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Sida Decentralised Evaluation

FCG Swedish Development AB

Evaluation of Femina Hip 2013–2019

Final Report



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February 2020

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

Sida Decentralised Evaluation 2020:11

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Abbreviations and Acronyms

BoD	Board of Directors
C4D	Communication for Development
CBO	Community Based Organisation
CBOs	Community Based Organisations
CE	Civil Engagement
CSO	Civil Society Organisation
DANIDA	Danish International Development Agency
ED	Executive Director
EE	Economic Empowerment
GBV	Gender Based Violence
GoT	Government of Tanzania
HIP	Health Information Project
HIVOS	Humanist Institute for Cooperation
LGA	Local Government Authority
LGBTI	Lesbian, Gay, Bisexual, Trans- and Intersexual
M&E	Monitoring and Evaluating
MoHCDEC	Ministry of Health, Community Development, Gender, Elderly and Children
PEPFAR	President's Emergency Plan for AIDS Relief
PMO	Prime Minister's Office
PO-RALG	Prime Minister's Office – Regional And Local Government
RAS	Regional Administrative Secretary
REO	Regional Education Officer
RFSU	Swedish Association for Sexuality Education
SBCC	Social and Behavioural Change Communication
Sida	Swedish International Development Agency
SRH	Sexual and Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa [Regional and Local Government Authorities, which are under the President's Office: fisi ya Rais]
TAMPS	Tanzania All Media and Products Survey
TAMWA	Tanzania Media Women's Association
TDV	Tanzania Development Vision 2025

Preface

This evaluation was contracted by the Swedish Embassy in Tanzania through the Sida Framework Agreement for Evaluation Services, and conducted by FCG Sweden.

The Evaluation Team consisted of Stein-Erik Kruse, Birgitte Jallov and Magreth Henjewe. The Final Report was quality assured by Florence Etta, whose work was independent of the team.

Executive Summary

Purpose and scope

The purpose of the evaluation is to enable Femina Hip and Hip Edutainment and its donor partners to assess the progress of the ongoing programme implementation to learn what works well and what could be improved to operate better in the current socio-political context and for the next five-year period. The evaluation covers the period 2013 to 2019.

Methods

Data and information were collected from three sources: (1) through interviews with Femina Hip staff and board members, donors and civil society partners, (2) from review of programme/project documents and previous reviews/evaluations as well as wider literature on civil society in Tanzania to gain insights into the programme and the country context, and finally through (3) field visits to obtain a better understanding of achievements and variation within the programme by covering Femina Hip beneficiaries (including school clubs, mentors and head teachers) located in the Dar es Salaam, Mbeya, and Dodoma regions. The team also met with representatives from regional and local government ministries.

Findings

• Relevance

Femina Hip seeks to address themes that are relevant to Tanzanian development challenges. Femina Hip is in line with official government policies in its three priority areas: sexual and reproductive health, economic empowerment and citizen engagement – including gender equality and climate change. However, Femina Hip's sexual and reproductive health and rights components are challenged within the current political climate. More conservative ethical principles and practices are promoted – though they do not necessarily correspond to official government policies.

The developments taking place in Tanzania with regard to democratic space and freedom of speech around a number of sensitive issues have led to a degree of self-censorship by Femina Hip and other similar organisations. Since Femina Hip understands the context well, knows on its fingertips where the borders are and scrutinises its media content in advance, the Fema magazine and TV/radio shows have not been criticized. People interviewed for this evaluation did not criticize Femina Hip for being too cautious, but rather commended its ability to manoeuvre well in a difficult environment.

Femina Hip is not a high profile “advocacy or human rights organisation” – primarily involved in research, policy analysis and national level lobbying. Instead, they see themselves as being involved in “downward advocacy” – informing and sensitising young people – helping them to become active, reflective and critical youth. The ultimate aim is youth empowerment – creating change from below. What “empowered” young people think and do are beyond the control of Femina Hip, but the work is based on the assumption that they will make a difference in their own life as well as being more responsible citizens.

What Femina Hip does is well in line with the priorities and interests of both the Danish and Swedish embassies in Tanzania.

- **Efficiency**

Femina Hip has documented extensive outreach through television and radio and broad coverage of youth clubs. Femina Hip has created a visible and recognised youth movement with national coverage over a period of twenty years. The relatively modest total budgets can be justified by its significant achievements and results.

Femina Hip started as a media organisation with the Fema magazine and TV/radio shows to reach out to young people. With the introduction of Fema clubs, it gradually changed to a youth organisation/movement supported by mass media and systems for support of clubs in 2500 schools. Femina Hip has reviewed its strategies, but not radically changed any of them. The change has been incremental and additive (e.g. social media) – without cutting and reducing ongoing activities.

With the shift towards a youth movement and clubs “as the engine” – the future relevance of national TV and radio shows could be questioned. Other strategies for providing more direct follow up and support to clubs could be more cost effective and efficient in the future.

Since the evaluation only included visits to a small sample of clubs, it remains a question to what extent Femina Hip has a sufficiently robust system for supporting and supervising all the 2500 clubs in order to maintain the motivation and interest of club members. Frustrations among selected club members and mentors visited were found.

The planning and follow up of – in particular small project donors add considerable transaction costs for Femina Hip.

- **Effectiveness**

Based on a review of annual reports and observations from field visits, it was found that Femina Hip has delivered towards activities, outputs and to a large extent outcomes. Most activities are carried out as planned, with a broad and systematic coverage. Outputs were found to have generated most intended outcomes.

Femina Hip works on rooting individual level behaviour change, as a gradual social norm change within the community/-ies. This in accordance with major players in the field of communication for social and behaviour change among both aid organisations and in the circles of academics and theoreticians.

The evaluation team found youth and mentors self-organising at all levels: the clubs, additional work groups to support the community, networks of clubs, networks

of mentors, organisation of district, regional and national events. The movement was found to promote the values and principles of the ‘Femina Family’ agenda including fostering healthy lifestyle and behaviours among young Tanzanians: anti-corruption behaviours; citizen engagement; and mobilising and inspiring young people to become active citizens, demanding accountability at school and local levels.

One of the core effectiveness outcomes is the raised self-understanding, consciousness of own role in the world – an empowered being. This could be considered a medium- to long-term effect.

Femina Hip has a comprehensive selection of tools for collecting data and information at outcome level – combining large scale surveys with individual case studies. However, most of the tools are based on individual feedback - perceptions of change and self-reported change. This is useful and necessary information, but with certain limitations. It is difficult to know to what extent self-reported change reflect actual change in attitudes and behaviour. Changes in knowledge can be measured more thoroughly, but then systematic tests are required. The same is true for changes in attitudes. The most difficult is to track and measure short- and not least, long-term sustainable changes in individual attitudes and behaviour.

- **Impact**

Femina has addressed and contributed to strengthening democracy, human rights, gender equality, SRHR and poverty reduction - in particular through the clubs – providing the preconditions for democratic development and protection of human rights - by informing and empowering young people in a local setting. The same is true when it comes to economic empowerment – a requirement for poverty reduction. Femina has also consistently addressed the same issues at a wider national level through the magazine, TV and radio shows. It is impossible to measure the total aggregate effects of such efforts, but easy to conclude that Femina has made an important and highly visible local and national contribution.

A continued focus on the **Sexual and Reproductive Health(SRH)**, which was the main focus for the first Femina Hip phase from 1999 to 2009, has meant that the FEMA clubs have contributed importantly to some of the major development challenges: all clubs visited reported a reduction in teenage pregnancies, FGM, child marriages and gender-based violence. All girls from the FEMA clubs interviewed – and an important number of the boys – stress the powerful feeling of knowing themselves and their own bodies.

Economic Empowerment (EE) has been further advanced during the period being evaluated (2013-2019¹). Again, there are differences from one reality, one school and one club to the other. The evaluation team was met by selected stories of clubs where the basic entrepreneurship skills and insights were in place, and some

¹ The present Evaluation covers, as stated in the ToR (Annex 1): “This evaluation will provide a comprehensive summary and aggregation of Femina Hip activities over the 2013-2019 period”. The period coincides with the present strategic plan: 2013-2017, which, however, has been extended to cover until 2022 – or when replaced by a new strategic plan.

outstanding examples of clubbers (and of mentors) were using the capacity to raise funds privately: many children of poor families represented an important rise in livelihoods. Some of the youths interviewed shared the sense that they – after school – would be OK ‘if I don’t get a job, I simply start a business’. Now, what the percentage of clubbers with this capacity and power is not known by the evaluation team, but all clubbers have been exposed to this thinking.

Citizen Engagement (CE) has taken many forms, from seeking leadership positions to taking responsibility for cleanliness and hygiene at the local hospital, government offices and the school alike. The engagement has taken place in the environment near the youths and the clubs. The notion that the clubbers consider the insight gained important for their ability to negotiate with local decision makers (school or district level) was expressed by a few students, but there is still some way to go. The evaluation team considers the general assertiveness and courage – in a number of cases empowerment – as a basis for the later development of advocacy work. During the field work, however, the Team did not meet many examples of this. Nevertheless, as indicated earlier, Femina Hip focuses primarily on downstream advocacy work in the local school and community settings. However, citizen engagement is also about starting and organising clubs and selecting leaders – “embryos of civil society organising”. There is also evidence that some clubbers have established their own organisations.

- **Financial sustainability**

Femina Hip has successfully sustained the programme from 2013 to 2019 – in most years with an annual budget of approximately 2.2 million USD except for 2014 to 2016 when there was a drop due to cutback of funds from the Danish Embassy.

Most funds have been provided as core support from the Swedish and Danish Embassies (85% of total budget in 2018) while the remaining 15% was covered by funding of specific projects by other donors (four in 2018). Core funding has secured a predictable and solid basis for Femina Hip and been a precondition for its success. Project funds have built on and complemented core funds and facilitated scale up and expansion of Femina Hip’s outreach.

Femina Hip has been entirely funded by external international donors in the evaluation period. No funds have been mobilised locally. Femina Hip will realistically have to be funded by external international donors for the next five to ten years. Even if Femina Hip managed to mobilise more local resources such funds will be small compared to current budgets. Femina Hip will also continue to depend on core funding. It would simply require too much time and resources to find and convince a sufficient number of project donors to maintain the current budget. Project grants are often small and will not add up to a reasonable level.

Femina Hip has a broad coverage through the magazine, TV and radio productions and clubs. The limitations to further expansion and outreach of Femina Hip clubs in districts not yet covered and scaling up of existing activities are mainly related to capacity and funding, but consolidation – going deeper instead of wider is a potential strategic choice for Femina Hip.

- **Organisational sustainability**

Femina Hip has over the years built a strong technical/professional team supported by effective staff with necessary organisational/administrative skills. It will be demanding to find and recruit an appropriate new leader with the same ability to innovate and produce high quality content, find the right talent and human resources, nurture national and international networks and not least secure a high-level of funding.

The current Director is an expatriate and also the founder of the organisation. She will be changing her position by the end of this year – after 20 years to become a technical advisor. The organisation has to ensure a smooth transition from first- to second generation leadership without jeopardising current credibility and undermining existing capacity. This is the biggest challenge for and potential threat to Femina Hip in 2020.

The discussion is not yet finalised, but the future organisational model considered by Femina Hip is to recruit a new Director from January 2021 and allow the current Director to retire and transition into the role of technical advisor from Hip Edutainment in Sweden for the next three to five-year transition period. Femina Hip is in the process of reregistering and within this scenario, Femina Hip will still remain as an international NGO in Tanzania, a branch of the parent organisation Hip Edutainment in Sweden.

Such a model is not without challenges. A new Director for Femina Hip should be given full authority to lead and direct the organisation without a potential parallel leadership structure. The optimal long-term model could be to establish Femina Hip as a national NGO – making it clear that Femina Hip is rooted in Tanzania as an organisation of and for Tanzanians – not only a branch of an international NGO.

On the other hand, Femina Hip should be realistic and not take unnecessary risks, ensure that current strengths and assets are maintained and avoid unpredictable changes. Hence, there is a need for checks and balances during the transition period with Hip Edutainment remaining as the parent organisation.

Recommendations

The youth and media context in Tanzania are changing rapidly. Thus, there is a need for Femina HIP to review and assess what are the most effective strategies – for example between going wide or deep in geographical coverage, focusing on fewer or more interventions, and keeping the same package or differentiating more. There is no definitive answer to such questions and no direct line from our description and analysis to what Femina Hip should do in the future. Hence, several of the recommendations point to Femina Hip's strategic dilemmas and request the organisation to consider pros and cons and propose a way forward.

Strategic recommendations

For the Swedish and Danish Embassies:

1. Continue core support to Femina Hip for the next five years.

For Femina Hip:

2. Consider further consolidation of the programme in fewer geographical areas – not increase coverage, but strengthen quality and deepen impact in existing clubs.
3. Seek ways to increase/strengthen the interaction between Femina Hip and the clubs to keep the momentum of clubs and strengthen their capacity.
4. Review the current package of media-/communication channels such as (a) the printed magazine, (b) radio and TV shows, and (c) social media, and invest more in the channels most relevant and cost-effective for strengthening Fema clubs.
5. Consider more differentiated use of communication channels, such as for instance less printed magazines for schools and clubs with good access to smartphones and computers and hence digital access to the magazine.
6. Seek legal advice to prepare future organisational models as international versus national NGO in the context of the existing NGO legal framework.
7. Prepare a transition and succession plan with systematic capacity and local leadership strengthening for 2020 to be discussed and approved by the Board.
8. Review and prepare a plan for future financial sustainability and scope for local fundraising/income generation.

Operational recommendations

1. Request a meeting with senior level representatives from core donors to discuss the transition/succession plan.
2. To do in-depth studies of Femina Hip’s medium to long-term effects on samples of Fema clubbers, e.g. tracer and or behavioural change studies and phase out/reduce the existing OMNIBUS surveys.
3. With reference to strategic recommendation 5, consider whether Femina Hip’s special standing with government could become an entry point for more online opportunities. A pilot could be to have the magazine on a desktop in the library, the use of a limited number of tablets in the club or the like.
4. Consider focusing on core donors and unearmarked funding and as a rule cut/reject small project donors unless well justified.
5. For Femina Hip to prepare a response to the conclusions and recommendations from this evaluation to the Swedish Embassy not later than May this year.

Lessons learnt

The most important lessons learned are linked to the reasons for Femina Hip’s success:

- The timing was right. Femina Hip has filled a huge gap nationally and in the school system. There has been a dire need and demand for what Femina Hip has offered – edutainment – important information and messages presented in an attractive format. Femina Hip has had no or few “competitors” in schools – in particular in rural areas where the clubs have often been stronger (by filling a larger gap) than in urban areas.
- Femina Hip produces local content – in the local language and adjusted to local realities. The presentation is attractive and fun.

- Femina Hip has benefited from an experienced and competent Director for twenty years providing strategic direction, technical content with support from international networks and managerial guidance and not least external funding.
- Femina Hip staff has been energetic, proactive and perceived as different and alternative in their approach and interactions.
- Femina Hip has also been able to attract and sustain long-term core funding from the start providing predictability and stability and opportunities to attract additional funding often on a cost share basis – scaling up what core donors had provided.²
- Femina Hip has entered into active engagement with the government at national and local level without losing its independence and integrity. The organisation is visible and well known publicly. It has a high level of credibility among civil society partners and national/local governments.

² “The core support via the basket fund has been instrumental for building Femina Hip as an institution. The core funding from committed and flexible donors such as Sida and Danida has been and is still a prerequisite for Femina Hip». Swedish Embassy (2013). Appraisal of Femina Hip.

1 Introduction

1.1 PURPOSE, SCOPE AND USE

The purpose of the evaluation is according to the Terms of Reference “*to enable Femina Hip and Hip Edutainment and its donor partners to assess progress of the on-going implementation work to learn what works well and what could be adjusted and improved to operate better in the current socio-political context and for the next five year period*”. The evaluation will also be used to inform decisions on structural changes³.

The main objective is to assess the progress towards the Strategic Plan’s (2013-2017 extended to 2022) set outcomes and outputs (as defined in the Results Framework), identify challenges, lessons learned and provide recommendations for future programme periods. The aim is also to evaluate the effectiveness of Femina Hip’s Strategic Plan and formulate recommendations as an input to upcoming discussions concerning the preparation of a new Strategic Plan for the coming five-year period.

The specific objectives are:

1. To assess and document the implementation of the Strategic Plan at national and district levels focusing on the achievements, challenges and ‘lessons learnt’;
2. Measure achievements and outcomes of the strategic plan based on available baseline information and developed results framework;
3. To accentuate ‘best practices’ so as they can be duplicated within Femina Hip as well as in partner programmes and activities;
4. Identify lessons learnt and explore potential for sustainability and scale-up of the implementation;
5. To identify gaps and provide recommendations on the implementation of a new Strategic Plan so as to address them for the new Strategic Plan period.
6. Examine the organisation’s funding situation and modalities and how core funding resources can be used more effectively and be complemented by short-term project funding.

³ See Annex 1: Terms of Reference.

Scope of work

The evaluation covers the period 2013 to 2019 and included in-depth discussions with Femina Hip staff, young women and men, students, Fema club members, teachers/mentors, head teachers and parents. Gender desks, government officials, parliamentarians, journalists, communities and other relevant key stakeholders were also consulted⁴. Findings from various reports, reviews and project documents informed the evaluation⁵. The evaluation shall include visits to projects and activities in the Dar Es Salaam, Mbeya and Dodoma regions.

Users

The primary users of the evaluation are the Femina Hip senior management team, staff, HIP Edutainment Board members, the Swedish and Danish embassies in Tanzania that provide core support to the current Femina Hip Strategic Plan. Other stakeholders contributing funds to Femina HIP should be kept informed about the findings of the evaluation (by receiving copies of the report and being invited to a joint seminar).

1.2 EVALUATION APPROACH AND QUESTIONS

When designing the approach and methodology for this evaluation, the following were key considerations:

- The evaluation should be utilization focused, i.e. provide evidence-based recommendations.
- The evaluation should focus on key strategic issues and questions important for the overall programme and sub programmes.
- The evaluation shall adapt and use a mixed methods approach collecting quantitative and qualitative data and information.
- The evaluation will use participatory methods focusing on both the learning and improvements parts of the evaluation process, partly through regular consultations with Femina Hip and the Embassy.
- The design and methodology should be feasible, given the limitations in time and methodological challenges discussed later. It shall be carried out according to OECD DAC's evaluation quality standards and criteria.
- The evaluation started from the logic and explicit/implicit assumptions in the programme document. There are several challenges related to explaining causal linkages. Hence, it was necessary to scrutinize the programme logic and assumptions in the Femina Hip approach and programme.

⁴ See Annex 3: People met.

⁵ See Annex 2: References.

The Swedish Embassy agreed to reduce the original number of questions in the Terms of Reference in order to focus and sharpen the evaluation. The remaining questions are listed below. The team has discussed the broader impact and research questions, but has not been able - within the confines of this evaluation to provide solid evidence.

Relevance

1. How was the programme aligned to national policies and programmes on gender equality, democracy & human rights, entrepreneurship and business start-up and environment and climate change?
2. To what extent have the programme activities conformed to the needs and priorities of the beneficiaries, stakeholders and donor priorities or policies on SRHR awareness, Economic Empowerment, and Citizen Engagement?
3. Are the program's goal and objectives still aligned with those of the intended beneficiaries considering the current context/environment of these target groups?
4. How appropriate were programme activities and outputs to achieving expected outcomes?

Efficiency

5. To what extent can the costs of the programme activities be justified by its results?
6. What strategies did the programme use to become more efficient over the course of its existence?
7. How flexible has the programme been in adapting to changing needs?
8. Were organization's resources managed in a transparent and accountable manner?
9. What are the results achieved versus resources invested (Human, time, financial)?
10. Were the strategies cost effective and efficient in getting the expected results?

Effectiveness

11. To what extent were the objectives achieved/ during the timeframe of the Strategic Plan?
12. What were the major factors influencing the achievement or non- achievement of the objectives?
13. To what extent are unplanned positive effects contributing to results produced / services provided?
14. To what extent was the program adapted or is able to adapt to changing external conditions (risks and assumptions) in order to ensure benefits for the target groups and adjust program implementation?
15. To what extent have the interventions of different stakeholders/actors in the programme been harmonised?
16. What went well and what needs to be improved?
17. What are the lessons learned?
18. How can the learning systematically be brought back into the planning cycle and the M&E plan?

Impact

19. What has happened as a result of the implementation of the Strategic Plan?
20. What were the main results achieved through Femina Hip's role as a largest civil society multi-media platform for young Tanzanians?
21. How many people (beneficiaries, partners or stakeholders) have been affected?
22. Have there been/ will there be any unplanned positive impacts on the planned target groups or other non-targeted communities arising from the interventions? How did this affect the impact?
23. Did the implementation of the Strategic Plan take timely measures for mitigating the unplanned negative impacts? What was the result?
24. What is the overall impact of the project/programme in terms of direct or indirect, negative and positive results?

Sustainability

25. To what extent has the implementation of the strategic plan resulted in leveraging of knowledge and interventions to ensure sustainable impact?
26. What sustainability mechanisms have been put in place to ensure sustainability of programme outcomes? What are the other major factors that have influenced the achievement and non-achievement of sustainability of the implementation?
27. Is it likely that the benefits (outcomes) of the project are sustainable?
28. How sustainable is the progress made and the achievements?
29. What are the challenges, if any, to scaling up the progress made and achieved results?
30. What are the key lessons learnt and best practices that can contribute to the knowledge base of the staff of Femina Hip, implementing partners, and donors?

The Terms of Reference also included broader research questions for consideration such as:

- Has the project had any positive or negative effects on Democracy, Human Rights, gender equality and SRHR?
- Could gender mainstreaming have been improved in planning, implementation or follow up?
- Has the project contributed to poverty reduction? How?

