evolve into federations, which will be representing the voices of the youth in decision-making regarding education, health, community development, agriculture, access to finance and land or other sectors relevant for the youth at regional and national level.

Femina can guide them by using the Fema magazine Club pages and the 'challenges', further stimulating and showing them how to start and maintain the movement. Radio can also be used. It can support the federations in their development to represent the youth in decision-making settings: how to collect and formulate the voice of the youth, how to present and defend their position when facing the government and how to give feedback to their constituencies.

***Intermediate Outcome:*** *Youth and mentors adopt the promoted behaviors of the Femina Family including sexual reproductive health and rights, economic empowerment and citizen engagement.*

Femina defined these three axes of focus as follows:

***Sexual and Reproductive Health and Rights***

- *Delayed sexual debut*
- *Practice safe sex or abstinence*
- *Go for HIV and STI testing*
- *Use condoms and other contraceptives*
- *Work to combat HIV and AIDS stigma*

In the TAMPS survey of 2014, 320,000 people who have been in interaction with Femina Hip's media products claim they have changed their behavior in relation to SHR by being faithful to their partner, 228,000 by protecting themselves from STIs, 200,000 by avoiding unsafe sex.

The Girls in the Fema clubs, who met with the MTR consultant, in Iringa and Dodoma seem to be very committed to safe sex, though it is hard to judge what

they do as opposed to what they say. They were all very interested in SRHR, this was also the case with the University of Dodoma students (15 Fema clubs). This is probably the reason for the huge popularity of "Dear Anti" pages in Fema

### ***Economic Empowerment***

- *Start small income-generating projects*
- *Start agricultural or other businesses*
- *Plan their finances*
- *Set financial goals for themselves*
- *Create business plans*
- *Conduct market research*
- *Seek out capital*

TAMPS also found in 2014 that about 242,000 people, who interacted with Femina Hip's media products, claimed to have changed their behavior by becoming an entrepreneur and 125,000 by starting a new business.

Clubs are challenged to start income generating activities, for example through setting up and maintaining gardens, paddy field, and vegetable production to generate revenue for transport and t-shirts.

The Fema clubbers, who the MTR consultant met, indicated that the role model stories in the magazine were very popular. They explained that such a story showed boys that girls can have the same professions as boys, and though there will always be differences between boys and girls, they can discuss those differences. The stories also showed that youth can have dreams and realize those dreams. It showed that pregnant teenagers can still get an education and become even a minister, etc. The youth were often asking for more content on entrepreneurship. This is very relevant for out of school youth who are trying to generate income.

New productions of Ruka Juu on TV and radio aired on local and community FM radios could promote the link to FDCs not only as an entry point to vocational training, long and short courses, but also to connect to football clubs and Fema clubs.

The Fema magazine could be disseminated to more agricultural organizations and NGOs.

### ***Citizen Engagement***

- *Take part in political processes*
- *Challenge gender norms*
- *Respect diversity and differences*
- *Speak up for their rights*
- *Take individual and collective actions which benefit their communities*
- *Volunteer*

In the TAMPS survey, citizen engagement did not emerge yet, since it was promoted particularly in 2015. However, during the Femina Peace Festivals in the 6 regions, the right and responsibility to vote and to maintain peace was strongly promoted and the participants adhered to those principles. In total 5419 males and

2530 females participated in the festivals. In addition, Girl Power and the role of women as leaders was on top of the agenda.

Citizen's engagement is a concept that is interpreted in different ways. There is a need for Femina to further define what it entails in their context, especially if transparency and accountability concepts are to be included, and develop a strategy to integrate it in the media products. Indicators or Femina Family criteria could include:

- *Claim access to information regarding youth related plans and funds (at local as well as national level)*
- *Hold government accountable for youth development funds*
- *Actively Participate in youth council*

One possible way to promote citizen engagement is to challenge the students to hold local government accountable on for example the Women and Youth Development Funds. How much is there and how has it been spent. Get organized to propose a plan for the district/region. Or hold government accountable for the planned 'capitation grants' for schools and how much received. Another option is to expose incidents on gender inequality at the school or outside the school or of GBV or corruption at the gender desk at the police station. Or to get organized to formulate petitions on corporal punishment at school etc.

The last point is related to a potential important development in the coming year.

The Ministry of Youth is determined to establish the National Youth Council before the end of the financial year. The law has been signed in April 2015 and the regulations are to be signed soonest, which will clear the way to start the set up of this long awaited Council. In collaboration with the Ministry of Youth, Femina could focus more on the involvement of youth into transparency and accountability issues at local level through awareness creation and participation of the Fema clubbers in the set up of the Youth Councils at local level.

***Initial Outcome 1: Youth and mentors have knowledge and awareness about sexual and reproductive health and rights, economic empowerment, and citizen engagement***

The TAMPS survey conducted in 2014 shows that over one million Tanzanians who have been in interaction with Femina Hip's different media products say they have learned about disease prevention and another 250,000 have learned about family planning, over 330,000 people have learned about entrepreneurship, 150,00 about agriculture, the same number about relationships and 110,000 about volunteering.

In the encounters with the Fema clubbers and other stakeholders, the MTR consultant noticed that the knowledge and interest for SHR came out very strong, economic empowerment was coming up, while citizen engagement was mainly mentioned in the context of citizen involvement, through volunteering of community oriented activities, such as cleaning the environment.

***Initial Outcome 2: Youth and mentors employ both personal and interpersonal life skills***

TAMPS found that 132,000 people were avoiding bad company and groups (positive decision-making skills), around 95,000 were feeling confident (leadership skills) and around 92,000 were working hard to reach their goals (organizational skills).

During the MTR field visit, most Fema clubbers mentioned that the club had helped them to become more confident, to speak up and express themselves and to develop leadership skills. Also all mentors encountered have shown these skills. It was mentioned, however, that 'active learning' needs more supportive activities, and one training is not enough.

***Initial Outcome 3: Youth and mentors have positive attitudes towards the Femina Family behaviors***

The TAMPS reported that more than 550,000 people feel that it is important to avoid STIs and to use condoms, 257,000 to reduce transmission of STIs, 183,000 to get tested for STIs, 147,000 to stop having unsafe sex, 147,000 to educate others about HIV/AIDS. Regarding economic empowerment 147,000 think it important to start a business and 110,000 feel it is important to learn about agriculture and livestock keeping

During the MTR field trip the students expressed similar feelings about SRHR. One of the clubs presented what was HIV/AIDS and how to avoid it. The economic empowerment was less felt.

***Initial Outcome 4: Youth and mentors have the perception of their own agency to adopt the Femina Family behaviors***

The TAMPS showed that the majority of the people claim that they are able to stop having unsafe sex (327,000), use protection against STIs (268,000), provide HIV/AIDS education to youth (246,000), be faithful to one partner (220,000) and (218,000) get tested. Related to economic empowerment most (217,000) are able to be involved in modern agriculture, work hard (161,000), look for business opportunities (154,000) and 121,000 become an entrepreneur.