1.3 METHODS AND DATA COLLECTION

This evaluation employed a variety of methods and data collection tools, including document review, in-depth interviews with key stakeholders, and observations.

A. Document review.

Relevant programme/project documents were received from the Swedish Embassy and Femina Hip, including previous reviews and evaluations as well as wider literature on civil society in Tanzania. This was reviewed to gain insights into the Femina Hip programme activities, achievements and impacts; along with securing an

understanding of the country context with an emphasis on challenges facing civil society.⁶

B. Interviews

Part of the information for this evaluation was collected through interviews with varied, but carefully selected Femina Hip partner NGOs, stakeholders, development partners and project participants.

Relevant staff from Femina Hip were interviewed, as well as board members. Interviews were also conducted with relevant officials from government ministries responsible for Regional Administration and Local Government (PO-RALG); Education; Public Health, Community Development, Gender, Elderly and Children (MoHCDEC) and Youth development at the PMO's Office; Regional Administrative Secretaries (RASs) and Regional Education Officers (REOs) from Dar Es Salaam, Dodoma and Mbeya regions District Secondary Education Officers (DSEO) from selected local government authorities (LGAs) from respective regions⁷ along with – centrally – heads of schools visited and Fema Club mentors/teachers from nine (9) secondary schools – all selected from the three study regions.

In total, 52 semi-structured interviews were carried out based on the Evaluation Matrix and questionnaires prepared in the inception phase. Interviews were summarised in an internal team document for cross-referencing. The team, in collaboration with Femina Hip, has sought to ensure a balanced representation of males and females interviewees and provided information on how the programme addressed gender equality.

C. Observation

Observation was carried out to verify information and to obtain a better understanding of Femina Hip achievements and variation within the programme covering Femina Hip programme participants and beneficiaries (including Fema school clubs, mentors and heads of schools) located in Dar es Salaam, Mbeya and Dodoma regions. Several factors were taken into account in selecting the three study regions: one factor was the time and budgetary limitations. The other, which was even more important, was to secure a concentration and reasonable number of beneficiaries from different project components - including Fema School Clubs, Femina Hip Girl Power Project (Mbeya), and Femina Hip Menstrual Hygiene Management initiative (Dodoma) also known as the Red Agenda.

Since Femina Hip's activities have a wider district coverage, two districts from each study region were selected, one rural and one urban. Then from each district, 1-2 schools were selected, again at least one rural and one urban. Additional criteria used to select specific districts and schools were the type and concentration of project activities, distance from regional/district headquarters and the complexity of logistics involved. In this case, three categories of schools were selected:

- Category 1: Schools with Fema clubs alone;

⁶ See Annex 2: References

⁷ The list of people met and interviewed can be found in Annex 3.

- Category 2: Schools with Fema clubs and also implementing Femina Hip girl power project; and
- Category 3: Schools with Fema clubs plus Femina Hip menstrual hygiene management project.

The selection of districts and number of schools was as follows in the table below:

Table 1

Study Region	Selected Districts	Number	Category of Schools
Dar es Salaam	Kinondoni	1 school - urban	Category 1
	Temeke	1 school - rural (distant)	Category 2
Mbeya	Mbeya Urban	2 schools - 1 urban, 1 rural (distant)	Category 2
	Kyela	2 schools - 1 urban, 1 rural (distant)	Category 2
Dodoma	Dodoma Urban	1 school - 1 urban	Category 3
	Chamwino	2 schools - 2 rural ⁸	Category 3

Thus, in total, nine (9) secondary schools were involved in this evaluation. We selected just one secondary school each in Dodoma Urban, Kinondoni and Temeke districts due to the large number of interviews to be conducted by the evaluation team in these areas. Being the national capital, Dodoma is a headquarter for all government ministries and therefore there was a high concentration of government officials to be consulted. Likewise, all Femina Hip NGO partners are located in Dar es Salaam.

A consultative evaluation approach

As requested in Sida's ToR, the evaluation team secured ways to engage 'the evaluation's intended users' (i.e. Femina Hip and the Embassy) in appropriate spaces for reflection, discussion and learning. As it was not possible within the given framework to engage in a fully participatory evaluative process, the team opted for 'a consultative format', where both the Embassy and Femina Hip were engaged during the preparatory process, at the beginning of the evaluation field work, and in a debriefing following the field work. A presentation of the final report for all stakeholders will be organised by the Swedish Embassy at the end of the evaluation process.

⁸ The team had initially planned to visit three schools in Dodoma, however due to unforeseen visits by the authorities to the schools on that day it was only possible to visit two schools in the region.

1.4 LIMITATIONS

The methodological approach is primarily based on a qualitative assessment that takes into account the available statistical data for assessing the contribution the programme makes among young people in civil society. Challenges and limitations have mainly been:

- A. Time for collecting data and information in Tanzania has been limited. We have met with and interviewed staff and important stakeholders, but only a small sample of beneficiaries/ participants (only 9 schools, clubs and district administrations out of 2500). Despite careful selection, it is difficult to generalise findings and conclusions for the entire country, but we believe that an in-depth analysis of a limited number of geographical areas and participants was the most useful choice for the objectives of this evaluation.
To address the challenges related to time available for the field work, the team prepared and planned the meetings with key informants in advance, which were preceded by a thorough reading of the available reports, and other sources that could provide an understanding of programme performance. This allowed the team to focus on those interviewees that were key to fill the information gaps, to triangulate the information that was gathered and to provide insights for analysis that cannot be captured through the reading of the reports and related documents.
- B. It is recognised that the individuals and the groups met may in some instances have produced answers that they expected us to want to hear or that Femina might have wanted them to provide.
- C. It is an inherent problem in such evaluations that the assessment of wider impact not only requires data on inputs and outputs, but also information on outcomes and the relationship between these. Lack of or insufficient data on medium- and long term outcomes/impact became a problem and made it difficult to judge whether interventions had resulted in attainment of long-term organisational goals.

To optimise the possibility of producing robust, evidence-based assessments within the limitations of the challenges the approach has been:

- *To use a mixed methods approach and triangulate:* Many of our methods of data collection and analysis are subject to bias when used in isolation. We tried to collect data from a combination of key informant interviews and from project documents, reviews and evaluations of Femina Hip as well as from similar and related interventions.
- *To use data collection and analysis methods that explicitly considered alternative explanations:* Awareness and acknowledgement of the risk of bias during data collection and analysis was one of our main mitigating defences against bias risk. We have been aware of this risk and the planned face-to-face interviews with staff of local partners helped us deal with such risk allowing interviewers to delve deeper into issues where stock responses were suspected.

2 Femina Hip and context

2.1 NATIONAL AND CIVIL SOCIETY CONTEXT

2.1.1 Challenges for youth in Tanzania

The Tanzanian population has grown exponentially over the past two decades. For example, the 2017 UNDP Human Development Report for Tanzania indicates that, between 1998 and 2018, the population grew from 23.2 million to 52.5 million, with the population more than doubling in this period.⁹ Over half of the population is under 25 years of age, which illustrates that Tanzania's population is young. This rapidly growing young population poses a great challenge to the Government's capacity to meet the demand for social services such as education, skills development, health and water supplies.¹⁰ Other challenges include the capacity to provide adequate employment opportunities and ensure youth access to the necessary resources needed to enable them to engage in self-employment and thereby enhance youth participation in the national development process – and a life.

To address some of these challenges, a number of initiatives have been put in place by the Government of Tanzania (GoT) including: the development of national youth development policy, the introduction of a 'free secondary education' policy, youth empowerment funds, strategy for youth engagement in agriculture, and the enactment of the National Youth Council Act, 2015. The latter provides for the establishment of national platforms that bring young people together to discuss and seek solutions for the challenges facing youth in Tanzania.¹¹ Femina Hip is an initiative that aims to help and support these government efforts.

2.1.2 Media – Femina Hip filling a gap/niche

According to Femina Hip's Strategic Plan, the media platforms to be used during implementation of the Plan include: Fema Magazine, Fema Radio Show, Fema TV Show, Ruka Juu TV Entrepreneurship Show, Femina Hip Facebook Page, Femina Hip Twitter Account, Website, One-off booklets and Sema na Fema (Speak with Fema).¹² The primary audience of Femina Hip's media products is the youth of Tanzania – both males and females at the level of secondary school. Traditionally,

⁹ <http://hdr.undp.org/sites/default/files/thdr2017launch.pdf>

¹⁰ <http://hdr.undp.org/sites/default/files/thdr2017launch.pdf>

¹¹ The National Youth Council Act 2015

¹² Femina Hip Strategic plan 2013-2017 (extended to 2022)

radio has been the most commonly used channel of communication and information in the country. Forty-four percent of young people in Tanzania often listen to the radio. Other important channels of communication and information have been television (26%) and newspapers (4%). The internet is on the rise as a ‘new’ medium of communication and information provision (23%). However, there are gender and geographical disparities when it comes to accessing and using these media channels, with males and urban based youth reported as having more access than females and rural based youth respectively.¹³ In secondary schools mobiles/smart phones are banned during school hours, which in most schools include the club-time set aside for extra-curricular activities.

2.1.3 Femina Hip as civil society

Femina Hip was set up in 1999 and registered as the East African Development Communication Foundation (EADCF), an international NGO. A few years later it was registered as a company limited by guarantee, with ‘NGO compliance’. Prior to the enactment of the NGO Act No. 24 in 2002, civil society organisations operating as NGOs in Tanzania did not have a clear legal/regulatory framework. They were registered under different laws such as the Companies Act, Societies Act (Cap 337), and the Trustees Incorporation Act of 1956. When the NGO Act was enacted in 2002, all companies operating as NGOs in the country were required by law to apply for certificate of compliance with the NGO Act.¹⁴ The CSO Act (amended in 2004) defines a non-government organization as any legal entity formed independent of the government operation and management system with the aim and purpose of achieving sustainable human development on a voluntary non-profit basis. Sustainable human development encompasses all activities of a CSO which promotes, protects, educates and encourages respect for human rights generally and fundamental rights and freedoms enshrined in the constitution.¹⁵ Femina Hip says that they support initiatives and highlight topics that advocate for human and citizen rights, with an emphasis on those that seek to foster independence and positive lifestyles for all young people, particularly girls.

The CSO Act of 2002 (amendment 2004) requires that all business and affairs of a CSO to be under the supervision and control of the Board of Directors.¹⁶ Therefore, Femina Hip’s management is expected to report to the BoD whose members are elected to the office for a period specified in Femina Hip article of association. The founders of Femina Hip Company included HIP Edutainment, the Swedish based parent foundation.

¹³ Findings from Study on Youth Voices in Tanzania, British Council, 2016, p.22

¹⁴ USAID’s CSOs sustainability Index 2014, p.171

¹⁵ CSO Act, 2004 p 4

¹⁶ The CSO Act clearly states that in case a CSO is registered under Companies Act, its business and affairs shall be under the management and controls of the Board of Directors, elected to serve their office for a specified period of time.

2.1.4 Civil society under pressure

Since the new Government came to power in 2015, concerns have been voiced by sections of civil society about a backslide in respect of basic freedoms of association and expression, undermining media freedoms and civil society. The government, through the NGO registrar, wants to better regulate the sector, but this also means exerting more control over NGOs by increasing reporting requirements for NGOs and they may deregister them for non-compliance.

It has been argued that authorities have passed new legislation and enforced existing laws that repress independent reporting and restrict the work of media, non-governmental organisations and political opposition groups. The Cyber Crimes Act (adopted in April 2015) and the Statistics Act (adopted in March 2015) enacted in 2015 are pointed to as typical examples of the laws which restrict the work of CSOs and the right to freedom of expression in Tanzania. The Statistics Act 2015 for example, criminalises the publication of “false or misleading” statistics. While, the Cyber Crimes Act 2015 contains some provisions that criminalise the sharing of “false or misleading” information online. Reportedly, the enactment of these laws has limited the production, sharing and use of information needed by different civic groups including youth groups.¹⁷

The Miscellaneous Amendments that came into effect on 30th June 2019 have made amendments to the Companies Act (Cap. 212), the Non-Governmental Organisations Act (Cap. 56), the Societies Act (Cap.337) and the Trustees Incorporation Act (Cap. 318). The amendments redefine the meaning, purpose and objectives of each entity registered as a Company or NGO or Society or Trustee in Tanzania and set a clear line between these entities. In particular, the ‘new’ amendment to the Companies Act, Cap 212 requires that all registered Companies Limited by Guarantee, but undertaking NGOs activities formally reorganise and choose the appropriate registry suitable for their operations (i.e. remain registered as Companies or shift and register as an NGO). The new law gave only two months for Companies operating as NGOs to comply with the new amendment.¹⁸

Additionally, all NGOs are now required to publicly disclose financial information and submit extensive registration documentation. The NGO Coordination Board, under the Ministry of Health, Community Development, Gender, Elderly and Children, has deregistered NGOs, for what it deemed to be violations of Tanzanian ethics and culture.

Femina Hip states that they work and are in line with Government policies. Their ambition is not to oppose and change government policies and laws, but empower young people through “grassroot advocacy”. Femina Hip works with issues such as sexual and reproductive rights – and with several controversial topics such as family

¹⁷ Report on Assessment of Country Progress in CSO Enabling. Environment In Tanzania, Reality of Aid Africa Network, Report by Magreth Henjewe, August 2016; http://roafrica.org/index.php/resource-centre/item/download/119_0cfadbee9d61dff998fbbc97a726607

¹⁸ The Written Laws (Miscellaneous Amendments) (No. 3) Act, 2019 (Act No. 9 of 2019)

planning, protection of human rights for pregnant girls and sexual minorities. The evaluation tries to assess how Femina Hip approaches or avoids such sensitive issues and assess the balance between compliance and protection of rights.

2.2 FEMINA HIP - EVOLUTION AND FUTURE PERSPECTIVES

Femina Hip has just celebrated its 20th anniversary, covers half of Tanzania's secondary schools and received the CSO award for best overall NGO in Tanzania in November 2019. Femina Hip is a well-documented youth information and empowerment programme which has used cutting-edge communication methods from the very beginning to ensure not to talk at the youth, but to engage young women and men in their own empowerment process. A brief presentation of Femina Hip's 20 years history can be found in Annex 5.

Femina Hip has worked in partnership with the Swedish Embassy since the start. Core support from Sweden and Denmark has allowed for a long-term investment that has been augmented with smaller, short term donor funds. This has enabled the building of a solid, large scale media platform that has been able to deliver consistent, trusted information to youth and their communities with clear messages about sexual health, protection and rights as well as other issues that concern young women and men.

The current government in Tanzania has expressed that it is eager to work in close partnership with civil society to ensure focus is on key concerns and government agendas. A reform of the civil society sector was initiated in 2018 and is still ongoing with the aim to regulate and control the sector in a more efficient manner.

Femina Hip, which has been registered as a company ltd. but with 'NGO compliance' is in the process of re-registering. In the meantime, it has received endorsement by the current government and signed key memorandums of understanding with PoRalg/TAMISEMI and has a good working relationship with the government offices at both local and national levels.

Consequently, in the regions where Femina Hip works it has increasing interest and support from local government including regional education and health officers, district secondary education officers and heads of schools - the organization's activity has accelerated.

Minou Fuglesang, one of the founding members, has served as the Executive Director of the organization for the past 20 years. She will be stepping down to take on the role of technical advisor in 2021. The organisation has therefore started a process of change management, looking at leadership capacity, strengthening of the senior management, and the recruitment of a new Director.

The Strategic Plan for Femina Hip 2013 -2017 was extended to 2022 in consultation with the boards of Femina Hip and Hip Edutainment. This decision was a result of a positive mid-term evaluation and funding modalities. The core donors, the Swedish and Danish Embassies endorsed this decision. However, Femina Hip is in the process of preparing a new five-year strategy.

2.3 PROGRAMME PURPOSE AND OBJECTIVES

Femina Hip states that “we are a long-term mediator that accompanies youth from their adolescent years to their years as young adults”.¹⁹ And they continue: “From our understanding of different theories of change, we have developed our own road map to social and behavioural change, identifying how we see change happening”.²⁰ This road map outlines the determinants critical to people’s intention and motivation to adopt ‘healthy behaviours’, and “what it takes to make this change happen, involving effort from us as well as contributions from our many partners and the community at large.”²¹

The long-term vision is: “A gender-equal Tanzania in which youth are confident and competent change-makers with healthy lifestyles and actively participate in the development and well-being of the country”. The final outcome is described as: “A movement of youth and mentors self-organises and promotes the Femina Hip Family agenda”.

The Femina Hip outcomes are presented as follows:

- Young, healthy change-makers not only make informed decisions for themselves; they also encourage others to follow.
- These young people are leaders and positive role models, are active members of groups or initiatives looking to encourage positive change for themselves and others.
- In this healthy lifestyle movement, young women and men take collective action to inspire positive social change within their community.

2.3.1 Theory of change

There is a “tree” or theory of change (ToC)²² in Femina Hip’s Strategic Plan 2013-2017. Based on a review of this plan and other documents, it is possible to identify the main elements in the process of change in order to clarify what is expected to happen to reach projected outcomes and impact and also to discuss the underlying assumptions.

The Strategic Plan states that Femina Hip is “an edutainment initiative” - “the largest multi-media platform for young Tanzanians.... Dedicated to engaging young people in conversations around issues important to their well-being in a “popular” way: inspiring, motivating, influencing attitudes, changing mindsets and ultimately

¹⁹ Femina Hip Strategic plan 2013-2017 (extended to 2022)

²⁰ See Chapter 3.2 of this document.

²¹ Femina Hip Annual report 2018

²² A Theory of Change (ToC) is a description and illustration of how and why a desired change is expected to happen in a particular context. It is focused on mapping out or “filling in” what has been described as the “missing middle” between what a programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved.

changing behaviours. We want youth to be confident and equipped to be the authors of their own lives”.

The final Outcome is expected to be “A movement of youth and mentors self-organizes and promotes the Femina Hip Family agenda” in three areas: (a) Sexual and reproductive health and rights, (b) Economic empowerment and (c) Citizen engagement.

In the log-frame (Annual Report 2018), Femina Hip is expected to make a difference in 12 results areas at final outcome, intermediate outcomes, initial outcomes and outputs. The log-frame lists 47 different indicators for the 12 areas. It was recognised that there were too many indicators and as a result, it was agreed with the Swedish Embassy to concentrate on three outcome indicators and four output indicators with targets, baseline data and achievements:

Outcome: “Youth Adopt the Femina Hip Family agenda by changing their behaviours with regards to sexual and reproductive health and rights, economic empowerment and citizen engagement”.

The outcome indicators are:

1. Number of youths who practice safe sex or get tested for STIs.
2. Number of youths who engage in entrepreneurship (especially agriculture).
3. Number of Fema Clubs and Club networks that take collective actions to promote the Femina Hip Family agenda.

The four output indicators are:

1. Number of youth readers of Fema magazine.
2. Number of youth viewers of Ruka Juu TV show.
3. Number of outreach activities conducted by Femina Hip volunteers.
4. Number of Fema Clubs that were active during the current calendar year.

Femina Hip emphasises that communication for social change reinforces the notion that people must take ownership of and act as agents for their own change processes. Effective social and behaviour change programmes must create opportunities and platforms for people to actively participate in a process of dialogue, reflection, negotiation and mobilisation.

In the section “Tree of change” – change is described as a messy – not linear process of moving back and forth. Behaviours are influenced by a whole range of factors some within Femina Hip’s sphere of influence, but also factors far beyond.

Young people are nurtured into ‘change-makers’ who then act for the benefit of themselves, their peers and the community. Within Fema clubs and networks, youth are provided with opportunities to create awareness and knowledge and develop life skills through a media platform, conversations with peers, experimenting and practicing together with other Fema Club members. Femina Hip provides the content, role models, initiates guidance and support, but the process of change is driven by youth. Partners at the local level nourishes this process through their presence. The ripe fruit, young change makers are leaders and role models who promote change amongst peers and contribute to the nurturing environment in which young people are able to reflect, share, negotiate and act.

There are three determinants behind young people's ability and willingness to act and that eventually will change individuals and communities:

- *Attitudes* supporting the Femina Hip Family lifestyle promoted behaviours including perceived positive and/or negative consequences of carrying out a behaviour.
- *Self-efficacy* to carry out the Femina Hip Family lifestyle behaviours including perceived ability to perform the behaviour and the set of skills required to perform the behaviour.
- *Social norms* supporting the Femina Hip Family lifestyle promoted behaviours including perception of what influential people think about the behaviour and what s/he should do.

Femina Hip focuses on five key strategies:

1. *An effective multi-media platform* as well as face to face activities and active learning in outreach interventions.
2. *Collaboration with partners* – strategic partners providing input and active learning partners.
3. *Strengthen outreach* to reach the target audiences – (a) promoting and supporting Fema clubs and youth networks, (b) motivating and building capacity of mentors and (c) modelling of the Femina Hip approach – showcasing best practices.
4. *Active learning* – the key to the process of empowerment.
5. *Safe spaces* – where youth can express themselves freely, learn from each other, engage and act in Fema Clubs and youth gatherings.

It is difficult to simplify such a complex process, but the following model represents our understanding of the process of change. There is also an important box in the ToC capturing the significance and influence of contextual factors, drivers of change and risks. The outcomes and impact of Femina Hip's work will not only depend on what the organisation seeks to achieve, but also on the enabling/disabling environment, complementary actions by other civil society partners, the government, and others.

The model describes what seems like a simple mechanic process moving from one step to the next. In the real world, the process is much more complex – which is also acknowledged in the Strategic Plan. However, is it reasonable and well justified that Femina Hip's "theory" and interventions will lead to the expected outcomes and results? Will and do individuals and communities change through "right intentions and motivation" – by starting with "inner change"? It is not realistic to expect that changes in outcomes can be explained and attributed to Femina Hip activities alone. The relevant and interesting questions are *how* and *to what extent* Femina Hip contributes to *change* and *improvements* in outcomes and impact. Femina Hip processes and products are certainly not unimportant or unnecessary, but they are always part of a broader "causal package".

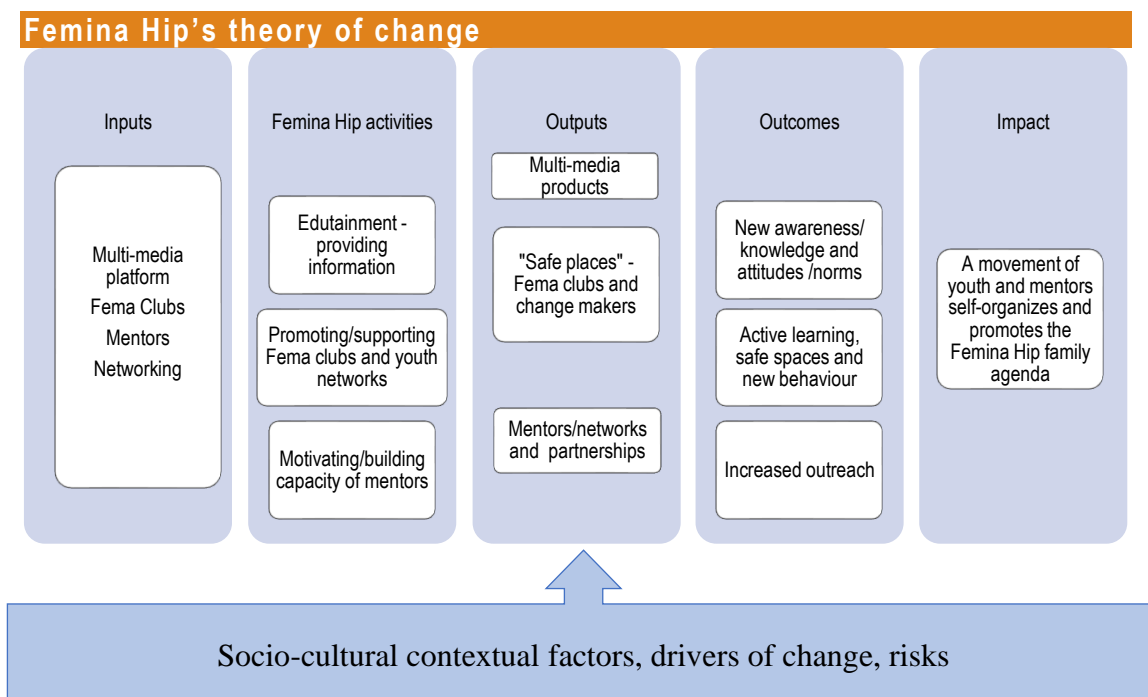


Figure 1

2.4 PROGRAMME OUTPUTS

The Femina Hip Edutainment ‘package’ is made up by tools, processes and products, which together make up the social and behaviour change processes as platforms for people to actively participate, described by Femina Hip as: “dialogue, reflection, negotiation and mobilisation”. These activities and outputs are described below.²³

2.4.1 Fema magazine

The Femina Hip Magazine, Fema, was from the beginning of the ‘Femina Hip’ process the core messenger and change agent. During the period evaluated: 2013-2019, Fema continued to adapt to suit the needs of the youth audiences while it had begun its circulation in 1999 with a print run of 5,000 copies per issue quarterly, we are at the end of 2018 talking about around 120, 000, reaching an estimated minimum 12 million readers.

Fema uses a tailored ‘edutainment’ approach with easily accessible formats that the readers could engage with immediately (in principle) without a mediator or trainer. Feature journalism, storytelling, using testimonials and role modelling, are central as well as photo novels, cartoon series and comics. Femina Hip expanded its

²³ These elements of the Femina Hip Edutainment ‘package’ are assessed through an indicator-review in Annex 7. The review shows that Femina Hip has: (i) reached young people (ii) across Tanzania, (iii) with critical knowledge, (iv) and created forums for conversation, which are essential to initiate the process of behaviour change towards healthy lifestyles.

regional editorial focus, travelling out to the regions more to research and collect editorial content during this period, as can be seen in the below. Through the 24 issues of the six volumes 24 different, pertinent thematic areas are covered (one new lead theme per issue, with a number of additional minor side-themes) and production has taken place in 17 different regions/locations.²⁴ The readers themselves requested this, a desire to see local champions and realities from different localities reflected in the magazine content. Hundreds of letters were received every quarter and feedback sessions confirmed that the magazine was influencing young people's visions and experiences in fundamental ways.

A side-observation – but of evaluative value: when mapping the below 24 volumes the regularity with which such a major endeavour has taken place – every quarter, every year, six years in a row – with the same consistent care and framework, stands out. It demonstrates professionalism (it isn't "just" some project), good leadership and (publication) management – and the ability to secure the required resources to do this consistently over a six-year period.

2.4.2 Femina Hip TV show

Until the end early 2019, the Fema TV Show has been well established and effectively presented by a series of young TV hosts, usually a male and a female. The show focused on healthy lifestyles, addressing many contemporary, sometimes sensitive topics affecting Tanzanian youth, including the signature Femina Hip themes of SRHR, entrepreneurship and citizen engagement. The series (usually with 10 or 12 episodes) furthermore reflected the specific focus of other themes on the Fema platforms such as Girl Power, Economic Empowerment & Entrepreneurship, and in years leading up to elections - like 2015 – the shows have had an important focus on civic education in relation to the general elections.

In partnership with UN Women and UNDP, Femina Hip produced another season of the TV show on citizen engagement, the elections, participation, voting and leadership, encouraging girls and women to participate in the electoral processes, including voting and running for office. In 2015, Fema TV demonstrated to young people and girls in particular, how to join and actively participate in women's organisations and associations, youth networks, and political parties that support gender equality and rights agendas.

2.4.3 Fema Radio show

The period of 2013-2019 saw the development of a new Fema Radio Show in a partnership with BEST-Dialogue, a mechanism set up to enhance the business environment in Tanzania. Radio seasons have treated Youth Migrating to Dar es Salaam job seeking, youth and agriculture value addition (2017) and youth in the creative industries (2019). Audience engagement is facilitated by quizzes and SMS messaging with awards for participation in the form of T-shirts and solar lamps. By

²⁴ Dar Es Salaam is the most frequently repeated location. FEMA magazine is for instance usually produced in Dar during the quarter when the annual youth festival takes place, for obvious reasons.

2014, the radio content agenda expanded beyond entrepreneurship as new donor partners came on board on a ‘cost share’ basis and different topics such as youth involvement in Fema Clubs; voter registration; the Constitution review; value chains in agriculture; leadership and the importance of joining farming groups were explored.

In 2016, Femina Hip experimented further and produced a radio to be rebroadcast on local radio stations, in this case Radio Tumaini in Iringa, engaging both local experts in the studio and the audience through SMS messaging. Femina Hip trainers identified individuals from Fema clubs and youth organisations and they participate by interviewing experts and community members on the issues explored in the show. This level of participation and involvement deepens the effect and engagement with the messages, beyond reading, watching and listening to the Femina Hip media products. It also exposes young people to training and skill building opportunities that contribute to making them more confident and more employable.

2.4.4 Annual Fema Youth Conference

To motivate the clubs further, the first Femina Hip National Youth Conference was organised in January 2007 in Dar es Salaam. It gathered 100 teacher/mentors and students from the most active Fema clubs in secondary schools from every region of Tanzania. The conference became an annual event and the peak activity of the Femina Hip year. At the conference the students and teachers gain exposure to other school students and different learning resources.

From the start, the conference has set-up a competitive incentive and certification system. Awards are given out to the Best Club, Best Teacher, Best network etc, as a recognition of those making an outstanding contribution to their Fema clubs and to communities. The Awards have expanded in numbers as they have proved to motivate Fema Clubbers to increase their performance and their activities. Femina Hip government partners were obviously also very interested in taking part in the event. It was considered important by them to be invited – and to be there.

2.4.5 Social media

Although smart phones are out of reach for many youths, bundles for internet access very expensive, and mobile phones prohibited on school grounds in Tanzania, the digital reality is nevertheless catching up with youths. Femina Hip’s websites and social media have been very conscious about the need to remain dynamic and responsive to the ever-changing online media landscape. Products and communication channels have regularly been revamped to ensure they stay hip, cool and youthful, as well as effective.

In 2014 and again in 2016 social and online media were merged and reorganised into one, including the Femina Hip website, and the popular Chezasalama website with its various sub websites. The new merged website is full of key resources for mentors; it provides PDF copies of all issues of Fema magazine, has video clips from Fema TV Shows, audio clips from the radio shows, and displays SMSs received to the Sema na Fema platform.

Instead of the website’s focus being on Femina Hip’s media content, it now serves primarily as an organisational information website. Greater emphasis is on the use of

social media accounts and to disseminate media and engage with youth. With original and fun posts, social media is increasingly cultivated and used to spread Femina Hip's agenda and invite followers to read, watch and listen.

2.4.6 WhatsApp and Facebook – self organised tools for mentor networking

In 2015, a Facebook page for Fema Club mentors was launched by the mentors themselves. Mentors can share photos and information about their Fema Club activities, graduation ceremonies, challenges with operating clubs in school settings, as well as new projects that can inspire and help others to start similar projects. The page has become an important portal into the lives of the Clubs at school which is shared and generates its own content. The evaluation team witnessed its active use during the field work. Similarly, the self-organised mentor networks have organised WhatsApp groups at district, regional and national levels. These tools are in daily use.

2.4.7 Fema clubs and festivals

Femina Hip's community mobilisation programme was initiated and rolled out in 2001 and consisted of various roadshows and outreach events to areas where Femina Hip's products were distributed in and out of school. These events offered an opportunity for Femina Hip to build awareness and interact with audiences, to generate feedback, address stigma and promote open debate and social change within communities; in addition to promoting the HIP lifestyle brand and products. The shows were always planned in dialogue with district authorities to ensure local endorsement and ownership. With the years, the outreach activities came to include visits to the schools, clubs and organizations part of the education initiative, to monitor activities and follow up on distribution of the magazine.

The F clubs emerged on the initiative of youths themselves. Based on enjoyment of the magazine (introduced in 1999), young people wrote back on various issues pertaining to the magazine. Many of them wrote in groups, asking how they could become more involved in Femina Hip's work. They were encouraged to organise themselves into study and activity clubs and use this as a base for group reading, teamwork, voluntarism and community outreach. The idea of forming groups or clubs to make better use of the magazine was a game changer.

Fema Club festivals continue to be organised by Fema Clubs on their own initiative, in a voluntary mode, to share and learn together, with an estimate of more than 100 secondary schools participating. These network activities are voluntary, self-funded and participatory events where several secondary schools and other Femina Hip partners hosting Fema Clubs come together to learn, celebrate and showcase their work.

Training

The festivals are used to secure some exposure and induction, especially the mentor-teachers. Femina Hip encourages these initiatives and contribute by sending one of its team members to participate and deliver an Active Learning training-orientation session to Fema Club mentors and motivate the networks in these ways. This training teaches the mentors how to use the Fema magazine and incorporate the principles of Active Learning into the Clubs and beyond. In addition to the Fema Club mentors,

Femina Hip also invites district and regional education officers to attend these trainings in order to ground the work in the local education efforts and more effectively at the local government level. Active Learning is conducted for up to 30 teachers in the region and up to 30 schools per visit.

2.4.8 Special projects

Special events or projects include outreach in the form of school visits and thematic road shows and festivals reinforcing messages, motivating and inspiring people to take part. The Femina Hip team would use drama and comedy, as well educational ‘talks’ on significant issues. Individuals and communities need a supportive environment to enable them to change their behaviour, adopt healthy lifestyles and talk openly. Femina Hip’s experience shows that when the media products are actively used in face-to-face communication activities, like in the Clubs, their effect is enhanced.

2.5 MONITORING AND EVALUATION SYSTEM

Femina Hip has a well-developed M&E strategy.²⁵ The strategy is based on the organisational results framework illustrating the progression from Femina Hip’s programmatic level via initial, intermediate and final outcomes to its vision. Each level includes a number of progress markers specifying what Femina Hip would expect, like and love to see happen as a result of their programming.

A mixed method approach was utilised when collecting data to measure and document Femina Hip’s seven outcomes. Femina Hip uses the following data collection methods:

A. Omnibus surveys

Femina Hip employs Ipsos to conduct Omnibus (Face to Face) and CATI (Computer Assisted Telephone Interviewing) surveys to collect both demographic, product, and learning data, based on outcomes from the Results Framework.

Questions for both the Omnibus and CATI surveys are developed in reference to Femina Hip’s Results Framework, collecting data on four initial outcomes (Knowledge, Life skills, Attitudes, and Self-efficacy) and the intermedia outcome (Behaviour Change). Survey results provide both quantitative and qualitative data.

B. Online reporting

Femina Hip uses the online data collection and analysis tool ‘Survey Monkey’ to collect reports from a variety of sources. A cloud-based system accessible via any device connected to the internet, Survey Monkey has increased Femina Hip’s ability to obtain reports from clubs and staff in the field. Nearly 600 club reports were submitted in 2017, the first year of using the service - a three-fold increase from 2016. Survey Monkey reports cover all seven of Femina Hip’s outcomes.

²⁵ Femina Hip (2019). Femina Hip M&E Strategy.

C. Femina Hip's field research

A semi-structured questionnaire has been designed to collect additional data to document all seven of Femina Hip's outcomes. M&E staff will travel to the field to distribute the questionnaire among Femina Hip's audience.

D. Stories of change

In addition to field questionnaires, monitoring staff also conduct interviews with participants to collect a record of personal testimonies from beneficiaries, covering all seven outcomes. These stories provide personal insights into the range of impacts that Femina Hip media products and clubs have on individual young people.

E. Audience feedback study

Through Femina Hip's Speak Back agenda audience feedback is collected on an ongoing basis via letters, email, SMS and social media. A yearly qualitative desktop review of Femina Hip's audience feedback will monitor Femina Hip's fifth output (as mentioned below) as well as all seven outcomes.

2.6 INCOME AND EXPENDITURES

This section looks at incomes and expenditure for the period 2013 to 2018 in USD²⁶ followed by a breakdown of incomes by donor.

The three categories of income are as follows:

1. Revenue grants, including core funding (from Sweden and Denmark) and miscellaneous funding. The funds equivalent to the expenditure are released to income every year, balance of funds is carried forward in the following year.
2. Capital grants.
3. Other income.

Table 2

Total income and expenditure for 2013-2018 (USD)						
Income	2018	2017	2016	2015	2014	2013
Revenue grants released to income	2 155 288	2 150 818	1 196 883	1 511 429	1 761 217	2 388 765
Capital grant amortized during the year	26 122	37 372	29 470	34 420	33 824	17 307
Other income	65 548	23 804	14 305	83 290	33 485	10 088
Total income	2 246 957,45	2 211 994	1 240 658	1 629 140	1 828 526	2 416 161
Expenditure						

²⁶ The USD rate for 2013-2016 has been approximated to 2100 TZS per USD.

Direct expenses	1 618 346	1 600 308	694 487	1 090 882	1 255 685	1 899 364
Administrative expenses	628 612 (27%)	611 686 (28%)	546 171 (44%)	538 258 (33%)	572 841 (31%)	516 797 (21%)
Total expenditure	2 246 957,45	2 211 994	1 240 658	1 629 140	1 828 526	2 416 161
Ex-rate against 1 USD	2281,3	2230,03	2200	2100	2100	2100

The table shows that:

- Total income for the period 2013 to 2018 has been approximately 11,6 million USD with an average annual income of 1,9 million USD. The income has been relatively predictable and stable around 2.2 million except for 2015 and 2016.
- According to this table all income was expended every year.
- Direct expenses are programme related, e.g. media has expenses such as production, printing, and distribution, and airing for TV and radio including also staff salaries for the Media department. Similarly, community mobilisation activities like outreach, active learning, school visits, fair and festivals etc. are charged as direct expenses for community mobilisation including salaries for CM staff. Direct expenses for planning and communications, include conferences, learning and development, monitoring and evaluation, promotion and branding and public relations.
- Administrative expenses cover organisational management, such as governance and reporting, training, management training, overhead plus O&M staff salaries. Administrative expenses vary between 21% to 44%.

Donor contributions 2013-2019

Annex 5 provides an overview and breakdown of contributions in 2013 to 2019 of:

- A. Core donors and funds
- B. Other donors and contributions

The table shows that:

- Femina Hip has had two major core donors: the Swedish and Danish embassies with Sida as the largest donor. Twaweza and Hivos also made core contributions in the period 2013 to 2016.
- In addition, Femina Hip has been supported by a large number of donors (18) mainly for specific projects. The number of project contributions has increased during the period and 2019 has been a successful year in terms of additional (complementary) fundraising.
- The core donors have clearly been the largest and most important donors for Femina Hip – covering 77% of the total income in 2018 and 86% in 2013.
- Femina Hip is entirely funded by international external donors with no national/local sources of income.
- There are variations in annual core donors contributions. Femina Hip explained that the contract amounts are fixed in the agreement per year, so the amount for the period of contract would not change, but the funds are released at different

times and if a contract has ended, Sida has provided bridge financing until new a contract is in place - which then changes the expected contribution.

The strategic plan 2013-2022 includes the budget summaries for the years 2018-2022 based on the core budgets provided on an ongoing basis from Sweden and Denmark. The annual core budgets are quite similar (capital costs vary from 1% some year to 4% others), only with a % correction for the foreseen inflation. For 2019 (the current year) the budget is made up by three overall categories – as demonstrated in this example from 2019. Besides from this core budget, other funders provide additional space for specific programmes in different parts of the country. These are short-term ad hoc funds, making additional programmatic activities, innovation and experimentation possible. But the core budget, which has been provided the past 20 years and according to the founder, Minou Fuglesang, is the core reason for the long-term success of the programme is:

Table 3

Cost	2019	Percentage of total budget
Production costs	\$3,097,799	95%
Overhead costs	\$123,300	4%
Capital costs	\$27,300	1%
Total	\$3,248,958	100%

2.7 REVIEWS AND EVALUATION

A mid-term review of the Strategic Plan 2013-2017²⁷ was carried out in 2016. This 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 Hip has an immense outreach to especially secondary school students, but also out of school youth, government officials and other stakeholders 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*”. Several other recommendations were suggested in order to strengthen and improve what is considered an already successful initiative.

An internal report “20 Years of Femina Hip”²⁸ was prepared in 2019 providing an overview of the 20 years Femina Hip history and experience including also evaluative

²⁷ Femina Hip (2016) Mid Term Review Strategic Plan (2013-2017) of Femina Hip

²⁸ Femina Hip (2019) 20 Years of Femina Hip. Draft.

findings. The report concludes that *“During this last decade Femina Hip became a lifestyle brand for a generation of young Tanzanians and a fully-fledged “healthy life-style movement”. Self-organising among students and teachers emerges due to Femina Hip’s efforts to stimulate a sense of solidarity, voluntarism and a feeling of inclusion and ownership: Networks of Fema clubs and teachers/mentors of the Fema clubs became a “movement” across Tanzania. What makes Femina Hip unique is the relevance it gives to young people’s voices, testimonials and views... Femina Hip has operated independently During its 20 years of programming, but always in alignment with government policy”*. Several challenges were also identified in areas such as M&E (establishing the longitudinal impact of interventions), financial sustainability, presence at local level and staff capacity. The report suggested that Femina Hip *“should deepen their understanding of impact of their work even further”*, to ensure that Femina Hip’s media products and community mobilisation activities continue to be relevant and popular, *“deepening and strengthening its outreach work with teachers/mentor”*, *“increase financial sustainability”* and *“put in place a change management process with a focus on leadership building and transition”*.

A study was also carried out in 2019 to measure the impact of Femina Hip’s work based on a qualitative study of 564 text submissions including 545 essays from students and teachers/mentors and 19 reports from youth clubs.²⁹ The objectives were first to understand the impact of Femina Hip’s media products on its beneficiaries in terms of knowledge, attitudes, self-efficacy and behaviour change. Second, to find evidence to what extent Femina Hip’s beneficiaries experience the expected outcomes in the results framework and lastly, to identify strengths and weaknesses in Femina Hip’s programmes. The overall findings were that *“various forms of impact had been demonstrated for the authors of the essays. There was evidence of “transformative learning, lifelong skills development and youth interactive spaces”*. The conclusion was that *“the findings provided evidence that Femina Hip has adopted a distinctive alternative structure for youth engagement that includes the publication of the Fema magazine, promotion of school Fema clubs and encouragement of economic sites that act as incubators for the delivery of entrepreneurial skills”*.

²⁹ Femina Hip (2019). Report of a Qualitative Study of the 20 Years of Femina Hip Essay Competition.

3 Findings

3.1 RELEVANCE

DEFINITION

The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs and partners' and donors' policies³⁰.

3.1.1 Relevance to country needs and policies

Femina Hip seeks to address themes/issues that are highly relevant to Tanzanian development challenges. Femina Hip is in line with official government policies in its three priority areas: sexual and reproductive health, economic empowerment and citizen engagement – including gender equality and climate change.

However, Femina Hip's sexual and reproductive health and rights components are challenged within the current political climate. More conservative, ethical principles and practices are promoted by the current regime – though they not necessarily in accordance with official government policies. For Femina Hip, it has become difficult to use the term sexuality education. In its new strategy, Femina Hip will put more focus on life-skills education – trying to rephrase, repack and replace contentious terminology with more tolerable language, but without changing too much of ongoing practice in direct communication and interaction with young people.