Most Fema clubs met during the MTR field trip are conducting community development activities such as cleaning the environment, but also visiting other schools to exchange and motivate others to create Fema clubs. In a club, the members noticed that one of their members did not come back to school after holidays and they went to see him, to find out why he had stopped his education. They found out that he had engaged in the chips-mayay business and was making money. They involved the school leadership to address his parents and managed to get him back to school. He is now an active member of the Fema club. They consider themselves ambassadors of the Femina Family.

***Initial Outcome 5: Youth and mentors perceive that they are supported by people important to them in adopting the Femina Family behaviours***

When asked about the people that support the change of behavior of the respondents in the TAMPS survey, the majority indicated it was their friends, themselves, their parents and their spouse. Next to those, they mentioned two Femina staff characters and role models, namely Bwana Ishi and Bahati. The teacher and their siblings then followed and again a series of Femina figures.

The students expressed that they feel the club is a safe place and they go to the mentor for questions and they trust him/her. During the encounters with Fem club members at the schools the MTR consultant was accompanied by Amabilis, who was treated as a rock star by the students. She was clearly recognized, adored and highly respected.

The outputs and activities of the result matrix have been discussed in previous chapters.

#### **4.4. Monitoring, evaluation and learning systems**

Result based management goes hand in hand with Monitoring and Evaluation. M&E should not only be used to be accountable to donors but also to distill lessons and adjust the program accordingly. The Result matrix, which was developed at the start of the strategic plan serves as guide for the indicators to measure in time. Femina HIP's result framework is logical, clear and straightforward. It has skillfully integrated outcome mapping within the framework.

Femina uses the following tools to conduct M&E:

1. Research and surveys
2. Case studies
3. Stories of change

The surveys are conducted in collaboration with TAMPS/IPSOS, which especially focus on outreach of the media. However, they have changed their methodology and it was suggested that Femina should engage with OMNIBUS to do surveys on specific questions.

Experience shows, as with all frameworks, that not all indicators are relevant after a few years. Therefore, Femina has opted for monitoring of the indicators through open ended questions regarding the outputs and the progress markers, which allows for respondents to choose their own way of formulating the change in attitude, self efficacy, and behavior which not necessarily coincidence with the chosen indicators at the beginning of the planning period. It allows for capturing the changes in the evolution of the strategic plan.

At the same time, having said this, it would be good to have a limited number of permanent indicators for which a baseline is set and monitored over the years in order to be able to compare and establish progress. It is advised to choose at least one or two indicators per content area (SRHR, economic empowerment and citizen

engagement) to monitor every year and one indicator per output. The progress markers can be more flexible according to what the respondents are answering in the open-ended questions.

If it would be possible to revise the framework, it would probably make sense to separate the youth from the mentors and the Fema clubs from the networks in the indicators. A number of the indicators are rather similar and should be replaced by one clear indicator, e.g. "number of mentors oriented on Femina's active learning methodology" and "number of mentors provided with guidance on an individual basis" should be one indicator.

So far the baseline has been conducted for specific project related indicators. It would be beneficial for Femina to have a baseline for all indicators related to its Strategic Plan even though there is not enough core funding to cover all costs. So far Femina has conducted surveys on the Fema clubs, on the Facebook page, on Nguvu ya Binti TV and radio. Though it is recognized that information regarding attitude, self efficacy and social norms are very hard to collect, Femina could continue to use the now well-developed SMS system to conduct their own surveys on the indicators, at least related to the behavior change and the outputs.

Regarding information on schools, the biggest challenge is to have the contact details. Teachers are constantly moving and changing numbers.

While schools are asked to register their clubs with Femina Hip when they are formed, experience has shown that this does not always happen. Club registration, however, is now much easier with the possible SMS registration. It is advised to conduct a further mapping of all schools, which Femina Hip's database shows as not having clubs, so that clubs, which exist but have not yet registered can be found.

Within Femina, the 'learning systems' are already established internally and though the standard exists, it is not always adhered to. It is advised that the system is respected, e.g. learning sessions every two weeks and that departments meet every quarter and that departments internally meet weekly. It is during the quarterly meetings that departments jointly analyze per activity what went well and what needs to be improved. These findings are noted in the checklists but now need to be documented, shared and followed up.

There are many checklists (in 2014: 13 check lists; in 2015 10 checklists) that are being filled in by different staff in the organization and some of them have left. The checklists are too many to be followed by the M&E department alone. The information is very rich and not fully used in the reporting. It is advised to simplify and reduce the work to better utilize data monitoring.

#### **4.5. Femina Hip's current funding situation**

The funding situation at the beginning of the year 2016, with lack of sufficient long term, core support is challenging for maintaining scale in the print run, as well as the implementation of the strategic plan. The core funding from the Swedish Embassy has saved Femina so far. The organization was in an easier financial

position in its previous strategic period, which allowed it to recruit more staff and produce more media products. With the new reality, the magazines were merged and the number of print copies was reduced. In 2014, due to the reduction in funding as the new strategic phase started, several productions had to be put on hold. Femina started aggressive fundraising and was effective in finding additional small scale funding for projects and solutions to combine activities.

Approximately 450,000 US \$ in additional project funding was generated for short-term specific activities from several donors in 2014 and 2015. The partnership and core funding with the Danish Embassy, which Femina was hoping for, delayed as the Embassy was formulating its new country strategy and reviews. A serious problem with cash flow in 2015, resulting in further reorganization and 6 long term professional and support staff were let go and the last Fema magazine issue on tourism and anti-poaching could not be distributed. A long process of coming to agreement on the terms, adjustment of plans and proposals and to receive the funds is one of the causes of the challenging situation.

USAID has been reviewing their Tanzania country strategy. Calls for competitive long-term youth focused programs are on the agenda again 2016. Many partners have contacted Femina for collaboration on these bids and Femina has entered into some partnerships.

Fortunately, at the beginning of the year 2016 the Danish Embassy included Femina in its proposal for the next Strategic Period of the Danish Embassy, as one of 6 CSOs to be supported with core funding. This will last for 4 years and go beyond the current Strategic Plan period of Femina. The Danish Embassy has fully adopted the current strategic plan as starting point without any deviations or change of directions. It is strongly hoped this will effectively happen even though it will not be before half way year. Together with the **core funding** from the Swedish Embassy, it will allow Femina to implement its core business from the strategic plan.

The consultant would like to argue that the core funding of Femina should include:

1. The design, production, and distribution of the Fema magazine, the support to the Fema clubs through festivals, annual youth conference, school visits and the SMS speak back system.
2. The production and airing out of the Fema TV and radio programs at national level is complementary. It works with the youth audience but it also greatly supports the branding of the organization and creates ownership and goodwill among parents, government and others stakeholders. It is part of that package. At least one TV show per year should be included in the core funding, be it the Ruka Juu or the Fema TV show. The radio programs could be funded by other donors.
3. The design and maintenance of a social media platform especially targeting youth in Dar es Salaam is core.
4. Promoting entrepreneurship, leadership and club support for out of school youth can be done through community radios and the organization of football teams in the regions with FDCs.