Other issues that should be avoided include abortion and promotion of rights for sexual minorities³¹. Family planning and condoms have become more sensitive issues (when Tanzanians were encouraged to have more babies and avoid family planning). Straight-talk (as favoured by Femina Hip) about sexuality and for instance masturbation among young people has also become more difficult to talk about – based on a fear that more open talk would lead to immoral behaviour among young people.

Such developments have led to a degree of self-censorship by Femina Hip and other similar organisations. Since Femina Hip understands the context well and knows on its fingertips where the borders are, the Fema magazine and TV/radio shows have not been criticized or stopped – since Femina Hip has scrutinized the content of the magazine and TV/radio show before they are released. The practice of expelling pregnant girls from government schools and not allowed to re-enter the

³⁰ Definitions are from Sida's Evaluation Handbook 2007.

³¹ Such issues have not been targeted by Femina either.

school system has been addressed by equipping girls with skills on how to abstain from sex whilst schooling and promoting discussion around Fema clubs settings after class hours.

The question is to what extent Femina Hip has been too cautious and compromised their identity as an independent organisation educating and empowering young people – also about sexuality. The informants for this evaluation did not criticize Femina Hip for being too cautious, but rather commended its ability to manoeuvre well in a difficult environment.

The critical question is to what extent Femina Hip has been able to continue “straight talk” in direct communication/interaction with young people? A large part of that communication happens on social media and through text messages where there is also a level of tempered self-censorship (since such communication in principle can be accessed and known). Several issues are often referred to others – health personnel and teachers. The situation in Fema clubs generally reflects the reality in which the club and school operate, the degree of openness in the school management and the power and capacity of the mentor-teacher. There are no two clubs that work and operate in the exact same manner. No matter the level of capacity and space, however, one constant result emerging from all the FEMA clubs visited, were empowered and more assertive and self-assured young girls and boys. This was further corroborated through testimonies in Femina Hip documentation and by Femina Hip staff.

The Fema Club has meant a big change in my life: It has built my confidence. I now know that I can do many things, that I never thought was possible – like standing up in an assembly, before the whole school: boys, girls, teachers and all, and talk freely. I even decided to compete for a leadership role in our school – and I got it! It would never have happened without Femina Hip!

Brighter, 16 years, Lumo Secondary School, Dar Es Salaam

In schools and clubs with strong mentor-teachers, the clubs provided a safe space, where the members could bring any kind of worry or concern with the confidence that the information would not leave the room.

The area of economic empowerment is in line with government policies and actual practices. In the past Femina Hip has prepared TV programmes on responsible youth citizenship before upcoming elections. Femina Hip has decided not to organise such a programme before the election in 2020 partly due to the fact that permission to produce such programming has been restricted by the government.

3.1.2 Downward advocacy and youth empowerment

Femina Hip is not a high profile “advocacy or human rights organisation” – primarily involved in research, policy analysis, national level lobbying for change in government policy and harmful practices. They see themselves involved in “downward advocacy” – informing and sensitising young people – helping them to become active, reflective and critical youth with new knowledge, attitudes and skills. The ultimate aim is youth empowerment – inspired by the pedagogy from Paulo

Freire - creating change from below. What “empowered” young people think and do are beyond the control of Femina Hip, but the work is based on the belief and assumption that they will later make a difference in their own life as well as being more responsible citizens, and the effect is already visible: a good number of government people met, were former FEMA-clubbers.

Femina Hip’s theory of change is built on the belief that change starts from “inner change” – with young people’s ability and willingness to act (attitudes, norms and self-efficacy):

“Change is in you and me, it is within us. Our individual actions, however small, contribute to shaping our communities and our lives. As young women, we should not be silent; rather we must speak up and make our voices heard!”³²

As discussed in chapter 2.2., the process is much more complex. It is not reasonable that Femina Hip’s interventions and “inner change” alone will lead to the expected outcomes and results – that individuals and communities will change through “right intentions and motivation”. What Femina Hip does is certainly not unimportant, but it would be useful for Femina Hip to explain and reflect better the limitations/constraints and the other “contributing factors” in the theory of change. The reporting of results may become less spectacular and more modest, but also more realistic – with Femina results seen as part of a broader “causal package”. Femina Hip’s challenge is to better document how and to what extent they in partnership with others contribute to change and improvements among individuals, communities and in the society at large.

3.1.3 Relevance for the school system

Femina Hip has an active interaction with the government at national and local level, where Femina Hip was recognized as a good and respectful partner. This recognition was shared by all, from the Youth Policy Director in the Prime Minister’s office over the Ministry of Health Registrar and the Regional and Local Government authorities down to the district level. The Fema clubs are organised in and with the school system as an extra-curricular activity. It brings a level of maturity to the youth as shared by the District Education Officer in Temeke Municipal Council, Komba Maiko. One of the districts with Fema clubs:

“As DEO what makes me, us, most happy, is when students do well in school, so we always carefully study the examination results. It appeared to us that the outstanding students might actually coincide with the FEMA club members. We decided to cross-check and found that yes, the members of the club did significantly better than others. We decided to monitor the 50 best to find out why? What made them change? What we found out was in general an increased maturity and a different sense of ownership and

³² 20 Years of Femina Hip 2018.

responsibility - quite unique at that age. And we found that they had a strong sense of integrity and good behaviour – and they were ready to go the extra mile. We discussed the findings with the mentor-teacher and with the Head of School, who confirmed our findings.”

Komba Maiko, acting District secondary Education Officer in Temeke Municipal Council

Findings similar to those in Temeke were shared by other district education authorities. The evaluators confronted the mentor-teachers with these findings, to know whether the Fema clubs were being sought by the best students to begin with? All strongly – in different schools - contested this notion - one looked really surprised at the idea: Fema Clubbers are any average youth from within the student body. The change happens after joining.

This important contribution to strengthening the public-school system – much needed, not least in the rural areas, was much appreciated. There is therefore a wish from the local authorities to draw Femina Hip closer through joint annual planning. Femina will see how they can strengthen the relationship with the government going forward.

3.1.4 Relevance to donor priorities

The current strategy for the Swedish Embassy has an opening for Femina Hip.³³ The strategy for the Swedish Embassy from 2020 is published recently.³⁴ It does not include any focus on health and SRH or HIV/AIDS for that matter. However, Femina Hip would be in line with and support cross-cutting issues such as local democratic accountability, greater awareness of human rights and enhanced capacity in civil society to demand accountability. 30% of the Embassy’s 700 million SEK budget goes to civil society, so the contribution to Femina Hip is small, but important. For the Danish Embassy, Femina Hip used to come under HIV/AIDS, while the Embassy continues to fund health – but not HIV/AIDS. Femina Hip is currently in line with its

³³ «Sweden’s development cooperation activities in Tanzania will contribute to developing agricultural markets and increasing access to sustainable energy, as well as to improving education and increasing entrepreneurship. Sweden’s development cooperation activities will contribute to local democratic accountability and greater awareness of human rights. The main target groups are women, children, and young people... Increased opportunities for women and young people to start and run productive businesses. Strengthened democratic accountability and transparency, and increased awareness of human rights. Increased capacity and reduced corruption in Tanzanian public administration. Enhanced capacity in civil society to demand accountability and increased awareness of human rights”. Swedish Results Strategy 2013-2019.

³⁴ «The Government has adopted a new five-year strategy for Swedish development cooperation with Tanzania. The new strategy differs from the previous strategy in that it entails reduced support, with reference to the negative democratic developments in the country. The new strategy means that Sweden will strengthen its efforts in priorities areas such as human rights, democracy and gender equality, and environment and climate». <https://www.swedenabroad.se/en/embassies/tanzania-dar-es-salaam/current/news/the-swedish-government-changes-its-strategy-for-development-cooperation-with-tanzania/>

focus on youth engagement/empowerment and its renewed interest in supporting initiatives in the area of sexual and reproductive health and rights.³⁵

3.1.5 Femina Hip and civil society

There are several issues related to Femina Hip and the situation for civil society in Tanzania. Femina Hip is mostly positive to the new NGO law discussed in chapter 2.5. There used to be a large number of NGOs registered as companies limited by guarantee, societies, trusts and NGOs³⁶. Femina Hip believes there was a legitimate need for the Government to streamline the registration process and ensure better oversight and transparency among NGOs. In the future, all organisations will be registered as NGOs following the same rules and regulation with a Registrar being part of the Ministry of Health, Community Development, Gender, Elderly and Children. An issue that has been discussed is the mandate of the Registrar making it possible for the Minister of Health to deregister and close down NGOs found unacceptable to the Government – while a deregistration of a Company limited by guarantee could only be done by Court of Law.³⁷

Another issue is the increased pressure on civil society and the more limited space for freedom of expression also discussed in chapter 2.5. A report from the Ministry of Foreign Affairs in Sweden³⁸ on human rights, democracy and principles of good governance claims that political pluralism and people’s participation have been reduced by the enactment of new laws that limit the opposition’s ability to operate.

The same report also states that space for civil society has been constrained. In the CIVICUS Index for freedom of expression, organisation and assembly (CIVICUS 2018) Tanzania fell from “limited” to “repressive” because of new laws and regulations limiting the independence and freedom of civil society and that CSOs have to practice a high level of self-censorship. On the amendment of the NGO law in 2019, the Swedish MFA says that it may increase transparency, but the new demands

³⁵ The Swedish Appraisal of the Femina Hip plan from 2013 concluded that: «The development intervention is relevant as it targets various areas of Swedish interest, The intervention target a gender equal society in which youth are confident and competent change makers with healthy life-styles who actively participate in the development and well-being of Tanzania». Swedish Embassy (2013). Appraisal of Femina Hip.

³⁶ There is an overview of the registration models and issues in ICNL/USAID (2018).

³⁷ Other issues related to the NGO law has been discussed in a document from ICNL (2018): “Although the Regulations are aimed at the worthy goals of financial accountability and transparency, ICNL is concerned that several provisions may undermine the right to freedom of association. These include: (a) Burdensome financial disclosure and reporting requirements, which can undermine NGOs’ ability to fund their activities; (b) Excessive state interference into organizations’ internal operations, which interferes with organizations’ right to freely operate; (c) Violation of organizational privacy rights; (d) Vague obligations for financial transparency, which grant the Government broad discretion to find that an NGO has violated the Regulations; (e) Restrictions on permissible activities, which give the Government broad discretion to limit NGOs’ involvement in activities the Government does not favour; and (f) Failure to distinguish between size of organizations for auditing requirements, which poses a particular burden for smaller organizations.

³⁸ Utrikesdepartementet (2019), Tanzania – Mänskliga rättigheter, demokrati og rättstatens principer: situationen per den 30 juni 2019.

will be costly, time consuming and enhance the government's opportunities to intervene in the organisation's internal affairs. Advocacy organisations (such as women/sexual minorities/pastoral) are more exposed and the new regulations will affect them more than organisations primarily involved in service delivery.

In a report on result aggregation from the Swedish Embassy from their CSO partners³⁹, it is stated that *“freedom of association and expression are being constrained. All partners reported feeling insecurity as the authorities become less tolerant of diverging opinions. They fear violence and retribution by the State and in a few cases have experienced direct challenges from the Government”*.

3.1.6 Relevance of Femina Hip to the youth, schools and communities

To the Heads of School, the mentor-teachers and to the youth, Femina Hip is found to represent an opening into a new level of empowered being: academically, socially with friends and in attainment of leadership positions, as well as in the genuine strife to be of service to the school, the club-colleagues, the families and the communities.

In several communities met, the team was told how the clubs took upon themselves not only to keep the school area clean, but also other communal facilities such as hospitals and dispensaries.

“The Fema Club mentors guiding the students, teach them how to repair and produce things for use in a home from making a chair of used bottles, making soap for daily use, sewing clothes and producing reusable menstrual pads. The families in our community are poor, and the benefit the students bring to their families and community cannot be overestimated. A lot of these (life-)skills are learnt through the Fema Magazine, which every quarter brings new inspiration to our clubbers. The magazines educate while entertaining the youth. And the rest of us! And the fact that we have not had ANY teenage pregnancies in all of 2019 is also due to the discipline and character learnt. I really cannot stress strongly enough how much benefit the Fema club has brought to our students and our community.”

Fridah Kyando, Head of School, Lumo Secondary School, Dar Es Salaam.

And as experienced by a schoolgirl in a different school:

“Education on entrepreneurship skill has enabled me to establish fruit vending business (mangoes and grapes). The money obtained from this business is used to buy my school needs and support my family.”

Elizabeth, Form 3, Haneti Secondary School, Chamwino District, Dodoma.)

Over the 20 years of Femina Hip's life and work, there are elements in the 'youth agenda' that have changed, while others are generic challenges in the lives of youth.

³⁹ Mc Alpine, C (2018)

Through close contact with youth all over Tanzania every day, the FEMA producers of magazines, radio and TV programmes as well as the increasingly important social media, manage to remain relevant through a mix of response to the inputs received from clubbers, mentors and others as well as addressing issues of general importance. None of the many Fema clubbers met wanted a change in themes and issues – or the contrary, they stressed how amazed they were at the level of continued new, inspiring issues to learn from.

3.2 EFFICIENCY

DEFINITION

A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

3.2.1 Budget and results

Femina Hip has large numbers in terms of outreach and coverage. The coverage is extensive: 15 Mill. or 26% of the total population of Tanzania is reached by Femina Hip's media products. Almost 80% of the youth population aged 13 to 30 has been reached. There are around 2500 Fema clubs, 2900 mentors, 25 networks. 13000 snail mails, e-mails and SMS are received on a quarterly basis – and individually answered. Even if the numbers were smaller, Femina Hip has created a visible and recognised youth movement with national coverage over a period of twenty years. The relatively modest total budgets can be justified by its significant achievements and results.

No evidence was found that funds had not been managed in a transparent and accountable manner. The risk control environment appeared sound. The audit reports and management letters for the last two years confirm such conclusions and contained only minor comments.

We have not seen detailed budgets for Hip Edutainment in Sweden, but were informed that the salary for the Executive Director is included, funds to facilitate visits to Tanzania by the advisory board and administrative overhead for operating the trust.

3.2.2 Adjustment to changing needs

Femina Hip has over the years adopted several strategies to reach out with its messages. It started as a media organisation with the Fema magazine and TV/radio show to reach out to young people. With the introduction of Fema clubs, it has gradually changed to a youth organisation/movement supported by mass media (magazine/TV/radio) and systems for training/supervision and support of clubs at local level. Increasingly, social media and mobile phones have dramatically changed the opportunities of communication and also the interaction between Femina Hip and clubs. Through the mobile phone Short Messaging System SMS platform Femina Hip receives approx. 250 text messages every day.

Femina Hip has reviewed the strategies, but not radically changed any of them. The change has been incremental and additive – without cutting and reducing ongoing activities. The production and delivery of the magazine absorbs the largest part of the budget. Femina Hip considers *“the clubs to be the engine in the movement, but the magazine is the glue that keeps all the parts together”*. In other words, they believe that a printed magazine is still required for another five to ten years – a belief confirmed by feedback from the field.

However, the digital scene in Tanzania has changed rapidly and social media may soon reach out to all remote areas of the country and be used by more young people⁴⁰. Femina Hip has introduced and benefited from the process of digitalisation – using smart phones and social media. Time may have come to go even further for instance disseminate the printed magazine to those clubs that need them most and offer digital copies to clubs with better coverage of smartphones and access to computers, e.g. reduce number of copies printed. In other words, review the cost-effectiveness and efficiency of the various media channels.

With the shift towards a youth movement and the clubs “as the engine” – the relevance of national TV and radio shows could be questioned. Other strategies for providing more direct follow up and support to clubs could be more cost effective and efficient. There are limitations in TV/radio and digital communication. Such communication is rapid and frequent, but brief, impersonal and often superficial with less potential for creating deeper/lasting change on young people. Similarly, the collective work with the articles in the magazines, generate more understanding, ownership and insight than individually consumed social media.

3.2.3 Staff stability and costs

Femina Hip has currently a staff of 28 including five project staff. There has until recently been little turn-over among staff – meaning that the average staff age increased year. During the last four years several young new recruits from the “volunteer” group have become staff. The evaluation has not been able to assess the effectiveness and efficiency of staff performance, but feedback from partners and donors is favourable – emphasising the energy and commitment of Femina Hip staff. Femina Hip has also benefited from international and national volunteers – reducing staff cost.

Femina Hip has no regional staff or infrastructure. Femina Hip has seven zonal coordinators and each coordinator is responsible for following up around 350 clubs. Most training happens at local level – to reduce cost, but the mentors are in general only exposed to one day training – which is more a brief orientation than actual training. In connection with the roll out of a separately funded ‘Femina Hip Girl Power’ training programme in 85 secondary schools in five districts, under USAID/PEPFAR and a further 20 under Irish master trainers trained two teachers ‘in-service’, to become the local implementers. This training took place over 16 days

⁴⁰ It is difficult to predict when internet will reach and be available in all remote areas of the country.

over 16 weeks and went much deeper. On this basis the programme aimed to empower girls in Fema Clubs to stay in school by providing Sexual and Reproductive Health (SRH) and Economic Empowerment (EE) training.

3.2.4 Club support and consolidation

With a Femina Hip staff of 28 (all functions counted) including seven zonal coordinators, a few of the Fema clubs visited questioned if Femina Hip has a sufficiently robust system for supporting and supervising all the 2500 clubs. Or in other words: To what extent Femina Hip support system is too weak for keeping in touch and maintaining the motivation of club members? We were not able to assess the situation in all 2500 clubs – only a small sample so the question remains open. However, frustrations among selected club members and mentors were found, but they were almost as strong by the club near Mbeya City Centre which had been visited three times last year, as in the club that had never had a real visit by one of the Femina Hip staff:

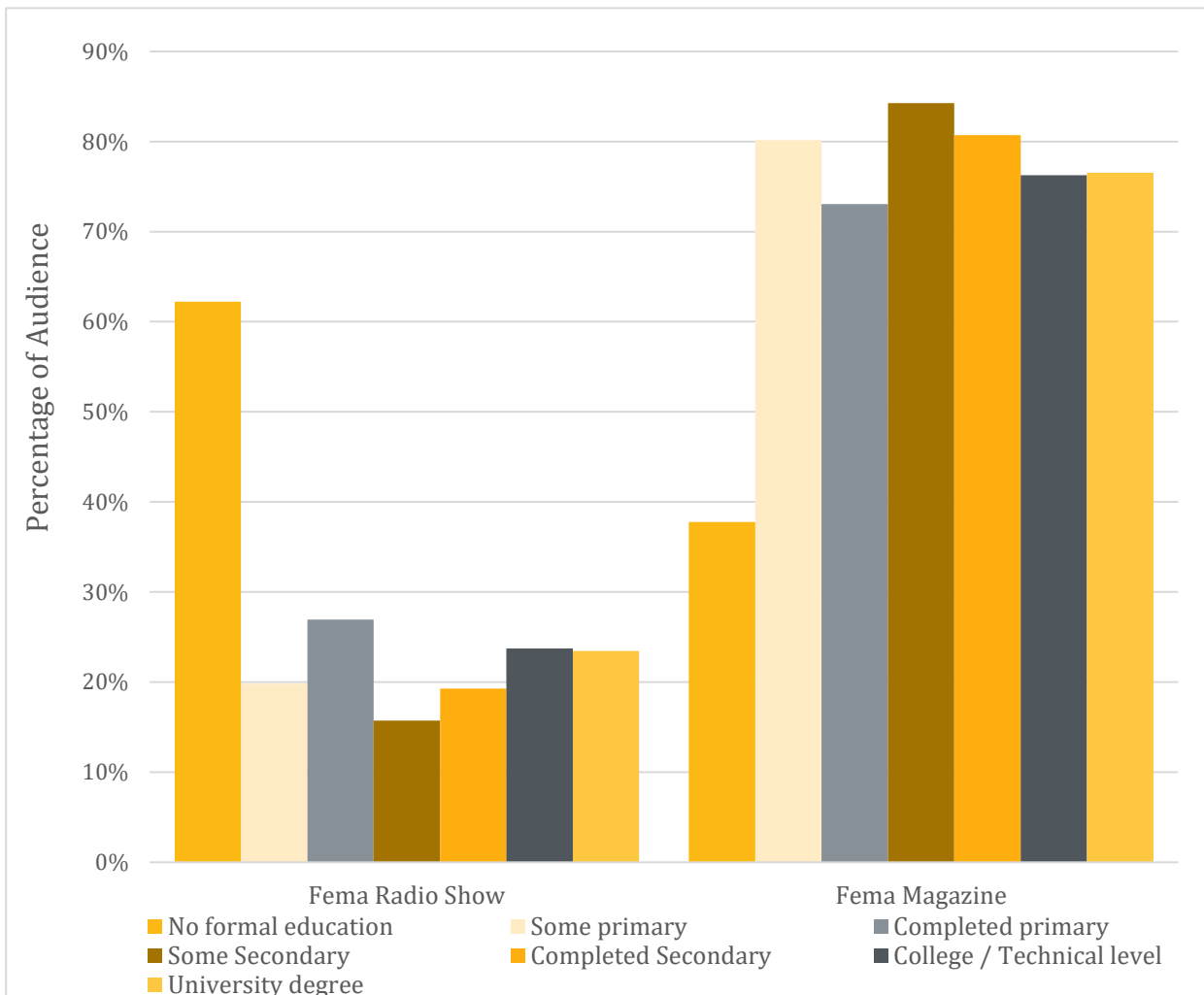


Figure 2: Demographics of Femina Hip’s media products by education level

“There is no doubt that the Fema club is the most dynamic and sought-after club at our school with its 180 members! Our challenge is that we have some

disappointment: we miss contact with Femina Hip, and as all are so poor here, they want capital to invest in their production. I would love to be able to give that to them, to keep their motivation high. We understand that it cannot be easy for the Femina Hip staff to support all clubs at once. We just really want to have their visit.”

Sheda Ngutgu. Mentor/teacher. Lumo Secondary School, Dar Es Salaam.

The evaluation team realises that to meet the needs expressed by the clubs would require a totally different structure with local offices and many more staff – not a realistic option. Yet another future option could be to consolidate more and focus on fewer geographic areas - as expressed by a board member:

“May be, given the complexity of guaranteed funding, now and in the near future, FH could opt to downsize in terms of infrastructure, staff, range of products and activities. May be; also, pick a zone(s) to work in instead of the whole country as it is a vast country” (board member).

It was understood that the Femina Hip approach was for the magazine to be the core contact point, with both relevant life skill content, but also with instructions about ways of working with the content. In this way, a motivated mentor could take the club-work forward. This would result in some clubs performing minimally (but possibly making a great difference in the lives, assertiveness and perspective of the clubbers), while others would raise funds, build a Fema-club house, support and fund graduation ceremonies at the schools, fund study trips, etc.

Furthermore, the request coming from the Government representatives met, was for Femina Hip to not cover half of all the secondary schools in Tanzania – but all! “Why only half?”

“The Fema clubs focus is fully aligned with the guidelines from PO-RALG which also emphasize the need to raise community awareness on child rights, and address critical issues affecting the education sector such as school pregnancies, early marriages, truancy (absence from school). This is why we need Fema clubs in every secondary school!”

Mr Benard Oganga, Director of Education, PO-RALG, Dodoma

3.2.5 Transaction costs project funds

The planning and follow up of – in particular of small project donors add considerable transaction costs for Femina Hip. The two core donors base their funding on Femina Hip’s strategic plan and subsequent annual reports while project donors require separate and additional plans and reports for “their” projects. Project funding may also weaken sustainability – if new initiatives are funded by grants for only a short period of time (most of the project donors provide funds for only one year or maximum two or three years). Femina Hip had an experience (with CIFF) in 2019 in which the new donor suddenly withdrew funding after Femina Hip had

invested considerable time and resources in preparation and planning without being compensated for their efforts.

3.2.6 Core funding and donors

Both the Swedish and Danish Embassies have been generous core donors (based on the strategic plan and annual reports) and have also been “hands off” donors – not pushing Femina Hip to prioritise certain activities and/or requesting unreasonable amount of documentation. The communication and communication between Femina Hip and the Swedish/Danish Embassy have mostly been smooth and efficient. There have been two annual meetings between the three partners and several informal ad hoc meetings and communication. Representatives from the Swedish Embassy expressed that donor coordination could have been better.

Femina Hip noted a challenge with frequent turnover of Programme Officers in the embassies affecting negatively the continuity and institutional memory. The turnover required extra follow up from Femina Hip. It would also have been an advantage if Embassy staff had joined Femina Hip staff on trips to the field.

3.3 EFFECTIVENESS

DEFINITION

The extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance.

Femina Hip is a social and behaviour change initiative (SBCC) with an aim to educate and change behaviour. The media products and events carrying the change processes forward include: The Fema magazine; Television and radio shows; Fema clubs; Festivals and the annual Fema Youth Conference; Social media including WhatsApp and Facebook making up the platforms for self-organised mentor networking; Training; and a wide range of special projects. Development of these tools, processes and products together make up the social and behaviour change processes as platforms for people to actively participate in the continuum of change, described by Femina Hip as: “dialogue, reflection, negotiation and mobilisation”.

These elements of the Femina Hip ‘package’ are described in section 2.3 above and assessed through an indicator-review in Annex 6. The review shows that Femina Hip has: (i) reached young people (ii) across Tanzania, (iii) with critical knowledge, (iv) and created forums for conversation, which are essential to initiate the process of behaviour change towards healthy lifestyles. The next, urgent question is then whether this compliance with the intention at the level of the sphere of control also holds when moving into the ‘sphere of influence’, the level of outcomes and results.

3.3.1 Assessment of effectiveness by comparing results with the results framework

Femina Hip presents the intended outcomes and their indicators in the 2018 Annual Report, annexes 1 and 2. The hierarchically organised outcomes move from having gained knowledge, or **learnt**; over the next step in the empowerment

progression, where the attitude changes, where we **feel**; to the readiness to use the newly learnt and felt in practice, **doing**; escalating on to an additional level on top of the usual KAP (knowledge/attitudes/practices) succession. This final step, of central importance for Femina Hip, is where the readiness to act and do, also includes the readiness to reach out, to **engage** others – as an expression of an empowered practice.

The results presented in the strategic plan for the period 2013-2017/22, each include a number of indicators. An analysis of the degree to which these have been met can be found in Annex 7, while a brief discussion of each of the three outcome levels are discussed here. The persons interviewed and appearing below with personal information, all have agreed to such a presentation for the purposes of this report.

i. Final Outcome: A movement of youth & mentors self-organizes, promotes Femina Hip Family Agenda

The evaluation team found youth and mentors self-organising at all levels: the clubs, additional work groups to support the community, networks of clubs, networks of mentors, organisation of district, regional and national events. That movement was, furthermore, found to promote the values and principles of the ‘Femina Family’ agenda.

Looking to ‘final outcome indicators’, the evaluation found that several of the examples presented as outcome indicators, including the general adoption of the Fema family values and the self-organised conferences were realised and the Fema movement under realisation. Recognizing that the Fema clubs are very different, the different statements are true to varying degrees. For instance, concerning the networks of Fema clubs, some very impressive networks have been formed between a number of clubs organising travels together, others may not be a part of a network, or only a smaller network between neighbouring schools. Similarly, “Youth and mentors advocate for policy changes which affect their well-being” could refer to policy changes at a national level, which cannot be said to have been accommodated. At local level, however, as another indicator specifies: “Fema Clubs bring issues to local governments with plans for change” there are examples of such plans for change to have been presented.



Effectiveness

Practice empowered – engage

Christopher, National FEMINA Club Mentor network

“ I never thought I would be a good mentor, I just did what I love to do: see children grow. Never thought anyone in FEMINA would notice, when we organised our first Mentor-Network meeting in the Dodoma region. We then thought it was really helpful and proposed other regions to do the same – and before we knew it, we were organising a national network – and national and regional WhatsApp groups for continued mutual exchange. At one youth conference we proposed for FEMINA to have dedicated staff for each zones. We identified 7 zones, which in turn are supporting our regional and district networks... And here we are!

ii. *Intermediate Outcome:*

- *Youth and mentors adopt promoted behaviours of Femina Hip Family agenda*

Fema clubbers (students and mentors) were found to adopt and promote the agenda. We found all clubs visited to be educating other students on HIV prevention, sexuality, responsible citizenship, human rights, leadership etc., encouraging and influencing other students to be part of Fema clubs. Furthermore, members of school clubs make financial and non-financial contributions (school bags, uniforms, shoes and others), they visit orphanages and offer their contributions and moral support to children and youth in need periodically (Oysterbay SS, Kisasa SS). However, this is done mostly in urban schools –probably due to high level of income poverty in some rural areas.


Effectiveness

Practice – do

Mtwawese 17, Ndobu Secondary School

☞ An exciting experience was the project on ‘Girl Power’, where we learnt a lot: how to take care of ourselves and about entrepreneurship and other skills.

We also learnt how to make sanitary towels, but we have not able to do it, for lack of start up capital and raw materials.



Looking to the ‘intermediate outcome indicators’, the evaluation found that the examples presented as outcome indicators for each of the three focus areas could be answered affirmatively after the field work. The detailed answers per indicator are found in Annex 7, but a few examples can be mentioned here: The youth met had a very high level of informed understanding of issues around the sexual life and health and talked openly about sensitive issues. A boy for instance stressed how he had never realised how boys could support girls around the menstruation challenges. Also, all schools visited documented the important decrease in the number of teenage pregnancies. In some schools this was true for the whole school, in others, primarily for the youth in the clubs. Furthermore, all clubs have experience with income generating activities – with varying success. Some clubs did not find ways to overcome the lack of start-up investment. All clubs shared examples of how they have taken up the responsibility to clean public places like the school, hospitals and some government offices. Finally, the mentors clearly are role models in all clubs met. In some clubs a clear and conscious set of rules for counselling and confidentiality within the club was presented, while in others, the mentor took on counselling tasks of clubbers on an individual one-on-one basis.

- *Initial outcomes 1-5: Knowledge, learning and attitude*

The outcomes at the level of knowledge, learning and attitude, all represent the cornerstones in the Femina Hip principles and values: (i) knowledge on sexual and

reproductive health, economic empowerment and citizen engagement; (ii) use of personal and interpersonal life-skills; (iii) positive attitudes and behaviours; (iv) perception of own agency to adopt Femina Hip family behaviours; (v) they feel supported by people important to them in adopting the behaviours. All of the above ‘building blocks’ in the Fema toolbox were met in all the nine sample schools visited. Many of the quotes and examples referred to above refer back to these.

1. **Youth and mentors have knowledge about SRHR, EE, CE**, the evaluation found that this is one of the aspects mentioned by all, which also proved to be present and strong even in schools where the mentor may not be so strong. An indicator for economic empowerment is that “youth and mentors know about financial literacy, economic justice, employment, entrepreneurship, and agriculture”. While clubs met had been introduced to notions about all of this, it would not on the basis of the field work and desk study be able to document that the clubbers master these areas. But yes, doing the entrepreneurial work, we were presented with calculations for purchase of starter kits. Maybe the most accurate description would be that the clubs in general have been familiarized with those concepts and that some clubs master them.



2. **Youth and mentors employ both personal and interpersonal life skills**, the evaluation found that self-esteem and confidence is what most clubbers have: Courage and ability to speak up and take the lead. Some members of school clubs observed that skills learned from fellow Fema club members has enabled them to establish vegetable gardens in their homes, just like the education on entrepreneurial skills has helped students to support their families by engaging in income generating activities such as piggery, poultry, and livestock keeping. Furthermore, Fema Clubs develop a sense of responsibility and self-reliance among students as opposed to depending on financial support from men –and thereby leading to girl’s involvement in sexual relationships.
3. **Youth and mentors have positive attitudes towards the Femina Family behaviors**, clubbers were found to give high value in protecting their health, build their livelihoods and engaging themselves to build their livelihoods as well as to engage themselves in the school and community life. Realisation of one of the indicator’s call for active engagement ‘in societal and civic live’ was not met in the schools visited.

4. **Youth and mentors have the perception of their own agency to adopt the Femina Family behaviours** we found that whereas youth and mentors were found to be empowered to protect their health and had a very good confidence in being able to build their livelihoods – some finding the kick-start complicated, but all with a sense of being on board even when engaging in societal and civic development of their communities.
5. **Youth and mentors perceive that they are supported by people important to them in adopting the Femina Family behaviours** it was found that the club and the mentor(s) represented that close-knit network to support them in protecting their health and in building their livelihoods, and similar for their engagement in societal and civic development, such as cleaning public spaces, reaching out to out of school youths with learning from the Fema club and the like.

3.3.2 Summarising 'Effectiveness' based on outcomes

Based on a review of annual reports and observations from field visits, Femina Hip has delivered. Activities are carried out as planned, with a broad, systematic and professional coverage. It was also found that the outputs to a large extent have generated the intended outcomes. It has not been possible within the limitation of this assignment to systematically document and prove the intermediate- and final outcomes, Femina Hip works on rooting the individual level behaviour change, as a gradual social norm change within the community/-ies. This is the opportunity presently relied upon by major players in the field of communication for social and behaviour change both among aid organisations and in the circles of academics and theoreticians as representing the best chances for sustainability and longer-term impact⁴¹.

One of the core effectiveness outcomes is the raised self-understanding, consciousness of own role in the world – an empowered being. This could be considered a medium- to long-term effect.

The only area where the evaluation team did not find strong evidence of actual, effective change was in the area of societal and civic development and change. As mentioned earlier, Femina Hip works rather with downstream than upstream advocacy. However, citizen engagement is also about starting and organising clubs and selecting leaders – “embryos of civil society organising”. There is also evidence that some clubbers have established their own organisations.

Femina Hip has a comprehensive selection of tools for collecting data and information at outcome level – combining large scale surveys with individual case studies. We note that most of the tools are based on individual feedback - perceptions of change and self-reported change. This is useful and necessary information, but with certain limitations. It is difficult to know to what extent self-reported change reflect actual change in attitudes and behaviour. Changes in knowledge can be measured more thoroughly, but then systematic tests are required. The same is true

⁴¹ UNICEF 2018 and 2019.

for changes in attitudes. The most difficult is to track and measure short- and not least long-term sustainable changes in individual attitudes and behaviour.

3.3.3 Unplanned effects

Some of the positive unplanned effects noted were young people volunteering with giving blood to a local blood bank on a regular basis, and inspiring others to do so (the Tanzanian blood banks are usually very low on blood); A national network of teacher-mentors formed voluntarily; Improved academic performance; School children taking upon themselves to support their family financially and in terms of food; Clubbers cleaning not only the schools, but also the hospitals and other public areas.

In terms of unplanned negative effects, it is the regret of all that it has not been possible for Femina Hip to continue to focus also on Out-of school youth as the Fema clubs are school-clubs⁴². Whereas some of the Fema clubs have a real ‘safe space’ where it is possible to address sensitive/difficult issues such as rape and sexual abuse, this depends very much upon the individual capacity of the mentor, as they receive very little training by Femina for specialized functions like this. A number of mentors met stressed that they could help direct clubbers to other support systems where needed, like hospitals and the police; the evaluation team heard an example where a teacher-mentor misused his role as mentor for his own benefit; the Heads of Schools are sometimes frustrated at the role played by the club at their school, and feel uninformed and find it difficult to engage.

3.4 IMPACT

DEFINITION

The totality of the effects of a development intervention, positive and negative, intended and unintended.

Overall, Femina Hip and in particular the clubs in local settings – have provided the preconditions for democratic development, gender equality and protection of human rights by informing and empowering young people. The same is true when it comes to economic empowerment – a requirement for poverty reduction. Femina has also consistently addressed the same issues at a wider national level through the magazine, TV and radio shows. It is impossible to measure the total aggregate effects of such efforts, but easy to conclude that Femina has made an important and highly visible local and national contribution.

A continued focus on the **Sexual and Reproductive Health (SRH)**, which was the only focus for the first Femina Hip phase. This has meant that the Fema clubs have contributed to major development challenges such as: all clubs visited reported a reduction in teenage pregnancies, child marriages and gender-based violence. All

⁴² Femina comments that they work with out of school youth through Radio, TV and social media.

girls from the FEMA clubs interviewed – and an important number of the boys – stress the powerful feeling of knowing themselves and their own bodies.

Economic Empowerment (EE) has been advanced during the period. Again, differences are great from one reality, one school and one club to the other. The evaluation team was met by selected stories of clubs where the basic entrepreneurship skills and insights were in place, and some examples of clubbers (and of mentors) were using the capacity to raise funds privately: for many children of poor families this represented a rise in livelihoods. Some of the youths interviewed shared the sense that they – after school – would be OK ‘if I don’t get a job, I simply start a business. Now, what the percentage of clubbers with this capacity and power is, is not known by the evaluation team, but all clubbers have been exposed to this thinking and seen that it is possible.

Citizen Engagement (CE) has taken many forms from seeking leadership positions to taking responsibility for cleanliness and hygiene at the local hospital, government offices and the school alike. The engagement has taken place in the environment near the youths and the clubs. The notion that the clubbers consider the insight gained important for their ability to negotiate with local decision makers (school or district level) has been met in a few students met, but there is still some way to go. The evaluation team considers the general assertiveness and courage – in a number of cases real empowerment – as a basis for the later development of advocacy work. During the field work we did, however, not meet many examples of this.

Femina Hip reach – according to its Annual Report 2018, annually with some 15 million Tanzanians, through their different media platforms including online counselling services, social media and as clubbers or mentors seeking advice. The 2,500 Clubs have an average of 150 members and each copy of the 120,000 quarterly Fema magazines are read by an extended number of youths and adults in the community. The reach is illustrated by the following graphs borrowed from the Femina Hip 2018 Annual Report:

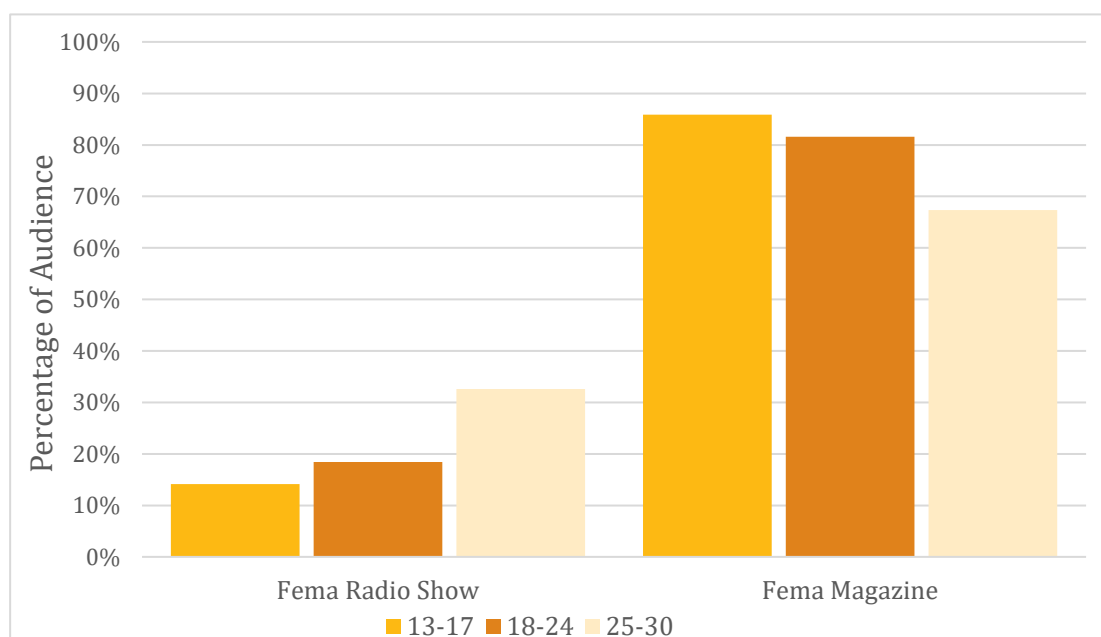


Figure 3: Demographics of Femina Hip’s media products by age

In brief, Femina Hip was a highly important and well-designed intervention 20 years ago, filling the vacuum at a critical time with the HIV/AIDS pandemic. Building on new thinking at the time, for how to address the challenges, including the focus on the right to the own body, engaging men to improve women's lives, realising – once the HIV/AIDS work was in place – that without a way to make a living, women would be at risk and the young men also. And finally including the citizen engagement for the youths to move into the public sphere with a voice, makes up a very balanced, holistic platform for a young person.

3.5 SUSTAINABILITY

DEFINITION

The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

3.5.1 Femina Hip successfully sustained – with external funds

Femina Hip has successfully sustained the programme during the evaluation period (2013-2018) – in most years with an annual budget of approx. 2.2. Mill USD except for 2014 to 2016) when there was a drop due to lack of funds from the Danish Embassy. Most funds have been provided as core support from the Swedish and Danish Embassies (85% of total budget in 2018) while the remaining 15% was covered by funding of specific projects by other donors (four in 2018). Core funding has secured a predictable and solid basis for Femina Hip and has been a precondition for its success. Project funds have built on and complemented core funds and facilitated scale up and expansion of Femina Hip's outreach.

Femina Hip has been entirely funded by external international donors in the period 2013 to 2018. No funds have been mobilised locally. Other similar NGOs are in the same situation. Femina Hip has tried to obtain funds from private sector companies (corporate social responsibility), but the amounts have been small and extremely time consuming to secure. Femina Hip has also considered setting up a company offering (and selling) training/consultancy services) to other NGOs and public sector. However, it will require investment of time and resources setting up such a company, and net income could easily be small compared to investments. It seems that non-profit NGOs can have a commercial arm as long as tax is paid, and profits are used to further the organisation's objectives.

Femina Hip will realistically have to be funded by external international donors for the next 5 to ten years, but easy access to core funds may have been a disincentive for systematic trial. However, even if Femina Hip managed to mobilise a certain level of

local resources such funds will be small compared to current budget.⁴³ Femina Hip will also continue to depend on core funding. It will simply require too much time and resources to find and convince a sufficient number of project donors to maintain the current budget. Project grants are often small and will not add up to a reasonable level. It will also be difficult to fund and sustain core organisational costs with project grants.

3.5.2 Fixed costs and self-organising efforts

Femina Hip's media components – the production and distribution of the Fema magazine, TV and radio productions are costly and will require continued external funding. The Fema magazine absorbs nearly 50% of total budget. The situation for the clubs is quite different. The financial inputs to training, support, supervision and monitoring of the club movement are relatively small. There are also examples of self-organising and replication (without Femina Hip inputs) such as networks established between mentors with no Femina Hip involvement. However, the Fema magazine plays still an important role in and for the clubs. It is unrealistic to assume that the clubs will continue and could be sustained without Femina Hip (training and supporting the mentors, providing the magazine, offer regional/national events and awards etc). The clubs could easily fade out with less external follow up, boost and energy. As already discussed, the current level of inputs from Femina Hip may already be too small.

3.5.3 Going wider versus deeper

Femina Hip has a broad coverage through the magazine, TV and radio productions and clubs. The limitations to further expansion and outreach of Femina Hip clubs in districts not yet covered and scaling up of existing activities are mainly related to capacity and funding, but consolidation – going deeper instead of wider is a potential strategic choice for Femina Hip⁴⁴. There is a constant pressure on Femina Hip to go

⁴³ A board member offered a more optimistic view on local fundraising opportunities: «Given the nature of the programme, a non-commercial production entity, donor funding remains core. However, the following considerations may change the course for sustainability: (a) Partnering with commercial media companies to buy content, (b) Commercializing the biggest sexuality and reproductive health information archive (making of digital library), (c) Establish a parallel media company for selling advert spaces and airtime and (d) Establish a fundraising department whose job is to creatively engage the community on fundraising events.