In the mean time, additional funding should be found to develop and pilot new and innovative methodologies and avenues to reach the youth. Therefore, a staff member that can assist in mobilizing additional funding should be in place. Additional fundraising consultants and staff can be hired on a temporary basis related to the available project funds. It is, however, advised not to deviate much from the core business, in order to keep the image and brand of the organization high, even if that would mean to loose some available and potential funding.

It is also strongly recommended that Femina plans according to the available funds to avoid gaps in cash flow and risking having to postpone the distribution of the magazines although this is difficult as funding is erratic. Now that the staff has been reduced to the minimum, the organization will work more through short-term contributions, to implement the core business of the Strategic Plan. The best way to stay within the budget is to plan for a realistic number of print copies.

In conclusion, it is time for Femina to use the remaining period of two years within the current strategic plan 2013-2017 to develop more stability and sustainability. There are some ideas already being piloted and explored:

- Use of volunteers
- Use of short term consultants
- Setting up of a Fema House of Leadership

These ideas are explored in chapter 6.

#### 4.6. Femina Hip's organizational structure

- Femina has, due to various constraints reduced its staff from 32 staff in 2013 to 15 staff in 2015. These remaining staff are considered the minimum essential core staff to ensure that Femina can deliver its activities. Keeping momentum and implementing the many activities with the reduced number of staff is a challenge and can only be achieved through looking for creative solutions. Femina has introduced additional capacity by working more with short-term consultants, and inviting volunteers and interns. Incorporating less experienced interns and volunteers comes of course with a price, in this case that senior staff of Femina will be required to coach and monitor their performance, which will increasing work pressure.
- The current **organizational structure of Femina-HIP**, which includes next to the finance/admin/HR department a department for community mobilisation and a department for media products, has proven its value and no fundamental changes are foreseen. The most important change proposed is related to reshuffling staff and making use of the current staff's capabilities and strengths in a more efficient way. The following changes have been proposed:
  - With the departure of the manager for media products, the current manager of the community mobilisation will take over the media

department (print, radio, TV). Given her expertise and role as a TV host and producer of programs, it seems logical that she will take the lead on all activities related to TV. The department employs two editors for the printed media, while, for the time being, the radio production is currently facilitated by consultants.

- The in-charge expert of M&E and monitoring the result framework will continue with all the reporting and evaluation of impact work, but will also be heading the community mobilisation department. This will strengthen the collection of monitoring data since a lot of information is collected through the community mobilization work. Given his expertise in soft wear and technology solutions, he will also be responsible for monitoring the distribution database and network, as well as the sms text messaging counselling service. The head of the department will be supported by a line manager dealing with the community mobilisation work itself and the volunteer program. This sub-team will as well lead the SMS response (Sema na Fema) and social media activity. In case volunteers are involved in responding to SMSs, it is recommended that they are thoroughly screened and tested before given that responsibility.
- The financial department might require further strengthening, though for the time being employs the manager and one assistant consultant. When financial resources allow, an assessment should be made whether to strengthen this department.
- See annex 6 for proposed organo gram
- **One new position** has been proposed, which is the position of partnership and fundraiser advisor to the MD. The person should as well lead proposal writing to attract funding or submit tenders and should be involved in contract management, ensuring timely reporting to the donors and other funds providers. She will also be in charge of PR and management of the institutional website.
- The executive director will take the responsibility to introduce **performance agreements** with her managers, and will request the managers to do the same with the staff in their respective departments. The performance agreements (PA) ideally focus on 4 key areas and are initially drafted by i) each manager and discussed and agreed upon with the MD, and within the departments ii) prepared by the staff and discussed and agreed with their respective manager. Such PA will allow better monitoring on key performance, though should avoid focussing on micro-management.
- Femina has decided to **outsource services** that are no longer considered part of the core, thus reducing costs. Femina acknowledges the risks this involves, given:
  - The specific expertise they hold
  - Their understanding of Femina and the way Femina develops and brands its products.

Therefore Femina will strive to hire these staff based on obtained project funding to benefit from the staff investment they made over the years.

- Training: economic empowerment is covered by linking up to experts such as ANSAF, TAHA, TAPP, RUDI etc. However, regarding **citizen's engagement** there is need for further **in-house capacity development** with the support of technical experts.
- Leadership and succession plan:

A joint Femina Hip board and Hip Edutainment Trust board workshop (January 2014) focused on the future of Femina Hip, in light of several crucial external and internal developments to take place during this strategic phase 2013-2017. They discussed:

- Sustainability prospects after the Strategic Plan 2013- 2017 comes to an end, and core funding by key partners may be discontinued.
- The Founder and Executive Director (ED) plans to step down as the ED at the end of the phase, and take on another key function within the organization, e.g. technical or fundraising advisor

Options of specific importance for the future of Femina, were discussed. Looking at the legal status of Femina, either in its current form (NGO) or as a business and sales entity (Femina Company) and lastly as a foundation. Advice on a transition process of leadership was made. For it to be more meaningful, it is essential that the future legal status of the organization is clear and all the pros and cons put forward, which then can lead to an informed decision. There are differences in leadership and management requirements/ expertise for each of the organisational options cited, and it will be difficult to recruit the right person before a clear decision on the legal status has been reached.

Actions required in this field is requesting a legal firm to put forward a case assessment of the options, looking for successful cases and the lessons that can be learnt from these to sustain the respective options. Aspects to look at are among others:

- Legal status
- Tax issues
- Employment and residence issues
- Perception by current funders
- Interest of new funders
- Risk and threats and opportunity assessment
- Collaboration between the different entities HIP Edutainment board and each of the chosen options

Having clarified the best future legal option, a more focused hunt for succession can take place. Also here it is important to first decide how to optimize the future role of the incumbent ED. She could become:

- A board member of Femina HIP
- An Advisor to the Femina HIP Board

- An Internal advisor to the new ED and senior management with continued Board responsibilities in HIP Edutainment
- An external advisor (consultant) to Femina Hip, with continued Board responsibilities in HIP Edutainment

The selection of the best/most desired organizational option will determine which part of the job description for the new ED can be continued by the incumbent ED, and what complementary functions and roles need to be highlighted in the job description. There is potential for tension from stepping down as the ED and becoming an advisor to the new ED while leaving enough room for the new ED for decision-making and leading the organization. It requires very clear roles and delimitation of mandates, clearly communicated not only to the Femina Hip staff, but as well to the outside world.

Steps need to be taken to move the transition process forward.

- The incumbent ED could look for advise (which can be outsourced) in Europe and or Africa on successful cases of stepping down from the position of ED while remaining very much involved in the same organizations: lessons learned and pitfalls to avoid.
- Define what roles and tasks she can best contribute with to the organization. Ask an external view on the proposed roles and tasks
- Determine the final tasks and roles for the new ED based on the former process and proceed with headhunting for the right person for the job.

## 5. Partnerships/Donors:

Femina has always worked in close collaboration with the government. At national level, Femina developed relationships with the Ministry of Community Development, Gender and Children, the Ministry of Education and Vocational training, especially the department of school inspectorate, the Ministry of Health and Social Welfare, the Ministry of Communication/information and the Ministries responsible for Labour and Youth. In one case, Femina was able to involve a progressive female official, namely the Deputy Minister for Health, Umyy Mwalimu, who figured as role model on the Fema magazine cover.

Femina is always invited by the Ministry of Education to the annual meeting of TAHOSSA, which provides a key opportunity to connect to the secondary school headmasters. However, even though TAHOSSA still exists, unfortunately these meetings have not taken place in the last two years due to funding problems. The Director of School Inspectorate suggested that instead, she could connect Femina to TAMONGSCO, which is the equivalent of TAHOSSA but for private schools. She also suggested to further link up to FDCs, VETA and NACTA in order to promote the Femina Family agenda to out-of school youth, to expand the distribution of Fema magazines to the Teachers Training Colleges (now to 13 TTCs but there are 39

TTCs) and to share the annual report with the Ministry and the LGAs. She promised to invite Femina to the National Education Week, which takes place in Dodoma since 2014. The Director informed us there are currently 4720 secondary schools in Tanzania (private and public schools combined).

During the visit of the consultant to the Ministry responsible for Youth Development, the director had been involved on several occasions in Femina activities, amongst others in a Girl Power TV show regarding Youth Career Development. He suggested connecting to youth officers at district level to better find and reach the out-of-school youth. He expected to form the National Youth Council very soon, since the law was signed in April by the previous President J. Kikwete. It only needs approval before it will be established. They are finalizing the National Youth Development Roadmap with its 5 years development plan. He suggested that Femina should take that opportunity to support youth in getting organized and mobilizing their voice. He informed us that there are currently 16.1 million young people (15-35 years) in Tanzania.

Currently, under the new government, many of the Ministries have been reshuffled and merged and renamed. Femina will have to build up rapport and relationship again with the new entities as well as the newly appointed officials. It would be beneficial to find an entry point with the Vice President soon, to get Femina Family principles on the agenda, while she is still fresh and still planning for the next 5 years.

At the local level, Femina always works closely with the Local Government Authorities especially during field trips and when organizing road shows or festivals. In several cases government officials have been invited to be guest of honor during the festivals or in the TV shows, which exposed them to the Femina Family messages as well as directly to the youth, which is an opportunity for the government.

Femina has received core funding from three donors in this strategic plan so far, namely SIDA, who is the key donor, HIVOS and TWaweza, although the last ones are not really a core donor.<sup>3</sup>

Next to the core funding, there has been a series of additional donors for short term projects for the promotion of specific messages. The most important ones are, GIZ, BEST-Dialogue<sup>4</sup>, UNWomen, UNDP, Statoil, Solar Aid, T-marc and RFSU. Each of them had their own agenda and needed specific reporting on results.

Next to donors, Femina collaborated closely with a number of civil society partners to develop specific issues of the magazine or to produce TV and radio shows. Important partners during these two years were ANSAF, RUDI, TNRF, TAHA, TAPP, UPT, KTA/FDC, TANWAT, TYVA, lake Tanganyika Floating Clinic, WPC, T-Marc, TAWLA, IOGT, Nafasi Art Space, YWCA, SANA, Saadani Sanctuary lodge, STEP, OKOA, PAMS, SANA and WildAid.

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<sup>3</sup> DANIDA still funded till June 2014 to implement activities from the previous strategic plan.

<sup>4</sup> Previously called BEST-AC

Femina works on a commercial basis with a number of out-sourced partners, such as the distributors, printers, radio stations and other suppliers, some of whom Femina has been working with for a long time.

In the coming 2 years, Femina hopes to be able to engage with potential donors, partners and collaborators and has started dialogue and negotiations with the following organizations:

- KTA/FDC (Fema clubs/football clubs, entrepreneurship training, link to local radio stations)
- UNESCO/ COMNETA community radio content production on girl power
- BEST Dialogue (Ruka Juu localized shows on community radios)
- Twaweza (follow up on promises of politicians in the last elections)
- MIVA (SMS platform further development)
- Spider - SMS counselling platform
- Discovery channel/ Girls Learn /Michelle Obama
- USAID - Matunda Mboga with Abt Associates
- OSIEA - citizen engagement
- JHU - bid for youth SRHR contract
- NHH – girl power research and training
- American Peace Corps
- IOGT on alcohol issues

## **6. Impact, relevance, effectiveness, efficiency, sustainability**

Of the 4729 schools in Tanzania, 2946 currently receive Fema magazines. That is about 62 %. TAMPS found in 2013 that 3,500,000 million people had read Fema magazine or knew about Femina Family messages. TAMPS in 2014 showed the impact of the Femina media products on the people who have been in contact with them and how they have changed their behavior. Without doubt, these numbers are impressive. The biggest impact of the magazines is found with the members of the Fema clubs.

The relevance of the program is clearly felt when talking to anybody who has been in contact with Femina, be it the government officials, schoolteachers, students, football team members, CSOs or even the distributors. There is no other place where young people can go to get information and ask sensitive questions about SRHR. Considering the 50,000 SMS (80% on SRHR counseling) from young people of whom the majority have only indirect access to mobile phones give some indication of the need for connection with Femina. The whole package provided by Femina and partners that allows for safety and support in combination with economic empowerment and citizen engagement is ensuring more permanent rooting of the norms and values. The safe space created by the clubs and feeling part of the Femina Family provides for self-confidence and self-efficacy, which is crucial for young people to become healthy, responsible and productive citizens who will build up this nation according to sound and honest standards.

The effectiveness of the program has been seriously undermined by insufficient long term, core funding with its consequences for staffing and production of media material. Considering the availability of core funding and opportunities of additional funding the Femina team has made a big effort to be as effective as possible, for example as with the Femina Peace Festivals combining elements from the quarterly Fema festivals and roadshows and the Annual Youth Conference. The creation of more Fema Clubs could lead to even more effectiveness. The more direct targeting of headmasters could help to create more clubs. Though the 'active learning' training has been much appreciated by most, it was suggested that there is need for more follow up training since a one time training was not enough to feel sufficiently competent according to people met. The 'active learning' approach plays an important role in deepening the understanding of the message and to influence attitudes and behavior.

Regarding efficiency, Femina has recognized that there is room for improvement especially with the distribution system and therefore has conducted a 'distribution task force', a mobile phone survey to establish which schools are active and which school have Fema clubs, etc. The re-focused distribution to schools on the waiting list, new clubs and CSOs will surely enhance efficiency.

Sustainability is one of the biggest challenges for Femina. We have met a school that has started a club without even receiving magazines, but inspired by other schools and friends of the students together with a motivated teacher, who knew about Femina, which indicates that there is a drive out there, even beyond the direct activities of Femina. It is however not clear whether this drive is already strong enough to fully fire the rest of the country and whether it would live without any magazine at all. Therefore, Femina has to continue. The people we met over and over again repeated this.

One way to become more sustainable is to become less dependent on donor funding and generate own revenues as well as to reduce the overhead costs and reduce copies of the prints. Reducing overhead means cutting on staff and operational costs. The organization has already done adjustments there. Using volunteers is one option.