⁴⁴ The evaluation team was inspired by a CSO results aggregation shared by the Swedish Embassy, but which we did not find time to engage more systematically with. We wanted however, to share it here for readers' interest: The Embassy had commissioned a study to understand the impact that their CSO partners (including Femina Hip) have in effecting change and accountability in Tanzania. The report from 2018 is the fifth in a series covering 2014 to 2019 (McAlpine, C. 2019). The framework used for the study seeks to capture four different types of impact: (a) Deep impact – changes in individual's self-concept – knowing that they are agents of change, knowing their own worth, having the volunteer spirit and making a positive impact on others. The report found several positive examples in this domain. (b) Clear impact – changes in individual's observable behaviour such as "improvement in individual's quality of life as they become role models for others to expand their businesses and become competent teachers". (c) High impact – changes in techno, political and socio-economic

wider – into more districts and even cover Zanzibar, to take on more activities and responsibilities in schools etc. The needs are endless. An alternative choice is to go for consolidation and a stronger focus – not to increase coverage, but deepen impact.

3.5.4 Organisational sustainability during transition

Another question is to what extent Femina Hip can be organisationally sustained – whether it will have the right technical skills and experience and sufficient administrative capacity without external international support. The current Director is an expatriate and also the founder of the organisation. She will be leaving her position by the end of this year – after twenty years. The organisation has to ensure a smooth transition from first- to second generation leadership without jeopardising current credibility and undermining existing capacity. This is the biggest challenge for and potential threat to Femina Hip in 2020.

Femina Hip has over the years built a strong technical/professional team supported by effective staff with necessary organisational/administrative skills. It will be demanding to find and recruit an appropriate new leader with the ability to innovate and produce high quality content, find the right talents and human resources, nurture national and international networks and not least secure high-level of funding. It should be kept in mind that the current Director has served as the link to the Hip Edutainment in Sweden – with members that have provided significant and high-level technical support to Femina Hip from the beginning.

3.5.5 Future organisational model

The future organisational model considered by Femina Hip is to recruit a new Director from January 2021 and allow the current Director from a base in the Hip Edutainment (Sweden) to act as a technical advisor for the next three to five-year period. Femina Hip will be reregistered and sustain its identity as an international NGO in Tanzania, as a branch of the parent organization Hip Edutainment (Sweden). Hip Edutainment is the Swedish foundation that founded Femina Hip in Tanzania, an organisation set up to foster innovation in communication, education and social

systems where so far, few clear examples could be found, but “seeds of system change are growing roots”. (d) Wide impact – changes in people’s relationships and in the relationship between different sectors. It was found examples of “seeds of self-organising and collective action within the Fema club networks for instance”. The overall findings reveal that partners’ intent is to inform and engage citizens so that they can act collectively, to push for equality of opportunity, for adherence to the rule of law and for the protection of human rights, to lobby for resourced and quality education and social services, and to argue for zero-tolerance of harmful and violent practices. At a time when freedom of expression is under attack and business as usual is not an option, civil society continues to play an important role. Sida partners provide evidence that the Government is investing in services for children, young people and women. They demonstrate that a virtuous circle of improvement is occurring in schools that improve students’ learning outcomes. They profile citizens who are becoming self-efficacious, behave civically and drive their own development. They indicate that children are less at risk of being a victim of violence, and that young people self-organise, mobilise and are breaking the cycle of dependency”.

mobilisation⁴⁵. HIP Edutainment will as such continue to serve as the “parent organisation” providing technical and fundraising support to the local entity and ensure that the initiative sustains global and local relevance. HIP Edutainment will operate at a global level, through its registration in Sweden and its international board and advisory members. Femina Hip will sustain its identity as a “local branch” with its own Constitution, board with a “degree of independence”. Its Director will be appointed by Hip Edutainment. The foundation will continue to support Femina Hip Tanzania during a transition period of five years.

Such a model is not without complications and challenges. A new Director for Femina Hip should ideally be given full authority to lead and direct the organisation without a potential parallel leadership structure. The optimal long-term model could be to establish Femina Hip as a national NGO – making it clear that Femina Hip is rooted in Tanzania as an organisation of and for Tanzanians – not only an implementing branch of an international NGO⁴⁶. However, with the links to the Hip Edutainment Trust in Sweden and the intermittent presence of an expatriate advisor, the international option could better reflect its broader Swedish and global networks.

On the other hand, Femina Hip should be realistic and not take unnecessary risks, ensure that current strengths and assets will be maintained and avoid unpredictable changes. Hence, there is a need for checks and balances during the transition period and maintain a link to the Swedish parent organisation. There is clearly a need for a transition and phasing out plan with systematic capacity strengthening and leadership training of Femina Hip team members. The organisational solidity of the proposed set up/model should be verified. The current Director has been the key leading person in both Femina Hip and the Swedish HIP Edutainment. The model depends to a large extent on her presence and efforts. She could end up as the de facto Director also in the future with only a symbolic national leader and a local board without decision making power. That would not be a desirable development.

⁴⁵ HIP Edutainment was set up and registered in Sweden in 2005 under the Swedish Registrar of NGOs. Femina Hip was founded in the same year as an implementing branch in Tanzania. The current Director has received her remuneration from Hip Edutainment in Sweden.

⁴⁶ In a comment Femina does not agree: “A global unit will guarantee sustainability as the access to funds in Tanzania for local organizations is decreasing, and a global outfit will be able to access global funding”.

4 Conclusions and recommendations

4.1 CONCLUSIONS

The conclusions seek to briefly summarise responses to the evaluation questions listed in Chapter 1.2. based on the findings and analysis in the previous chapter.

Relevance

- Femina Hip is well in line with official government policies in its three priority areas: sexual and reproductive health, economic empowerment and citizen engagement – including gender equality and climate change, but Femina has to exercise considerable self-censorship in the area of sexual and reproductive health and rights due to the prevailing strict and conservative moral codex (EQ1).
- What Femina Hip does is well in line with the policies and interests of both the Danish and Swedish embassies and conform to the needs of the beneficiaries (EQ2).
- The goals and objectives are aligned with those of the intended beneficiaries, but media strategies will need to adjust to rapid processes of digitalisation and more extensive use of social media among youth (EQ 3).
- Most of the activities and outputs are still appropriate to achieving expected outcomes, but a revised package of interventions would be required for the new strategic period.

Efficiency

- Femina Hip has created a visible and recognised youth movement with national coverage over a period of twenty years. The relatively modest total budgets can be justified by its significant achievements and results (EQ 5).
- Femina Hip has gradually increased the use of social media for becoming more efficient. They will soon have to assess the efficiency and effectiveness of the use of radio and TV media (EQ 6).
- Femina Hip has been flexible and adapted to changing needs, but the adjustments have been incremental and additive – without reducing/replacing potentially less efficient strategies (EQ7).
- Human and financial resources have been managed in a transparent and accountable manner (EQ 8).⁴⁷

⁴⁷ EQ 9 is an effectiveness question and addressed under that heading.

- Most of the strategies are cost effective and efficient, but may not remain so for the next strategy period. More attention needs to shift from media production to club capacity strengthening (EQ 10).

Effectiveness

- Most activities are carried out as planned with a broad and systematic coverage. Outputs were to a large extent found to have generated the intended outcomes (EQ 11).
- Whereas the intermediate and final outcomes have not yet been proven in a systematic way, Femina Hip works on rooting the individual level behaviour change observed, as a gradual social norm change within the community/-ies (EQ 11).
- Several factors influence the achievement of objectives such as right timing, effective/consistent leadership and energetic/competent staff. The current political climate has hindered/reduced “straight talk” in sexuality education and made it necessary to repackage/rephrase previous work (e.g. replace the term life skills for sexuality education) (EQ 12).
- The evaluation identified several positive unplanned changes such as examples of self-organising among youth and mentors and other more negative such as inability to reach out of school youth due to funding constraints and need to focus (EQ 13).
- Femina HIP was commended for its ability to “read” the political situation and manoeuvre well in the sensitive area of sexual and reproductive rights – without compromising its independence and integrity (EQ 14).
- Femina Hip has active collaboration with other local/national and international partners, but the evaluation was not able to assess the effectiveness of such partnerships. It was mentioned by some informants that Femina Hip should have been more proactive in working with technical partners (EQ 15).
- EQ 16 are addressed in the section with recommendations, lessons learned are discussed separately (EQ 17).
- Femina Hip should carefully review findings and conclusions from this evaluation and consider pros and cons for each recommendation as learning and input to the new strategic plan and a revised M&E strategy – testing out new ways to collect data and information on long-term changes and programme impact (EQ 18).

Impact

- Femina has addressed and contributed to strengthening democracy, human rights, gender equality, SRHR and poverty reduction - in particular through the clubs – providing the preconditions for democratic development and protection of human rights - by informing and empowering young people in a local setting. The same is true when it comes to economic empowerment – a requirement for poverty reduction. Femina has also consistently addressed the same issues at a wider national level through the magazine, TV and radio shows. It is impossible to measure the total aggregate effects of such efforts, but easy to conclude that

Femina has made an important and highly visible local and national contribution (EQ20 and broader research questions).

- Femina Hip has large numbers in terms of outreach and coverage: 15 Mill. or 26% of the total population of Tanzania is reached by Femina Hip's media products. Almost 80% of the youth population aged 13 to 30 has been reached. There are around 2500 Fema clubs, 2900 mentors, 25 networks. 13000 snail mails, e-mails and SMS are received on a quarterly basis – and individually answered (EQ21).
- A continued focus on the Sexual and Reproductive Health (SRH) has meant that the Fema clubs have contributed to major development challenges: all clubs visited reported a drastic reduction in teenage pregnancies, child marriages, FGM and Gender-based violence. All girls from the Fema clubs interviewed – and an important number of the boys – stress the powerful feeling of knowing themselves and their bodies (EQ 19,20 and 24).
- Economic Empowerment has been further advanced during the period. Again, differences are great from one reality, one school and one club to the other. The evaluation team was met by selected stories of clubs where the basic entrepreneurship skills and insights were in place, and some outstanding examples of clubbers (and of mentors) were using the capacity to raise funds privately. Some of the youths interviewed shared the sense that they – after school – would be OK 'if I don't get a job, I simply start a business'. Now, what the percentage of clubbers with this capacity and power is, is not known, but all clubbers have been exposed to this thinking (EQ 19,20 and 24).
- Citizen Engagement (CE) has taken many forms from seeking leadership positions to taking responsibility for cleanliness and hygiene at the local hospital, government offices and the school alike. The notion that the clubbers consider the insight gained important for their ability to negotiate with local decision makers (school or district level) has been met in a few students, but there is still some way to go. The general assertiveness and courage – in a number of cases empowerment – is a basis for the later development of advocacy work. During the field work we did, however, not meet many examples (EQ 19,20 and 24).

Financial sustainability

- Femina Hip has successfully sustained the programme from 2013 to 2019 – in most years with an annual budget of approx. 2.2. Mill USD (EQ 26).
- Most funds have been provided as core support from the Swedish and Danish Embassies. Core funding has secured a predictable and solid basis for Femina Hip and been a precondition for its success. Project funds have built on and complemented core funds and facilitated scale up and expansion of Femina Hip's outreach EQ 25 and 26).
- Femina Hip has been entirely funded by external international donors in the evaluation period. No funds have been mobilised locally. Femina Hip will realistically have to be funded by external international donors for the next 5 to ten years (EQ 27 and 28).

- Even if Femina Hip managed to mobilise more local resources such funds will be small compared to current budget. Femina Hip will also continue to depend on core funding. Project grants are often small and will not add up to a reasonable level (EQ 26 and 27).
- Femina Hip has a broad coverage through the magazine, TV and radio productions and clubs. The limitations to further expansion and outreach of Femina Hip clubs in districts not yet covered and scaling up of existing activities are mainly related to capacity and funding (EQ 29).

Organisational sustainability

- Femina Hip has built a strong technical/professional team supported by effective staff with necessary organisational/administrative skills (EQ 25).
- It will be demanding to find and recruit an appropriate new leader with the ability to innovate and produce high quality content, find the right talents and human resources, nurture national and international networks and not least secure high-level of funding (EQ 29).
- The current Director will be leaving her position by the end of this year – after twenty years. The organisation has to ensure a smooth transition from first- to second generation leadership without jeopardising current credibility and undermining existing capacity. This is the biggest challenge for and potential future threat to Femina Hip (EQ 29).
- The future organisational model considered by Femina Hip is to recruit a new Director from January 2021 and allow the current Director from a base in the Hip Edutainment to act as an advisor for the next three to five-year period. Femina Hip will remain as an international NGO in Tanzania as an implementing branch of Hip Edutainment in Sweden (EQ 29).
- There are pros and cons for such a model, but Femina Hip should be realistic and ensure that current strengths and assets are maintained and avoid unpredictable changes. Hence, there is a need for checks and balances during the transition period.

4.2 RECOMMENDATIONS

Femina Hip has a solid strategy and over time developed a well-considered set of interventions. However, the youth and media context in Tanzania is changing rapidly. There is a need to constantly review and assess what are the most effective strategies as discussed in this report – for example between going wide or deep in geographical coverage, focusing on fewer or more interventions, keeping the same package or differentiating more. There is no definitive answer to such strategic questions and no direct line from our description and analysis to what Femina Hip should do in the future. Hence, several of the recommendations point to Femina Hip's strategic dilemmas and request the organisation to consider pros and cons and propose a way forward.

The team recommends that the Swedish and Danish Embassy and Femina Hip should:

Strategic recommendations

1. The Swedish and Danish Embassy should continue core support to Femina Hip for the next five years.
2. Femina Hip should consider further consolidation of the programme in fewer geographical areas – not increase coverage, but strengthen quality and deepen impact in existing clubs.
3. Seek ways to increase/strengthen the interaction between Femina Hip and the clubs to keep the momentum of clubs and strengthen their capacity in general and that of the mentors especially.
4. Review the current package of media-/communication channels such as (a) the printed magazine, (b) radio and TV shows and (c) social media and invest more in the channels most relevant and cost-effective for strengthening Fema clubs.
5. Consider more differentiated focus and use of communication channels, such as for instance less printed magazines for schools and clubs with good access to smartphones and computers and hence digital access to the magazine.
6. Seek legal advice to prepare future organisational models as international versus national NGO in the context of the existing NGO legal framework.
7. Prepare a transition and succession plan for 2020 to be discussed and approved by the Boards in Femina Hip and HIP Edutainment.
8. Review and prepare a plan for future financial sustainability and the scope for local fundraising/income generation.

Operational recommendations

1. Request for a meeting with senior level representatives from core donors to discuss the transition/succession plan.
2. To do in-depth studies of Femina Hip's medium to long-term effects on samples of Fema clubbers, e.g. tracer and or behavioural change studies and phase out/reduce the existing OMNIBUS surveys⁴⁸.
3. Further to the above strategic recommendation 5, consider whether Femina Hip's special standing with government could represent an entry point for more online opportunities. A pilot could be to have the magazine on a desktop in the library, the use of a limited number of tablets in the club or the like. Use this 'pilot' to prepare 'media and information literacy' training of mentors and clubbers, preparing for the future.

⁴⁸ Already proposed in the 20 years of Femina Hip report (2019): «It would be conducive to conduct an increased number of small scaled controlled studies. Femina Hip could conduct a baseline with a control school and a school that receives and assimilates the Fema magazine and then return after one year to test knowledge and behaviour change» (p.51).

4. Consider focusing on core donors and unearmarked funding and as a rule cut/reject small project donors unless well justified.
5. For Femina Hip to prepare a response to the conclusions and recommendations from this evaluation to the Swedish Embassy not later than May this year.

4.3 LESSONS LEARNT

The most important lessons learned are linked to the reasons for Femina Hip's success:

- Timing was right. Femina Hip has filled a huge gap nationally and in the school system. There has been a dire need and demand for what Femina Hip has offered – edutainment – important information and messages presented in an attractive format. Femina Hip has had no or few “competitors” in schools – in particular in rural areas where the clubs often have been stronger (by filling a larger gap) than in urban areas.
- Femina Hip produces local content – in the local language and adjusted to local realities. The presentation is attractive and fun.
- Femina Hip has benefited from an experienced and competent Director for twenty years providing strategic direction, technical content with support from international networks and managerial guidance and not least external funding.
- Femina Hip staff has been energetic, proactive and perceived as different and alternative in their approach and interactions.
- Femina Hip has also been able to attract and sustain long-term core funding from the start providing predictability and stability and opportunities to attract additional funding – scaling up what core donors have provided.⁴⁹
- Femina Hip has entered into active engagement with the government at national and local level without losing its independence and integrity. The organisation is visible and publicly well known. It has a high level of credibility among civil society partners and national/local governments.

⁴⁹ “The core support via the basket fund has been instrumental for building Femina Hip as an institution. The core funding from committed and flexible donors such as Sida and Danida has been and is still a prerequisite for Femina Hip». Swedish Embassy (2013). Appraisal of Femina Hip.

Annex 1 – Terms of Reference of Femina Hip, 2013-2019

1. Introduction

Femina Hip has now operated for two decades. The ‘edutainment’ initiative sprung out of a support network set up in Tanzania by Swedish based Karolinska Institute (Dr. Minou Fuglesang) in 1999. The aim was to foster healthy lifestyles by educating and connecting young people around sexual and reproductive health and rights and HIV and AIDS using media vehicles. At the time, there was an urgent need to spread information about the deadly HIV virus and about sexual health and rights in general. Gender was flagged as a similarly important issue because of the relationship between gender disparities and sexual health decision-making. Few initiatives existed and there was a desperate need for awareness raising and behavior change. Fuglesang together with local counterparts founded a civil society organization in Tanzania in 1999 and also set up the HIP Edutainment Foundation in Sweden, to secure strategic, technical and funding support to develop the initiative.

In Tanzania at the time, young people were unfortunately, not included in the sexual and reproductive health agenda even though Tanzanians under the age of 25 represented over half of the total population. They were also marginalized in terms of decision-making and access to services. A lack of education and employment, especially in rural areas, meant that this group was, and continues to be, most in need and most at risk. Youth were therefore identified as the important target group.

Over the years the Femina Hip initiative grew rapidly, the open media platform—which encouraged honesty and built a reputation of trust evolved with its ‘edutainment’, entertainment-education approach. The print magazine Fema quickly became the key vehicle complemented with TV, radio and later social media. The team is dedicated to storytelling and the sharing of experiences, engaging young people in conversations around issues important to their development and well-being in an honest and popular way: inspiring, motivating, influencing attitudes, changing mindsets and ultimately changing behaviors. The provision of life skills is central, youth need to be confident, critical thinkers able to navigate relationships and social situations, they need to be equipped to be the authors of their own lives. Femina Hip continuously keeps ears and doors open towards its target audience: youths’ needs, experiences, opinions and ‘voices’ are what matter to the organization, and these are fed back into the media production process. Femina Hip strive to be strategic communication experts, aligning with the social and behavior change (SBCC) tradition.

The Femina Hip platform uses a range of communication vehicles to complement and reinforce messages that are shared with its audience, but it has also encouraged the set up an elaborate Community Mobilization program with a system of extra-

curricular Fema activity Clubs for students in secondary schools. Here the youth can further engage with the messages and initiate their own activities. Community outreach and training ensures that the media products are used in Active Learning, an in-service teacher training to support, motivate and strengthen teacher mentors of Fema Clubs, building their capacity to use the media products as learning materials to support skills development and engagement.

Clubs are the seeds of civil society organizing and there are now more than 2300 active Fema Clubs registered. During the past years the clubs have started self-organizing like never before, voluntarily organizing themselves in regional networks of Fema Clubs and initiating activity. Motivated teachers have set up a national Fema mentors network to promote and support their work and are organizing their own events. The organization also has set up a Youth Volunteer Program, where many youth and former Fema Clubbers contribute. This is another way Femina Hip becomes a resource and offers a powerful way to capture and carry the ‘voice’ of youth, while offering them exposure to the contemporary world they need to learn to navigate.

In 2011, during the second decade of Femina Hip, the organization was challenged to take on a more holistic strategy around its content agenda, coupling sexual and reproductive health and rights with economic empowerment in order to address the request from youth and acknowledge the income generating challenges facing them. The coverage of the last two presidential elections and the review of the Constitution, as well as Fema Club formation and self-organizing for civil society activism brought forward the need to deal with citizen engagement and participation, as well as rights and responsibilities, in a more systematic way. This together with the Fema Club activity in secondary schools, volunteering and club networks set up illuminates how the initiative is contributing to responsible citizenship where community collaboration and action must start. The value of the Fema platform to carry out downstream advocacy, i.e. to share information about the government policies and programs and decisions that affect young people’s lives, has become very clear.

Today, Femina Hip has become the largest civil society multi-media, life skills platform for young Tanzanians, an award-winning popular brand and a youth lifestyle movement reaching 15 million people annually across Tanzania. In the process Femina Hip has evolved the concept of the ‘Femina Family’. This concept is synonymous with Femina Hip’s own healthy lifestyle brand that promotes responsible decision-making and healthy lifestyle choices. To be a member of this family means that the audience identifies with the values of the brand, and regularly engages with the platform, actively promoting others to join. In return, this relationship stimulates a sense of solidarity; a feeling of inclusion and ownership which encourages youth to participate in the Femina Hip initiative to gain vital life skills.

Femina Hip has worked in partnership with the Swedish Embassy since the start. Core support from Sweden and Denmark has allowed for a long-term investment that has been augmented with smaller, short term donor funds. This has enabled the building of a solid, large scale media platform that has been able to deliver consistent, trusted information to youth and their communities with clear messages around

sexual health, protection and rights as well as other issues that concern young women and men.