### **Volunteer program**

The idea of using volunteers has grown with Femina in the period the consultant was doing the assessment. The organization started thinking about **using volunteers** derived from the Fema clubs already for some time, based on lessons learned from other organizations, as a way to cut overhead costs but also a way to offer the former Fema clubber, who still want to be involved, an exposure to help them gain experience that will benefit their career paths, so providing career development opportunities. Many students that have finished form VI have time (about 6 months) before going to University and are desperately looking for places

of internship or as volunteering to gain experiences. Many university students also have time and opportunity to volunteer part time.

Other reasons to introduce the volunteer program into the organization are to bring in young blood into the program, to enlarge the outreach to schools and stimulate creation of Fema Clubs. One of the criteria of selection of the volunteers will be that they are ex Fema Club members and have embraced the values and mindset of the Femina Family. Femina has constant requests from youth and former Fema clubbers, who ask for internships or volunteer places. So this initiative is timely.

Femina started recruiting volunteers already in January 2016. 15 volunteers will be part of the first group to pilot the experience in Dar es Salaam. A 'volunteer package' is being put together, including training and information about Femina the organization, code of conduct, facilitation skills etc. Furthermore, guidelines for reimbursement, transport, food and, certification at the end of the year.

Some of these volunteers will be placed in the office in Dar to assist in the community mobilization and the editorial department. This will include:

- Visiting schools helping them to kick start clubs and conduct club activities and participate in the Fema magazine challenges
- Following up on registration of the clubs
- Encourage the use of social media to get connected to Femina and other clubbers
- Collection of editorial material
- Some volunteers will be linked to M&E: stories of change should be part of their task, generate data and conduct surveys.

After this first year of experience with volunteers, a next generation of volunteers could be placed in the regions and rural areas. Active Fema Club mentors at FDCs could do the coordination of volunteers placed in their institution. They should be helped to focus on out of school clubs for example by using FDCs. If they are placed at FDCs, FDCs themselves need additional training on the Femina Family agenda and the purpose of the volunteers. The challenge is the location of some of the FDCs which is often far out of town, e.g. Monduli for Arusha. At LGA level there are also other locations where volunteers could be placed such as the government created Child Right Clubs and Youth Centers that could be an entry point to be explored as well.

A point of attention is that even though there will be less overhead costs, there will be pressure on the current staff in terms of logistics, supervision, monitoring and follow up.

Volunteers can also be engaged more systematically in the SMS counseling service. But they will have to be thoroughly tested and qualified to respond properly to sensitive sexuality and relationship questions.

It could also be tested to link up with one of the universities on relevant topics (social sciences, educational psychology, journalism and media) to build a

relationship with them to provide new qualified volunteers to Femina every 6 months. Femina should explore this option and the curricula from the possible schools.

### **Femina House of Leadership**

Another avenue to be explored in order to become more independent and sustainable is to generate revenue by tapping into the 'education market'. The idea is to start a Femina Family education center, a House of Leadership. This could train and coach young people in leadership skills, conducts career counseling and offer a wide range of exposure to media related trades.

There are few institutions that offer career counseling and coaching, and leadership training for young men and young women in Tanzania. The Femina House of Leadership would offer leadership courses for women, but also training on 'voice' through radio, TV and print reporting how to get connected and use ICT in a smart way. All in line with media and youth, with a special focus on women.

However, it should be thoroughly studied what the legal and tax implications would be for Femina or how donors would react to that.

It will need capital and expertise to set up such a school. At the same time, other organizations such as TAMWA are exploring similar ideas, so joint action could be beneficial.

### **Other options:**

Some other interesting ideas were suggested during the MTR interviews, which could be explored in order to reduce costs but also to find new and innovative ways to connect to youth:

Next to the printing and distribution of the 150 000 magazines, which are most expensive (even though one copy only costs 1,5 USD to produce and distribute) constituting the highest costs for Femina, the production and airing (air time) of TV shows are most expensive. It must be explored whether Femina could establish its own TV channel for example within one of the newer digital TV stations, such as AZAM TV. The latter is already rather popular because of the football emissions as well being the only TV broadcasting house that covers live parliament sessions. Surely, other organizations such as TWAVEZA, FCS, Policy Forum, TAMWA, TAWLA, LSF, TGNP and many other NGOs could join in and benefit from such "free" emissions. Femina could also become the manager of the channel and commercialize the space to others for reduced prices.

Another idea is to invite former Fema Clubbers and employees, to become member of a Femina Alumni group. Members of this group could be encouraged to be speakers on specific occasions, to become organizers or sponsors of festivals and events and mobilize resources. They could serve as active Ambassadors of Femina Hip at their workplace, University or other public locations and organize fund raising events.

## 7. Conclusions and recommendations

- **Femina is doing very well** in terms of reaching the schools, in spite of the current funding. Namely 62% of all the secondary schools in the country receive 50 Fema magazine copies every quarter. The deepening of the Femina Family agenda within the Fema club system is also a clear success. Millions of youth (TAMPS found 11 Million in 2013) have benefitted from the messages and support of Femina so far.
- The **reach of the Femina program** can be further increased. With more funding, Femina could reach all the schools (4720 private and public) in Tanzania with at least 50 copies of Fema magazine each. It is, however, recommended to **first create and support more Fema Clubs** within the schools that already receive magazines in order to deepen the impact of the current magazine distribution. This calls for improvement of the distribution system, targeting active schools, increasing the visits to the schools, and motivating the headmasters.
- The **distribution system** can be improved by replacing the EAML regions that are not performing with CMTL delivery. The challenge with CMTL is that they are 2,5 time more expensive (or even more depending on the distances) but they are reliable in timely delivery and producing reports. Femina should hold EAML to better account, following up closer on the delivery notes, with SMS and phone calls, and eventually, could consider increasing the price of EAML on the condition that they pay more to their agents (20,000 instead of 15,000 per signed delivery note). Simultaneously, Femina should try out other distributors such as EMS, who have a fixed price for distribution in the whole country. At the same time, Femina can improve and redress the distribution list and target the active schools (as identified through the surveys) and the CSOs in demand. The copies will be used more efficiently and will have more potential impact when delivered to a receptive audience.
- Femina should invest more to get the **headmasters on board** in order to deepen and enlarge the impact to increase the number of Fema clubs. There are several avenues that can be tried out. One way could be via the Ministry who can link Femina up to TAMONGSCO and invite them to the annual meeting, or to be invited the annual meetings of the headmasters at zonal/regional level. This will mean more investment in time and money, but it can be the trigger for more space for Fema clubs in the secondary schools.
- Femina should produce a **special booklet** or article in the magazine targeting **headmasters** and the importance of their role as well as what students can do to convince the headmaster to allow them time for extra-curriculum activities on the school premises, to assign a mentor and to provide the physical space to meet. In some cases school headmasters allowed the clubs to cultivate a plot belonging to the school and start gardens.

- The newly started **volunteer program** is fully supported by the consultant not only because of the influx of young and HIP ideas but also because it will also support the expansion of the Fema clubs through the school visits and provide exposure and experience to former Fema clubbers.
- The **Annual Youth Conferences and festivals** contribute to networking amongst Fema clubbers, inspire the clubs to get organised and therefore are essential for the creation of the federations.
- The organic evolvement of the **Fema Club Federations** calls for further understanding of the mechanism and triggers of this phenomenon as well as how to build on the networks for more citizen engagement related activities. The potential to strengthen social accountability in the youth, education, health, agriculture, finances and gender sectors is evident.
- The potential emergence of the **National Youth Council** can provide for important anchor points for the Fema movement to engage with the local and national government. Femina should become more knowledgeable with citizen engagement concepts through additional in house training or involvement of experts. These should be translated into for youth relevant skills and activities to be mainstreamed into the media products.
- To **reinforce the economic empowerment** agenda produce at least one Ruka Juu Radio and TV show as well as one Fema TV talk show on citizen's engagement per year, if funds are available. In case the core funding is tight, the two shows can be alternated.
- To **reach the out-of school youth**, Femina could **collaborate closely with KTA/FDCs and community radios**. The role of the community radios is to reach the youth in remote areas and direct them to the FDCs or other organizations and CSOs that can help and empower them. Many argue that youth do not listen to radios in the towns, but in the remote areas there is not much else and everybody listens. Femina can provide for the content for the meetings and dialogues as well as for the content of community radio programs, while FDC can play a role in mobilizing the youth and providing space to meet as well as to provide training in entrepreneurship, leadership, agriculture, financial management, etc. Out of the 55 FDCs, KTA is in collaboration with 25 FDCs. Of these 25 FDCs, Femina could experiment with the 5 most active ones via KTA. Another idea that was suggested to try out in this context was to establish a WhatsApp group at FDC level to which youth can connect. This will need some technical support and in-house competency at FDC level. As said before, the approach for secondary school youth and out-of school youth can differ quite much. Femina and FDC need to further develop the underlying concepts and understand each other, agree on clear division of tasks and on mutual expectations in order to make this work.
- The **government** is clearly interested and supportive of Femina HIP, its agenda and the activities. It is strongly recommended sharing annual reports with relevant Ministries, Regional Secretariat and the LGAs (Education,

Health, Community Development and youth officers) where Femina is visiting schools or organizing events. One could even think of sharing with the relevant standing committees in the parliament. Further involvement in the Fema TV shows and festivals is appreciated by the officials and creates goodwill.

- The youth audience highly appreciates the **SMS counselling services**, which constitutes about 80% of the SMS related activities, while it demands quite some investment of Femina staff time. It should be further explored how best Femina can respond and ensure these services.
- It is recommended that Femina further develop mechanisms to become more **independent** as a media platform and youth organization. While following the strategic plan and continuing its core business without deviating much, Femina should be more stringent in only adding when and where it will benefit from new learning and provides opportunities to generate new formulas.
- **The monitoring and evaluation system** is up to date and with some small corrections could provide a wealth of relevant information. The reporting format currently used, in which hard figures are combined with the narrative text and stories of change is very attractive and interesting. Recommended to be continued, including some permanent indicators and follow up stories. SMS surveys could further unravel the understanding what is happening with the distribution, which schools are active, what Fema clubs are doing and how people are influenced and affected by the Femina Family approach.
- The **use of ICT technologies** such as Telerivet, WhatsApp, SMS and shortly VOTO, even though it takes some time and effort to find the appropriate application, is helping Femina to stay in the loop of young people. The approach of finding out what is "hot" needs to continue.
- Several donor partners mentioned that documented models on 'meaningful youth participation' in programming and policy are rare. Governments and civil society lack the willingness and skills to cooperate with young people, while young people lack the capacity, knowledge, and a constituency to participate meaningfully in policy making. There are few formalized associations and institutions that have taken on the youth issues. This presents an opportunity for Femina Hip to provide the 'know how' as Femina has a wealth of knowledge that could be useful for National policy making processes. Furthermore, Femina can become a **voice of all the youth organizations** that can be given exposure by having youth reporters contributing with content.
- Evaluating the **effectiveness of mass media in behaviour change** should be done systematically, research and learning should be critical in the strategic plan.
- Lastly, the current **Strategic Plan 2013-017** is solid and could easily be **extended to 2019** with some minor adjustments and opening possibilities for a more important citizen's engagement and accountability focus.

## Annexes

## Annex 1: Assessment Criteria

The terms of reference indicated to following criteria for the assessment.

### Criteria:

#### Effectiveness:

- What are the results achieved versus objectives, outcomes and interventions of the program
- What went well and what needs to be improved?
- What are the lessons learned?
- How can the learning systematically brought back into the planning cycle and the M&E plan?

#### Efficiency:

- What are the results achieved versus resources invested (Human, time, financial)?
- Were the strategies cost effective and efficient to get expected results?
- How efficient were the processes and systems in achieving program results?

#### Relevance:

- Are the program's goal and objectives still aligned with those of the intended beneficiaries considering the current context/environment of these target groups?

#### Sustainability:

- How sustainable is the progress made and the achievements?
- What are the challenges, if any, to scaling up the progress made and achieved results?
- What are the key lessons learnt and best practices that can contribute to the knowledge base of the staff of Femina, implementing partners, and donors?

#### Institutional assessment:

- Have any of the project deliverables been hampered by capacity constraints such as: partner coordination, resource mobilisation, management, division of roles, administrative capacities, human resources, technical support, etc.
- How effective are the M&E implementation, learning and feedback mechanisms between relevant partners and actors?

In addition a number of other tasks were described:

- Evaluate the organizational structure, and the possible constraints due to limiting funding.
- Changes in the socio-political context that have occurred during the implementation period will be considered.
- Hint at a revision of the organizational structure and possible revised partner relationships.

Recommendations to be made will look at:

- How could resources (Human, and Financial) be used more productively and efficiently?
- How could relationships with program partners and collaborators better contribute to the efficiency of the program use of available.

## Annex 2: List of Documents consulted

- Active Learning Strategy
- Annual report Femina Hip 2013
- Annual report Femina Hip 2014
- Annual Review for HIVOS 2015
- Audience interaction on Facebook 2013
- Developing a model for localizing Fema radio show: women in horticulture (for BEST dialogue), 2015
- Fema Peace festival progress report
- Fema radio show final report Best Dialogue 2015
- Femina Hip Social media process 2014
- Femina Hip UNWomen Progress report quarter 3
- Fema club mapping final report
- Femina Hip Strategic Plan 2013-2017
- Femina Hip-HIVOS communication Strategy and Activity Report, 2015
- Ruka Juu II report 2013
- SIDA results strategy Tanzania 2013-2019