The current government in Tanzania has expressed that it is eager to work in close partnership with the civil society to ensure focus is on key concerns and government agendas. A reform of the civil society sector was initiated in 2018 and is still ongoing in order to regulate and control the sector in a more efficient manner.

Femina Hip, which has been registered as a company Ltd. but with ‘NGO compliance’ is in the process of reregistering. In the meantime, it has received endorsement by the current government and signed key Memorandums of Understanding with PoRalg/TAMISEMI and has a good working relationship with the government offices at both local and national level. Consequently, in the regions where Femina Hip works we have increasing interest and support from local government including regional education and health officers, district secondary education officers and heads of schools - the organization’s activity has accelerated.

Dr. Minou Fuglesang, one of the founding members, has served as Executive Director of the organization for the past 20 years. She will be stepping down to take on the role of Strategic Lead in the near future. The organization has therefore started a process of change management, looking at leadership capacity, strengthening of the senior management and the recruitment of a new Director.

The Strategic Plan for Femina Hip 2013 -2017 extended to 2022 in consultations with the boards of Femina Hip and Hip Edutainment. This decision was a result of a positive mid-term evaluation and funding modalities. Our core donors, the Swedish and Danish Embassies endorsed this decision.

2. Evaluation rationale

Femina Hip has been implementing the current Strategic Plan since July 2013 and has made progress in reaching youth, communities, schools, professionals, decision and policy makers as well as other stakeholders working in all regions across Tanzania. During this time, Femina Hip has enhanced its own understanding and strategies towards engaging the youth on its key agendas; [Sexual and Reproductive Health and Rights](#), [Economic Empowerment](#) and [Citizen Engagement](#).

This evaluation will provide a comprehensive summary and aggregation of Femina Hip activities over the 2013-2019 period, as well as establish, on a sample basis, the links substantiated by evidence between the activities and (a) stated organization’s objectives, and (b) other observed changes in the relevant sectors/domains, in which Femina Hip operates, lessons learnt and the way forward.

3. Evaluation object: Project/programme to be evaluated

On July 2013, the Embassy of Sweden made a decision to provide core support to Femina Hip Strategic Plan 2013-2017 extended to 2022 with MSEK 35,008,156. Femina Hip conducted a mid-term evaluation of its Strategic Plan between December 2015 – February 2016.

The aim of the current exercise is to conduct an evaluation of the Femina Hip Strategic Plan 2013-2017. The objectives of the evaluation are to assess progress of the Strategic Plan towards its set outcomes and outputs as identified in the results

framework, as well as identify challenges, lessons learnt and provide recommendations for the remaining project period.

The core functions of Femina Hip are embedded in its Mission, Vision; and outcomes which are: Femina Hip **envisions** a gender equal society in which youth are confident and competent changemakers with healthy lifestyles who actively participate in the development and well-being of Tanzania.

Their **mission** is to use their trusted brand, expertise in strategic communication and extensive partnership network to reach young people across Tanzania with critical knowledge and create forums for conversation, which are essential to initiate the process of behavior change towards healthy lifestyles.

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

Intermediate Outcome: Youth and mentors adopt the promoted behaviors of the Femina Hip Family:

Sexual and Reproductive Health and Rights

- Delayed sexual debut
- Abstinence
- Go for HIV and STI testing
- Practice safe sex (use condoms and other contraceptives)
- Work to combat HIV and AIDS stigma
- Combating gender-based violence
- Practicing menstrual hygiene management

Economic Empowerment

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

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
- Acquire and practice life skills
- Peer education
- Self-organization

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

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

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

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

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

4. Evaluation scope

The evaluation will examine the results achieved and areas for future improvement. The evaluation will include in-depth discussions with young women and young men, students, Fema club members, teachers/mentors, head teachers, parents, Gender desks, government officials, parliamentarians, journalists, communities and other relevant key stakeholders. It will also incorporate the findings from various report reviews and project documents. It is expected that the evaluation will cover Dar Es Salaam, Mbeya, Tanga and Dodoma regions.

The stakeholders to be consulted during this evaluation should include, but not be limited to, the following:

1. Targeted beneficiaries i.e. students, teachers/mentors, head teachers, community members
2. Locally based NGOs, and government service providers involved in SRHR, Democracy and Human Rights, Gender rights e.g. schools, police, health and social welfare. Folk Development Colleges.
3. District Secondary Education Officers, regional education officers and other regional and national relevant government offices
4. Traditional and religious leaders
5. Influential women and men, entrepreneurs
6. Existing formal and informal community-based organizations.
7. Relevant UN agencies, international and national organizations, including but not limited to UNICEF, UNFPA and UN Women and Save the Children, Plan International and Tanzania Child Dignity Forum, AMREF, Marie Stopes, Twaweza, Nipe Fagio, Foundation for civil society/FA YA

For further information, the Femina Hip Strategic Plan 2013-2017 and Results Framework is attached as Annex D.

The scope of the evaluation and the intervention logic or theory of change of the project/programme shall be further elaborated by the evaluator in the inception report.

5. Evaluation purpose: Intended use and intended users

The purpose or intended use of the evaluation is to enable Femina Hip and Hip Edutainment and its donor partners to assess progress of the on-going implementation

work to learn what works well and what could be adjusted and improved to operate better in the current socio-political context and for the next five year period. The evaluation will also be used to inform decision on structural changes.

The primary intended users of the evaluation are the Femina Hip senior management team, staff, HIP Edutainment Board members, Embassy of Sweden and Denmark in Tanzania that provides core support to the Femina Hip Strategic Plan 2013 -2017 extended to 2022.

The evaluation is to be designed, conducted and reported to meet the needs of the intended users. The consultants shall elaborate in the tender how this will be ensured during the evaluation process.

Other stakeholders that should be kept informed about the findings of the evaluation include, Danish Embassy, Irish Embassy, Norwegian Embassy, Swiss Embassy, UNICEF, UNFPA, Pefar/USAID, Best Dialogue, Global Fund for Women, Mary Stopes, CIFF who all contributed funding to Femina Hip in the Strategic Plan period 2013-2017 extended to 2022. Others include; Ministry of Health, Community Development, Gender Elderly and Children–Gender and Children’s Departments, Ministry of Education, Science and Technology and President’s Office Regional Administration and Local Government in districts where Femina Hip works.

During the inception phase, the evaluators and the users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

6. Evaluation objective: Criteria and questions

The main objective of this evaluation is to assess progress of the Strategic Plan towards its set outcomes and outputs (as defined in the Results Framework), identify challenges, lessons learned and provide recommendations for the future program periods. The aim is also to evaluate the effectiveness of the Femina Hip’s Strategic Plan 2013-2017 and formulate recommendations as an input to upcoming discussions concerning the preparation of a new Strategic Plan for the coming five-year period.

The specific objectives are:

1. To assess and document the implementation of the Strategic Plan at national and district levels focusing on the achievements, challenges and ‘lessons learnt’;
2. Measure achievements and outcomes of the strategic plan based on available baseline information and developed results framework;
3. To accentuate ‘best practices’ so as they can be duplicated within Femina Hip as well as in partner programmes and activities;
4. Identify lessons learnt and explore potential for sustainability and scale-up of the implementation;
5. To identify gaps and provide recommendations on the implementation of a new Strategic Plan so as to address them for the new Strategic Plan period.
6. Examine the organization’s funding situation and modalities and how core funding resources can be used more effectively and complemented by the short-term project funding in the eventuality of reduced investment.

The Evaluation questions are:

Relevance

1. How was the programme aligned to national policies and programmes on gender equality, Democracy & Human Rights, entrepreneurship and business start-up and environment and climate change.
2. To what extent have the programme activities conformed to the needs and priorities of the beneficiaries, stakeholders and donor priorities or policies on SRHR awareness, Economic Empowerment, and Citizen Engagement.
3. Are the program's goal and objectives still aligned with those of the intended beneficiaries considering the current context/environment of these target groups?
4. To what extent have the activities and outputs of the thematic areas been consistent with the overall goals and attainment of its objectives? Were the activities and outputs of each thematic area consistent with the impacts and effects?
5. How appropriate were programme activities and outputs to achieving expected outcomes?

Efficiency

1. To what extent can the costs of the programme activities be justified by its results?
2. What strategies did the programme use to become more efficient over the course of its existence?
3. How flexible has the programme been in adapting to changing needs?
4. Were organization's resources managed in a transparent and accountable manner?
5. What are the results achieved versus resources invested (Human, time, financial)?
6. Were the strategies cost effective and efficient in getting the expected results?

Effectiveness

1. To what extent were the objectives achieved/ during the timeframe of the Strategic Plan?
2. What were the major factors influencing the achievement or non- achievement of the objectives?
3. To what extent are unplanned positive effects contributing to results produced / services provided?
4. To what extent was the program adapted or is able to adapt to changing external conditions (risks and assumptions) in order to ensure benefits for the target groups and adjust program implementation?
5. To what extent have the interventions of different stakeholders/actors in the programme been harmonised?
6. What went well and what needs to be improved?
7. What are the lessons learned?
8. How can the learning systematically be brought back into the planning cycle and the M&E plan?

Impact

The Consultants will assess if the project demonstrated impact during the implementation period which will be i.e. positive and negative changes produced by the intervention, directly or indirectly, intended or unintended. The assessment will also be concerned with the positive and negative impact of external factors.

The following will be explored:

1. What has happened as a result of the implementation of the Strategic Plan?
2. What were the main results achieved through Femina Hip's role as a largest civil society multi-media platform for young Tanzanians
3. How many people (beneficiaries, partners or stakeholders) have been affected?
4. Have there been/ will there be any unplanned positive impacts on the planned target groups or other non-targeted communities arising from the interventions? How did this affect the impact?
5. Did the implementation of the Strategic Plan take timely measures for mitigating the unplanned negative impacts? What was the result?
6. What is the overall impact of the project/programme in terms of direct or indirect, negative and positive results?

Sustainability

The Consultants will assess if the project has factored in sustainability when working with beneficiaries, partners and stakeholders. The following will be explored:

1. To what extent has the implementation of the strategic plan resulted in leveraging of knowledge and interventions to ensure sustainable impact?
2. What sustainability mechanisms have been put in place to ensure sustainability of programme outcomes? What are the other major factors that have influenced the achievement and non-achievement of sustainability of the implementation?
3. Is it likely that the benefits (outcomes) of the project are sustainable?
4. How sustainable is the progress made and the achievements?
5. What are the challenges, if any, to scaling up the progress made and achieved results?
6. What are the key lessons learnt and best practices that can contribute to the knowledge base of the staff of Femina Hip, implementing partners, and donors?

Other Research questions for consideration. Has the project had any positive or negative effects on Democracy, Human Rights, gender equality and SRHR? Could gender mainstreaming have been improved in planning, implementation or follow up? Has the project contributed to poverty reduction? How?

Questions are expected to be developed in the tender by the tenderer and further developed during the inception phase of the evaluation.

7. Evaluation approach and methods

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation

design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. A *gender responsive* methodology, methods and tools and data analysis techniques should be used. A clear distinction is to be made between evaluation approach/methodology and methods. The evaluator should also identify limitations and constraints with the chosen approach and method and to the extent possible, present mitigation measures to address them.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

8. Organisation of evaluation management

This evaluation is commissioned by **Embassy of Sweden in Dar es Salaam**. The intended user(s) is/are **Femina Hip and Embassy of Sweden**. Femina Hip has contributed to the ToR and will be provided with an opportunity to comment on the inception report as well as the final report, but will not be involved in the management of the evaluation. Hence the commissioner will evaluate tenders, approve the inception report and the final report of the evaluation. The start-up meeting and the debriefing/validation workshop will be held with the commissioner and Femina Hip will be invited.

9. Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation.⁵⁰ The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation.⁵¹ The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

10. Time schedule and deliverables

The consultants shall prepare and submit a preliminary work-plan and budget for the evaluation. The consultants shall accomplish the work within an agreed timeframe of not more than 60 days (approximately eight weeks) including weekends, public

⁵⁰ DAC Quality Standards for development Evaluation, OECD, 2010.

⁵¹ Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014.

holidays and travel time. This will involve travels to various regions, Dar Es Salaam, Mbeya, Tanga and Dodoma where Femina Hip has programme activities, a preliminary desk study for revision/analysis of existing documents, consult and interview various people, analysis, preparation of a draft report, discussions with stakeholders for feedback on draft and preparation of the final report.

The inception report is an important deliverable as it provides an opportunity for the Embassy, Femina Hip and the evaluator to ensure that they have a mutual understanding of the ToR. Before commencing field work, a brief inception report shall be submitted to and discussed with Femina Hip. Immediately after completion of field work, a debriefing meeting will be held between Femina Hip, the consultant and any other relevant stakeholder to validate the findings.

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out between 15th November 2019 – 30th February 2020. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The Consultants will submit draft reports to Femina Hip for review and feedback five weeks after commencing the evaluation. The Consultants will submit a consolidated final evaluation report two weeks after receiving feedback and inputs from Femina Hip and the Embassy.

The consultants will work closely with the Femina Hip Senior Management team, including the Monitoring and Evaluation and Learning Manager. The consultancy team for the task will also be shared with Femina Hip to ensure coherence and coordination.

The following activities and deliverables will be expected from the evaluation:

1. Prepare and submit concept note which will lay out the methodology in detail.
2. Develop data collection tools, testing the tools and revising them accordingly before the start of data collection process.
3. Training data collectors on the use of the tools and also quality control of returned data
4. Coordinating and implementing field data collection.
5. Carrying out a literature review of secondary data including national studies, Development Plans, sector specific strategies, publication and any other relevant national and regional data sources.
6. Collect information from print and electronic media.
7. Analyse data collected, producing a report, presenting findings from the draft report to Femina Hip and incorporate feedback provided.
8. Producing a final report and PowerPoint presentation of findings and meet with Femina Hip (if requested) to discuss the full report.

The consultants are expected to submit a final evaluation report in both electronic format and hard copy as part of the evaluation process and Power Point presentation summarizing the report. The main report should not exceed 40 pages and should include an executive summary and recommendations. Technical details should be

confined to appendices, which should also include a list of informants and the evaluation team's work schedule.

The table below summarises the key deliverables from the evaluation process. Deadlines for final inception report and final report must be kept in the tender, but alternative deadlines for other deliverables may be suggested by the consultant and negotiated during the inception phase.

DELIVERABLES AND TENTATIVE DATES IN THE TABLE

Deliverables	Participants	Deadlines
1. Start-up meeting at Femina Hip Conference Room or Skype Conference	Femina Hip staff and the consultants	[STATE DATE] [Allow a minimum of 6 weeks from start of call-off process to start of the assignment. This period should include <u>at least</u> 2 weeks for submission of the tender, time needed for evaluation of tenders at Sida/Embassy, and the 10-day stand still period before a contract can be signed with the winning firm] Tentative – 15 th Nov 2019
2. Draft inception report	Consultants	Tentative 30 th November 2019
3. Inception meeting at Femina Hip conference room or Skype Conference	Femina Hip staff and Consultants	Tentative 5 th December 2019
4. Comments from intended users to evaluators		Tentative - 10 th December 2019
5. Final inception report		Tentative - 12 th December 2019
6. Debriefing/validation workshop (meeting)	Femina Hip staff, Embassy of Sweden and the Consultants	Tentative 8 th January 2020
7. Draft evaluation report	Consultants	Tentative - 30 th January 2020
8. Comments from intended users to evaluators	Femina Hip staff, Embassy of Sweden and other development partners	Tentative - 5 th February 2020
9. Final evaluation report		Tentative – 20 th February 2020
10. Seminar Embassy of Sweden Conference Room	Tentative - Femina Hip staff, Government stakeholders, Development partners	Tentative – 28 th February 2020

The inception report will form the basis for the continued evaluation process and shall be approved by Femina Hip and the Embassy of Sweden before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology, methods for data collection and analysis as well as the full evaluation design. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English and be professionally proof-read. The final report should have clear structure and follow the report format in the Sida Decentralised Evaluation Report Template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages. The evaluation approach/methodology and methods for data collection used shall be clearly described and explained in detail and a clear distinction between the two shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. Findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Recommendations and lessons learned should flow logically from conclusions. Recommendations should be specific, directed to relevant stakeholders and categorised as a short-term, medium-term and long-term. The report should be no more than **40 pages** excluding annexes (including Terms of Reference and Inception Report). The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation.⁵²

The evaluator shall, upon approval of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication data base. The order is placed by sending the approved report to sida@nordicmorning.com, always with a copy to the Sida Programme Officer as well as Sida's Chief Evaluator's Team (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field and include the name of the consulting company as well as the full evaluation title in the email. For invoicing purposes, the evaluator needs to include the invoice reference "ZZ610601S," type of allocation "sakanslag" and type of order "digital publicering/publikationsdatabas.

11. Evaluation team qualification

[Sida's framework agreement for evaluation services stipulates that a 'core team member' (i.e. a senior consultant with high level of evaluation competence) shall lead the evaluation team. These mandatory qualifications are already specified for each

⁵² Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014

consultant level in the framework agreement: Academic background, evaluation skills, number of years of working experience and English language skills. Include only additional (if any) specific qualifications that are required within the team, but not specified at an individual level. Additional qualifications may vary depending on the assignment, but might include local knowledge, subject matter expertise, language skills etc.]

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies:

1. Demonstrable experience in the design and implementation of evaluations including the use of participatory methodologies
2. Demonstrable expertise and experience of working with/ and or evaluating Social and Behaviour Change Communication [SBCC] projects on SRHR, Gender rights, Democracy and Human Rights, economic empowerment, preferably in the Tanzania context or in the region
3. Demonstrable experience and skills in quality data collection and high-level data analysis using participatory methodology and triangulation
4. Ability to write high quality, clear, concise reports

It is desirable that the evaluation team includes the following competencies:

1. Track record of developing and conducting various types of evaluation studies using qualitative and quantitative methods
2. Experience in managing and coordinating evaluation/research exercises, and the capability to handle necessary logistics and work within tight time schedules.
3. Previous experience of working with girls, communities and vulnerable groups
4. Ability to respond to comments and questions in a timely, appropriate manner
5. Excellent written and verbal English communication skills
6. A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.
7. It is important that the competencies of the individual team members are complimentary. It is highly recommended that local consultants are included in the team if appropriate.
8. The evaluators must be independent from the evaluation object and evaluated activities and have no stake in the outcome of the evaluation.

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Annex 3 – People met

Dar Es Salaam - Femina Hip Staff and Board

- Fuglesang, Minou – Executive Director and Founder
- Batamula, Amabilis – Media and Partnership Director
- Mlay, Ruth –Head of Programs
- Sheth, Pushpa – Head of Finance
- Reader, Lesley - Senior Advisor – Entrepreneurship & Skills Development
- Mollel, Nashivai – Community Mobilization Manager
- Ahmed, Thabit –Community Mobilization Officer
- Samwel, Martha – Monitoring Evaluation and Learning Officer
- Millinga, Mwanzo- Femina Hip BoD member

Dar Es Salaam – FEMINA HIP Project participants and Partners

- Lisu, Hamisi, Regional Education Officer, Regional Administration - RAS Office, Ilala, Boma
- Thomas, Bernadeta, Regional administrative Secretary (RAS), Regional Administration, RAS Office, Ilala, Boma (by phone)
- Komba Maiko, Ag. District secondary Education Officer, Temeke Municipal Council
- Kyando, Frydah, Head of School, Lumo Secondary School
- Ngutgu, Sheda, Mentor/teacher, Lumo Secondary School
- *Group discussion with Femina Hip Club members Lumo Secondary School: 11 girls and 7 boys*
- Mabula, Ramadhani – Ag. Municipal Secondary Education Officer, Kinondoni Municipal Council Office
- Nameson, Charles – Second Master, Oysterbay Secondary School, Kinondoni Municipal Council
- Kitindi Emmiliana – Fema Club Mentor Teacher, Oysterbay Secondary School, Kinondoni Municipal Council
- *Group discussion with Fema Club members Oysterbay Secondary School: 8 girls and 6 boys*

Dar Es Salaam – Femina Hip Donors and Stakeholders

- Mongi, Virginia – Programme Officer, Swedish Embassy
- Hellström, Johan, Research and Innovation, Swedish Embassy
- Alam, Tahsheen – Communication Specialist, UNICEF
- Chande, Risha – Director, Engagement and Advocacy, TWaweza
- Cosmas, Darius – Programme Manager Health and Governance, Danish Embassy

- Gwerine, Moses – Child Protection officer, Tanzania Education Network (TEN/MET)
- Kamugisha, Alistidia J. –Coordination and Networking, Tanzania Education Network (TEN/MET)
- Malya, Beatrice, Grants Officer, Tanzania Education Network (TEN/MET)
- Henga, Anna – Executive Director, Legal and Human Rights Centre
- Kijuu, Pelagia Mwasu –Project Manager, Foundation for Civil Society (FCS)
- Lugembe, Jamila Hoka –Programme Officer, Danish Embassy
- Mwamelo, Kim – Programme Manager, Reproductive Health and Nutrition, Irish Embassy
- Reuben, Rose, Executive Director, Tanzania Media Women´s Association (TAMWA)
- Tambay, Anil – Country Director, Marie Stopes
- Urassa, Goodluck –Professor, University of Dar es Saalam
- Walsh, Peter –Country Director, Save the Children