### Annex 3: Femina Field trip itinerary for MTR

Date	Time	Activity	Participants
19 Jan	08h00-18h00	Femina Car will travel to Iringa	Amabilis
20 Jan	07h00-09h30	Flight from Dar to Iringa	Maureen, Niklas and Cecilie
20 Jan	10h00-10h45	Visit to KTA	Maureen, Niklas, Cecilie and Amabilis
	10h45-11h30	Visit to RAS, RCDO	
	11h30-12h30	Visit IDYDC and NURU FM	
	12h30-13h30	Lunch Neema crafts	
	14h00-16h00	Visit to secondary school 1: Tosa Maganga ss	Maureen, Niklas, Cecilie and Amabilis
	16h30-18h00	Visit to secondary school 2: Iringa Girls	Maureen, Niklas, Cecilie and Amabilis
	20h00-21h30	Dinner	Maureen, Niklas, Cecilie and Amabilis
21 Jan	08h30- 12h30	Visit to Ilula FDC	Maureen, Niklas, Cecilie and Amabilis
	12h30- 13h00	Marie Stopes	Maureen, Niklas, Cecilie and Amabilis
	13h30-15h00	Lunch with Benjamin of Marie Stopes	Maureen, Niklas, Cecilie and Amabilis
	15H00-15H20	TO AIRPORT	Niklas, Cecilie
	15h20- 17h30	Visit to secondary school 3 Luhota ss Visit to	Maureen, and Amabilis
22 Jan	08h30- 10h30	Visit to RUDI	Maureen, and Amabilis
	10h30-12h00	Meeting with KTA	
	12h30-13h30	Lunch with distributor(s)	Maureen, and Amabilis
	14h00- 15h00	Meeting with STEP	Maureen, and Amabilis
	15h30	Maureen interview with NCA	Maureen
	17h30-18h00	Reflection on future Femina	Maureen and Amabilis
23 Jan	08h30-12h30	Travel to Dodoma	Maureen, and Amabilis
	13h00- 14h00	Meeting with Mavunde	Maureen, and Amabilis
	14h00-16h00	Contacting respondents for meetings in Dodoma	Mavunde, Amabilis
24 Jan	09h00-17h00	Writing day in Dodoma	Maureen
		Visit to SS 4: Bihawana SS	Amabilis and Mavunde

25 Jan	07h30- 10h00	City High School small group (Mr. Mavunde federation coordinator)	Maureen, and Amabilis,
	10h00-12h00	Visit to LGA, (DEO and DCDO)	Maureen, and Amabilis
	12h00-13h00	Lunch	
	13h30-15h00	Visit to secondary school 5 : Makole SS	Maureen, and Amabilis
	15h00-16h30	SAFINA / IMAGE	Maureen, and Amabilis
	19h00-20h30	Dinner with distributor	Maureen, Amabilis
26 Jan	08h30-11h30	FDG with federation leaders	Maureen, and Amabilis
	11h30-13h30	Visit to SS 6: Bahi ss	
	13h30- 14h00	Lunch	
	14h30- 18h30	YWCA/ SAADA Police/ Restless Development	Maureen, and Amabilis
	19h00-21h00	Dinner with OYE/SNV Damu Salama	Maureen, and Amabilis
27 Jan	08h00-18h00	Travel back to Dar	Maureen, and Amabilis

## Annex 4: List of resource persons

### Femina Team sessions:

Name	Position
Minou Fuglesang	Director
Kris Capella	Strategy and M&E advisor
Pushpa Sheth	Operations manager
Amabilis Batamula	Media Director
Nashivai Mollel	Community Mobilization manager
Naomi Lugoe	Monitoring, Evaluation and Learning officer
Bahati Mdetele	TV & radio coordinator
Constancia Mgimwa	Community mobilization officer
Bernard Ngwallo	Comedian/ community mobilization officer
Thabit	Intern
Gloria Mkoloma	Community mobilization officer
Emmanuel Kadisa	Accounts assistant
Pendo Mashulano	Senior editor

### Field trip:

20-27 January 2016

Date	Organisation	Name	Position
20 Jan	KTA	Maggid Mjengwa	Director
		Mia Mjengwa	Technical Advisor
		Garasiano Myinga	Deputy Director
		Saidi Kobossa	Accountant
		Richard Ngole	Office Assistant
		Rhoda Mwinuka	Field officer- Community Dialogue project
		Godfrey Mafungu	Project Coordinator
20 Jan	Regional Secretariat	Wamoja Ayubu	RAS
		Saida Mgeni	Regional Community Development Officer
		Atilio Mganua	Youth development officer
		Nasbu Mengele	Ag. REO
		N.A. Mwasumilwe	Assistant Administrative Secretary Planning and

			Coordination
		Kingazi William	RCDO
	IDYDC	Johnnie L. Nkoma	Executive Director
		Jumbe Kiteve	Administrator
	NURU FM	Harieth Dominick	Journalist
		Ernest Pyuni	Presenter
		Jane Kalinga	Presenter
	Tosa Maganga SS	Dario Gakala	Guardian of the club
		Karl Marx Paul	member
		Julius Tarimo	member
		Yohana Mwalugelo	member
		Olowasa Keiya	member
		Sadick Sadick	member
		Nickson Mwinuka	member
		Daniel Charles	member
		Iddi Toufiq	member
		Ramadan Mkungu	member
		Omary Mdee	member
		Eric Owden	member
		Godfrey Masuruali	member
		Johnson Milinga	member
		Victor Lucas	member
		Eliabi Nyato	member
		Christian Miasi	member
		Ernest Ndendya	member
		Jessey Robert	member
	Iringa Girls SS	Gaudence John Mhando	Guardian Teacher
		Faidha Mussa	Chairperson
		Winnie Kasuga	Katibu
		Julieth kasuga	Treasurer
		Ester Pelegrin	Coordinator
21 Jan	Ilula FDC	Levi Lupenza	Acting Principal
		Mr. Pididi	
		9 football teams	
		3 artist teams	

		11 teachers	
		Osmunda Kilasi	Librarian
	Marie Stopes	Benjamin Sospeter	Service provider
	Luhota ss	Guideon Kipengele	Head master
		Deo Bwani	Guardian of club
		Joseph Msiagi	Chairperson Fema club
		Irene Samora	Vice chair
		Neema Felix	Deputy secretary
		Luchano Myovela	Accountant
		Asma Kipengele	Accountant
22 Jan	RUDI	Ruben Msaki	Technical manager of BRN project
	ACT	Abiud N. Gamba	Field officer Southern highland African Conservation Tillage network
	KTA	Maggid Mwjenga	Director KTA
	Distributor	Bakari Thabit	Ex regional Agent for distribution of Fema magazine
	STEP	Lameck Mkuburo	Elephant researcher
	Okoa Tembo Me against poaching	Schubert.... In Dar ?	
25 Jan	City High School	Mussa Moya	Assistant head of school
	Federation coordinator	Mavunde	Guardian of club
		Brown Nguvu Manli	Chairperson
		Fatma Kichawele	Katibu
		Selemani Kizenga	Academic prefect
		Bahati Luvanga	niphamu
		Albia Makkhut	niphamu
		Erick James	Burudani
		Mercy Lasway	Makamu Mwenyekiti
		Happy Jandwa	member
		Happy Andrew	member
		Rose Massawe	Mweka azina
		Damarice Tandari	member
		Richard Saroga	member

		Tecla Luambano	member
		Lilian Raphael	member
	Visit to LGA, (DEO and DCDO)	Sophia Mbeyu	Acting Municipal Education Officer for Secondary School
	Makole SS	Jane Mgendi	Second mistress
		Mariam Sonje	Acting Fema Club teacher
		Halima Selemani	katibu
		Zena Shabani	Mweka hazina
		Elizabeth Daudi	Katibu msaidizi
		Japhari Mohammed	Mwenyekiti
		Ernest Chilangazi	Mwenyekiti msaidizi
	IMAGE	Luhaga Makunja	Planning Officer
		Barakaely Christopher	Documentation and communication officer
	SAFINA	Dandi Seingwe	Choir chairperson
		Dickson Lubeleje	Assistant Choir Chair person
		Wendo Tupa	Secretary
		Fadhili Chibago	Choir trainer
		Moses Shedrack	Sound engineer
	Distributor	Mariam Salum	Regional agent
26 Jan	Bahi ss	Mrs Stella Selemani	Headmaster
		Winichester Isdory	member
		Helena Michaely	Katibu msaidizi
		Mwaija Rashidi	Mwakilish wa darasa
		Miriam Mbagu	member
		Ester David	Mwakilishi wa darasa
		Juma Juma	Mwakilishi wa darasa
		Ayubu David	Mwakilish wa darasa
		Saraphina Hamadi	Mwenyekiti
		Prisca Yona	Mbasibu
		Shabani Haruna	Katibu Mkuu
		Emanuely Antoni	Mwenyekiti msaidizi
		Noeli Mfungo	member
		Gulielmina Sergio	Mwakilishi wa darasa
	YWCA	Bulalo Mtobesya	Project officer wajibika project
	Restless	Alexander Lyungu	Chairperson

	Development		
		Athumani Pigo	Officer monitoring and control
		Amina Geofrey	Finance and planning
		Shaibu Hussein	Programme coordinator
		Hyasinta Baloshi	General secretary
	Damu salama	Dr Lea Kitundia	Director
		Evelyne Dieli	Blood donor recruiter
	Dodoma teacher's network	Moses Matinya	Huruma SS
		Abel Msela	ZuZu SS
		Violeth Mushi	Kisasi SS
		Kassim Hussein	Nzuguni SS
		Bakari Sufiani	Kizota SS
		Christopher Mavunde	City High SS
		Mwanamanga	Kizota S

#### Stakeholders in Dar es Salaam

Date	Organization	Name	Position
3 Feb	BEST-Dialogue	Hans Determeyer	Project manager
5 Feb	JHU	Jennifer Orkis	Technical advisor for Social and Behavior Change Communication
5 Feb	Embassy of Sweden	Jwani Jube	Private Sector Development Officer
10 Feb	Ministry of Education, Science and Vocational Training	Mama Wasena	Director of Department of School Inspectorate
10 Feb	Prime Minister's Office for Parliament, Policy, Labor, Youth, Employment and Disabilities	James Kajugusi	Director of Youth Development
12 Feb	TWAVEZA	Risha Chande	Senior Communication Advisor
22 Feb	UNWomen	Erasmina Massawe	
		Fortunata Chuwa	
22 Feb	HIVOS	Ruthie Kimani	Program Development Manager

## Annex 5: Implemented activities

Table 4: implemented activities

	2013	2014	2015
<b># of schools distribution</b>	2,602	2,946	2,624
<b>Distribution to Others</b>	Local NGOs 224, Health centers 13, International NGOs 61, Government offices 63	54 FDCs, BRAC, TANWAT, CBOs and 10 CSOs in Mtwara (GIZ)	
<b>Fema clubs</b>	681	658 registered 470 confirmed active	658
<b>Fema Radio</b>			
Talk show	<b>Season 1:</b> Young farmers in Business, sponsored by BEST-AC and technical support from ANSAF	<b>Season 4:</b> Fema clubs and citizens engagement	<b>season 7:</b> use of contraceptives and post abortion care HIVOS collaboration, RODI and Marie Stopes
	<b>Season 2:</b> Youth migrating to Dar es Salaam in collaboration with TNRF	<b>Season 5:</b> Value chains in agriculture with support from BEST-AC, ANSAF, ACT, RUDI	<b>season 8: Women in horticulture</b> of 12 episodes in 3 regions in collaboration with BEST Dialogue, TAHA, TAPP, TANWAT, FDCs, LGAs and RUDI
	<b>Season 3:</b> Marketing agricultural products in 16 episodes on with support from BEST-AC, ANSAF and Sunny Money	<b>Season 6:</b> Associating and forming groups with support from BEST-Dialogue, ANSAF, TAHA, UPT, KCC	
Ruka Juu	young farmers in Business		
<b>Fema TV</b>			
Talk Show	<b>Season 10:</b> 10 episodes on SRHR and other		Nguvu ya Binti (Girl Power) Funded by UNWomen from four Like minded CSOs: Restles Development, Yuna, TYVA Lindi, Dodoma, Kigoma, Njombe, Arusha and Dar es Salaam 200 male and female youth involved in production
Ruka Juu	entrepreneurship competition 13 episodes		
<b>Festivals outreach</b>	39,357		6069
Festivals participated in	Sabe sabe, nane nane, Youth Week, Elimu Expo, World Aids day	none	Saba saba, Youth week
Youth conference	young farmers in Business	volunteering: a foundation for career building	skills building and career development
			Statoil, Radar Recruitment, VETA, MOEVT, VSO, Restless Development, GIZ/DSW/Evaplan, and Shule Direct
Road shows	2 (Kigoma and Tanga)		
Femina Family Festival	Lindi on voluntarism	Tabora targeting school youth, Njombe and Mtwara targeting out-of-school youth	Dodoma
Peace Festivals			6 festivals in collaboration with UNWomen/UNDP, KTA and FDCs 5,419 male and 2,530 female reached
Active Learning training	32 Fema club members from 12 organizations	58 mentors, 68 youth	119 teacher mentors from SS and FDCs from 8 regions
Fema clubs organizing festivals	2 festivals	20 festivals over whole country	12 festivals: 100 schools participated in Mwanza, Dodoma, Kilimanjaro, Iringa, Ruvuma, Rukwa, Dar es salaam and Mtwara
<b>Training</b>	39 youth reporters	20 youth reports	234 youth reporters
		ToT of 19 leaders of CSOs on Girl Power	157 during peace festivals
<b>School visits</b>	29 in Kigoma, Tanga, Dar es Salaam and lindi	73 SS, 2 FDC, 1 VETA school	3,164 female and 2,480 male youth reached, 42 female and 76 male mentors
<b>Additional Activities</b>	Booklet for truckdrivers on consistent condom use and multiple concurrent partnerships in relation to HIV and AIDS prevention	Booklets Protect Your Life and Build Your Life	Girl power Manifesto
		Fema Club mapping	
<b>Social media</b>			
website hits	11,503	7,473	32,185
facebook page likes	7200	10,564	13,893
Twitter	1,478	2,248	3,242
SMS	14,535	9,292	51,018
emails	538	440	356
letters	552	196	260
<b>SP Budget in US</b>	4,927,684	5,053,346	5,423,687
Received funding	2,614,448	1,699,159	1,525,274