Dodoma – FEMINA HIP Project participants

- Mavunde, Christopher – Chairperson, National Fema Club Mentors Network 2017-2019
- Nasib, Vaileth Secretary – Former National Fema Club Mentors Network, Dodoma
- Mpemo, Abdalla – Head of School Haneti Secondary School, Chamwino District
- Peter, Naomi – Mentor/Teacher, Haneti Secondary School, Chamwino District
- *Group discussion with Fema Club members Haneti Secondary School: 9 girls and 7 boys*
- Nyandoro, Fredy – Head of School, Kisasa Secondari School, Dodoma City
- Nasib, Vaileth – Fema Club Mentor Teacher, Kisasa Secondari School, Dodoma City
- *Group discussion with Fema Club members Kisasa Secondary School: 10 girls and 6 boys*
- Kubimbi, Pius –Fema Club Mentor Teacher, Chilonwa Secondary School, Chamwino
- Mlugu, Peter – Head of School, Chilonwa Secondari School, Chamwino District
- *Group discussion with Fema Club members Chilonwa Secondary School: 18 girls and 12*

Dodoma – Femina Hip Partners and Stakeholders

- Kajugusi, James – Director for Youth Development, Prime Minister’s Office
- Mbeyu, Sophia – Ag.Regional Academic Officer, Regional Commissioner’s Office RAS,
- Mbulo, Grace – Ag. DGNO, NGO Registrar’s office, Ministry of Health, CommunityMDevelopment, Gender Elderly and Children (MOHCDGEC)
- Rw, Charles –SSO, MOHCDGEC

- Msangi, Jaina Saidi M., – PCDO, Ministry of Health, Community Development, Gender Elderly and Children (MOHCDGEC)
- Shaweji, Faki – Legal Officer, MOHCDGEC
- Oganga, Bernard, President’s Office – Regional Administration and Local Government (PO-RALG)
- Abeid, Riaz, Education Coordinator, President’s Office – Regional Administration and Local Government (PO-RALG)
- Nkwabi, Martin – City Secondary Education Officer, Dodoma City Council
- Zahoro, Selanda – Stastic Logistics Officer, Dodoma City, Secondary Education Office
- Mswahili, Fausitine – Stastic Logistics Officer, Dodoma City, Secondary Education Office
- Semango, Damari – District Secondary Education Officer, Chamwino District Council

Mbeya – Femina Hip Project Participants

- Nyalusi, Angela – Head of School, Mzondahaki Secondary School
- Luziga, Yousuph – Fema Mentor Teacher, Mzondahaki Secondary School
- *Group discussion with Fema Club members Mzondahaki Secondary School: 9 girls and 7 boys*
- Haule, Margaret –Head of School, Mbeya Day Secondary School
- Tumpe, Kusilukata – Mentor/teacher, Mbeya Day Secondary School
- Jobman, Kinego– Mentor/teacher, Mbeya Secondary Day School
- *Group discussion with Fema Club members Mbeya Secondary Day School: 19 girls*
- Nchimbo, Alfred – Head of school, Ndobbo Secondary School, Mbeya City
- Nyimbo, Alfred A – Mentor/teacher, Ndobbo Secondary School, Mbeya City
- *Group discussion with Fema Club members Ndobbo Secondary School: 7 girls, 9 boys*
- Nchimbi, Aderick – Head of School, Katumbasongwe Secondary School, Kyela District
- Millinga, Beatrice O. – Mentor/teacher, Katumbasongwe Secondary School, Kyela District
- Komba, Frank – Mentor/teacher, Katumbasongwe Secondary School, Kyela District
- *Group discussion with Fema Club members Katumbasongwe Secondary School: 9 boys 6 girls*
- Irengo, Kapuji –Assistant Head of School, Ndobbo Secondary School, Kyela District Council
- Dandongga, Mary – Fema Club Mentor/Teacher, Ndobbo Secondary School, Kyela District Council
- Myimbo, Alfred – Fema Club Mentor/Teacher, Ndobbo Secondary School, Kyela District Council

Mbeya– Partners and Stakeholders

- Mbijima, George – Ag. Regional Education Officer, Mbeya Region
- Danda, Felix – City Secondary Education Officer, Mbeya City Council
- Abuu, John – City Academic Officer, Mbeya City Council
- Mariki, Hope – Logistic Officer (Secondary Education), Mbeya City
- Wairanga, Grace – SLO II, Kyela District Secondary Education Officer’s office, Kyela

Annex 4 – The Femina Hip and HIP Edutainment history

The Femina Hip history – the first 10 years⁵³

The ‘edutainment’ initiative sprung out of a support network set up in Tanzania by Swedish based Karolinska Institute (Dr. Minou Fuglesang) in 1999. The aim was to foster healthy lifestyles by educating and connecting young people around sexual and reproductive health and rights and HIV and AIDS using media vehicles. At the time, there was an urgent need to spread information about the deadly HIV virus and about sexual health and rights in general. Gender was flagged as a similarly important issue because of the relationship between gender disparities and sexual health decision-making. Few initiatives existed and there was a desperate need for awareness raising and behaviour change. Fuglesang together with local counterparts founded a civil society organization in Tanzania in 1999, East African Development Communication Foundation. A few years later the set up was formalized further and Femina HIP was registered by HIP Edutainment Foundation in Sweden which was set up to secure strategic, technical and funding support to develop the initiative.

In Tanzania at the time, young people were not included in the sexual and reproductive health agenda even though Tanzanians under the age of 25 represented over half of the total population. They were also marginalized in terms of decision-making and access to services. A lack of education and employment, especially in rural areas, meant that this group was, and continues to be, most in need and most at risk. Youth were therefore identified as the important target group.

Over the years the Femina Hip initiative grew rapidly, the open media platform—which encouraged honesty and built a reputation of trust evolved with its ‘edutainment’, entertainment-education approach. The print magazine Fema quickly became the key vehicle complemented with TV, radio and later social media. The Femina Hip team has been dedicated to storytelling and the sharing of experiences, engaging young people in conversations around issues important to their development and well-being in an honest and popular way: inspiring, motivating, influencing attitudes, changing mindsets and ultimately changing behaviours.

The provision of life skills is central, youth need to be confident, critical thinkers able to navigate relationships and social situations, they need to be equipped to be the

⁵³ The Swedish Embassy Terms of Reference presents the background history used as a source for the background information, but including also other sources such as 20 Years of Femina Hip (2019), Mid-Term Review (2015) and Annual reports 2013-18.

authors of their own lives. Femina Hip continuously keeps ears and doors open towards its target audience: youths' needs, experiences, opinions and 'voices' are what matter to the organization, and these are fed back into the media production process. Femina Hip strive to be strategic communication experts, aligning with the social and behaviour change (SBCC) tradition.

The Femina Hip platform uses a range of communication vehicles to complement and reinforce messages that are shared with its audience, but it has also encouraged the set up an elaborate Community Mobilization program with a system of extra-curricular Fema activity Clubs for students in secondary schools. Here the youth can further engage with the messages and initiate their own activities.

Community outreach and training ensures that the media products are used in Active Learning, an in-service teacher training to support, motivate and strengthen teacher mentors of Fema Clubs, building their capacity to use the media products as learning materials to support skills development and engagement.

Clubs are the seeds of civil society organizing and there are now around 2500 active Fema Clubs registered. During the past years the clubs have started self-organizing, voluntarily organizing themselves in regional networks of Fema Clubs and initiating activity. Motivated teachers have set up a national Fema mentors' network to promote and support their work and are organizing their own events. The organization also has set up a Youth Volunteer Program, where many youth and former Fema Clubbers contribute.

The Femina Hip history – the second 10-year period

In 2011, at the beginning of the second decade of Femina Hip, the organization was challenged to take on a more holistic strategy around its content agenda, coupling sexual and reproductive health and rights with economic empowerment in order to address the request from youth and acknowledge the income generating challenges facing them and their families.

The coverage of the last two presidential elections and the review of the Constitution, as well as Fema Club formation and self-organizing for civil society activism brought forward the need to deal with citizen engagement and participation, as well as rights and responsibilities, in a more systematic way. This together with the Fema Club activity in secondary schools, volunteering and club networks set up illuminates how the initiative is contributing to responsible citizenship where community collaboration and action start. The value of the Fema platform to carry out downstream advocacy, i.e. to share information about the government policies and programs and decisions that affect young people's lives, has become clear.

At the same time Femina Hip further strengthened their move away from SBCC messaging, and on to the focus on social norms⁵⁴, realising that in order to complete the leap from knowledge of and attitude towards a subject-matter, actually generating outcomes and change requires the broader community around the FEMA Clubbers to follow along. It is not enough that the club-members know what is best for the girls and boys. The schools, families and community in general need to share that understanding, which over time is embedded as the agreed norm. As change takes time, the present programme’s unique 20 year – well funded – duration, has had a rare opportunity to actually generate (some of) the desired change, including a rooting of approach – and sustainability. We will return to that question.

The Femina Hip history – today

Today, Femina Hip has become the largest civil society multi-media, life skills platform for young Tanzanians, an award-winning popular brand and a youth lifestyle movement reaching 15 million people annually across Tanzania. In the process Femina Hip has evolved the concept of the ‘Femina Hip Family’. This concept is synonymous with Femina Hip’s own healthy lifestyle brand that promotes responsible decision-making and healthy lifestyle choices. To be a member of this family means that the audience identifies with the values of the brand, and regularly engages with the platform, actively promoting others to join. In return, this relationship stimulates a sense of solidarity; a feeling of inclusion and ownership which encourages youth to participate to gain vital life skills.

⁵⁴ https://www.unicef.org/protection/files/4_09_30_Whole_What_are_Social_Norms.pdf
 COMMUNICATION FOR DEVELOPMENT AND SOCIAL CHANGE: INFLUENCING by Rafael Obregon et al.
<https://www.researchgate.net/publication/319600649>
<https://www.findevgateway.org/blog/2018/jun/social-norms-are-difficult-change-can-entertainment-help>

Annex 5 – Donor contributions to Femina 2013-2019 (in USD)

DONORS	2019	2018	2017	2016	2015	2014	2013
SIDA	1 076 651	445 523	1 024 873	840 389	840 522	1 058 290	1 285 500
Twaweza					59 062	100 000	147 000
HIVOS				32 978	159 205	71 653	133 500
Royal Danish Embassy	599 800	1 421 291	437 854	427 905			689 739
Total US\$	1 676 452	1 866 814	1 462 727	1 301 272	1 058 789	1 229 943	2 255 739

ANNEX 5 – DONOR CONTRIBUTIONS TO FEMINA 2013-2019 (IN USD)

b. Other donors in TZS	2019	2018	2017	2016	2015	2014	2013
GTZ/TGPSH					55 699 700	191 967 752	
Best Dialogue	104 726 413	90 555 200		75 591 750	156 971 975	261 992 580	60 980 500
UN Women - Nguvu ya Binti				27 604 450	408 585 510	-	
UNDP - Peace dialogues				47 622 374	210 155 002	-	
Others				5 500 000	143 974 950	527 165 504	481 778 456
Girl power project							145 978 321
TMEP (RFSU)							60 324 122
Marie Stopes			72 079 023	155 058 763			
Progres (MSH)			8 363 063	2 713 700			
Swiss Contact				21 865 513			
Irish Embassy			526 311 552				
Norwegian Embassy			5 635 000				
DREAMS - IC	33 781 428	279 759 246	847 537 003				
WED_SWD			22 301 500				
Unicef	150 686 723	283 802 500					
Global Fund for Women	57 200 909	56 720 447					
UNFPA	154 365 094						
Irish /AMREF	518 201 274						
CIFF/FCS	182 720 103						
Total in t.shs. other donors	1 134 119 087	710 837 393	1 482 227 141	335 956 550	975 387 137	981 125 836	
Total in USD for other donors	495 464,87	311 593,12	664 666,91	152 707,52	464 470,07	467 202,78	356 696
Total Income in USD	2 171 916,73	2 178 407,12	2 127 393,91	1 453 979,05	1 523 259,08	1 697 145,78	2 612 434

Annex 6 – Femina Hip activities and outputs

Femina Hip is a social and behaviour change initiative (SBCC) with an aim to educate and change behaviour. Femina Hip describes SBCC as “a messy and complicated process yet one Femina Hip strive towards, using a variety of strategic approaches”. These different, messy, flexible approaches in the Femina Hip ‘edutainment’ approach are continually adjusted to changes in the environment, involving both education and entertainments. This is made up by a mix of formats, methodologies, strategies and modes, combined to set the youth – Femina Hip’s participants – free. Paulo Freire, who has influenced the work of Femina Hip – says that people have to be empowered to imagine change and to practice it; people must take ownership of and act as agents for their own change processes. At the same time as continually orchestrating these change processes, Femina Hip strives to mirror the trends and lifestyles of the audiences by speaking popular language, using fashion and lifestyles of that particular time and portraying ordinary Tanzanians and their real life stories with openness and honesty.

Development of these tools, processes and products therefore together make up the social and behaviour change processes as platforms for people to actively participate in the continuum of change, described by Femina Hip as: “dialogue, reflection, negotiation and mobilisation”.

Activities and outputs

(a) Fema magazine

The Femina Hip Magazine, Fema, was from the beginning of the ‘Femina Hip’ process the core messenger and change agent. During the period evaluated: 2013-2019, Fema continued to adapt to suit the needs of the youth audiences while it had begun its circulation in 1999 with a print run of 5,000 copies per issue quarterly, we are at the end of 2018 talking about around 120.000, reaching an estimated minimum 12 mill. readers.

Fema uses a tailored ‘edutainment’ approach with easily accessible formats that the readers could engage with immediately (in principle) without a mediator or trainer. Feature journalism, story-telling using testimonials and role modelling is central as well as photo novels, cartoon series and comics. Femina Hip expanded its regional editorial focus, travelling more out to the regions to research and collect editorial content during this period, as can be seen in the below. Through the 24 issues of the six volumes 24 different, pertinent thematic areas are covered (one new lead theme per issue, with a number of additional minor side-themes) and production

has taken place in 17 different regions/locations⁵⁵. The readers themselves requested this, a desire to see local champions and realities from different localities reflected in the magazine content. Hundreds of letters were received every quarter and feedback sessions confirmed that the magazine was influencing young people’s visions and experiences in fundamental ways.

A side-observation – but of significant evaluative value: when mapping the below 24 volumes the regularity with which such a major endeavour has taken place – every quarter, every year, six years in a row – with the same consistent care and framework, stands out and is impressive. It demonstrates professionalism (it isn’t “just” some project), good leadership and (publication) management – and the ability to secure the required, resources to do this, consistently, over a 6-year period – and it goes further back. When reviewing a sample hard copies covering the past years, the same consistent, playful, high quality continued probing: how can we make sure to leave our readers enriched? Construction of latrines, hygiene rules, menstrual hygiene, how to apply for a job, how to do better for exams, respecting elders, your rights, safety in cyberspace, how to live healthy lives, how to cook varied food, exercise, the importance of sleep... endless.

Table 4

2018	FEMA 46 JAN – MARCH	FEMA 47 APRIL – JUNE	FEMA 48 JULY – SEPT	FEMA 49 OCT– DEC
Theme	The Cost of Violence’ – Gender Based Violence.	VOICE (Reading, Writing and Sharing stories)	Climate Change and Tree Planting	DREAMS (Keeping Girls in School)
Production location:	Tarime in Mara and Kitunda in Dar	Dar es Saaam	Singida	Mbeya, Shinyanga and Dar es Salaam
Funder(s):	UNICEF, Sida, Danida, FHI360	Sida, Danida, and CODE	Sida and DANIDA	SIDA, DANIDA, UNICEF
Editorial partner(s):	FHI 360, CDF, Kivulini, Praxis Tanzania, Masanga Safe House, Mogabiri Fema Club, Legal & Human Rights Centre, TGNP, Juhudi Secondary School, Kurumwa Secondary School, Nkende Secondary School.	Soma Book Café, CODE, Tanzania National Library Services, Mkuki na Nyota Publishers	Roots & Shoots, Africraft	UNICEF, DREAMS Master trainers in Mbeya, FHI360

⁵⁵ Dar Es Salaam is the most frequent repeat location. FEMA magazine is for instance usually produced in Dar during the quarter when the annual youth festival takes place, for obvious reasons.

Table 5

2017	FEMA 42 JAN – MARCH	FEMA 49 OCT – DEC	FEMA 44 JULY – SEPT	FEMA 45 OCT – DEC
Theme	Waste Management and recycling.	Menstrual Hygiene Management.	Agriculture Value Addition and food processing	Sports and Dance
Production location:	Dar es Salam	Shinyanga	Singida	Dar Es Salaam
Funder(s):	Sida, Danida, MST	Sida, Danida, MST	Sida, Danida, MST	Sida, Danida, MST
Editorial partner(s):	Sea Sense, Nipe Fagio, The Recycler, UNA, MST, Tandale Youth Group, Praxis Tanzania	MST, Hyasintha Ntuyeko (Tanzanian entrepreneur in the disposable sanitary pads business), Jeniffer (Tanzanian producer of reusable pads), Badru & Ian (Male Champions of Menstrual Hygiene Management), the Girl Power team, Fema Clubbers and Mentors in Dar es Salaam, Kahama and Shinyanga	SIDO, Chocolate Mamas, SNV, Youth Movement for Change and the Bee Keeping Field school, Singida, Praxis Tanzania, TRA, MST and Strategic Energy (Little Sun).	TFF, MST, KTA, Malya Folk Development College, Dar Jogging Club and Unleashed Academy

Table 6

2016	Fema 38 Jan – March	Fema 39 April – June	Fema 40 July – Sept	Fema 41 Oct – Dec
Theme	Wildlife Conservation, Work in Tourism	Family Planning	Construction Industry	Skills in Education
Production location:	Saadani National Park and Dar es Salaam.	Kigoma.	Mwanza	Dar Es Salaam
Funder(s):				
Editorial partner(s):	OKOA, which is the save the Elephant campaign operated by Southern Tanzania Elephant Project (STEP), PAMS Foundation, Saadani Sanctuary Safari Lodge, Saving	Marie Stopes. Editorial partnership was also with the Women’s Health Promotion	Swiss Contact (U-Learn) and the MasterCard Foundation	One UN/UNDP, Marie Stopes, and a number of Fema Clubs

Africa's Nature (SANA), Centre operating
and Roots and Shoots. in Kigoma.

Table 7

2015	Fema 35 Jan – March	Fema 36 April – June	Fema 37 July – Sept	Fema 38 Jan – March
Theme	Jobs and Careers	Body Rights	Girl Power	Poaching
Production location:	Mtwara.	Rukwa	5 young women presenters travelled across the country	Saadani National Park and Dar es Salaam.
Funder(s):	Funded by GIZ and Statoil while Twaweza co-produced the 'Sema, Tenda' section. Five hundred copies were funded by Sta-toil and distributed to their workplace and partners.		SIDA, HIVOS and UN Women.	
Editorial partner(s):	Distributed during Femina Hip's Annual Youth Conference in January 2015.	Lake Tanganyika Floating Clinic (a partner in our HIVOS consortium) and Marie Stopes.	Distributed at the Fema Peace Festivals which were conducted before the election. A two-page Girl Power Agenda was also circulated as a companion to the magazine.	Okoa, the Save the Elephant campaign, Southern Tanzania Elephant Project (STEP), PAMS Foundation, Saadani Sanctuary Safari Lodge, Saving Africa's Nature (SANA), and Roots and Shoots

Table 8

2014	Fema 31 Jan–March	Fema 32 April–June	Fema 33 July–Sept	Fema 34 Oct–Dec
Theme	Voluntarism	Business Start Up	STIs and Dual Protection	Imagining Leadership
Production location:	Lindi and Dar es Salaam	Dar es Salaam in collaboration	Njombe region	Tabora region
Funder(s):				

Editorial partner(s):	Twaweza, 7 Stars Group, PEMWA, and local secondary schools.	TWaweZA and Jikingo Youth Culture group.	Tanzania Capacity and Communication Project (TCCP) and Population Services International (PSI)	Twaweza
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Table 9

2013	Fema 27: Jan – March	Fema 28: April – June	Fema 29: July – Sept	Fema 30: Oct - Dec
Theme	Farming	Youth Power	Coming of Age	Gender based violence
Production location:	Rukwa region	Dar es Salaam,	Manyara, Dar es Salaam.	Kagera region,
Funder(s):				
Editorial partner(s):	RFSU and Twaweza	RFSU and Twaweza	RFSU and Twaweza	RFSU and Twaweza

(b) Television and radio

Femina Hip TV Show

Until the end early 2019, the Fema TV Show has been well established and effectively presented by a series of young TV hosts, usually a male and a female. The show focused on healthy lifestyles, addressing many contemporary, sometimes sensitive topics affecting Tanzanian youth, including the signature Femina Hip themes of SRHR, entrepreneurship and the environment. The series (usually with 10 or 12 episodes) furthermore reflected the specific focus of other themes on the FEMA platforms such a Girl Power, Economic Empowerment & Entrepreneurship, and in years leading up to elections - like 2015 – the shows have had an important focus on civic education in relation to the upcoming general election. Femina Hip here, in partnership with UN Women and UNDP, produced another season of the TV show on citizen engagement, the upcoming elections, participation, voting and leadership. In 2015 the aim was to bring particularly young women and girls in focus. Femina Hip set up a Girl Power Team for the TV show, mirroring the Girl Power training programme that the organisation had started to roll out. This Fema TV show season demonstrated to young people and girls in particular, how to join and actively participate in women’s organizations and associations, youth networks, and political parties that support their gender equality and rights agendas. An outcome was also to encourage girls and women to participate in the electoral processes including voting and running for office.

Fema Radio show

In 2011, the Pilika Pilika radio ‘soap’ show, produced in a partnership with Media came to an end. At the time it had a total of 5.4 million listeners. Due to the popularity of radio, Femina Hip decided to continue and launched its own radio show in 2013. This is a half hour talk show style programme, led by two presenters, featuring testimonials, expert advice, drama segments and feedback from the

audience. The shows are aired on one national and, several local FM stations and joined the UNESCO radio FM network for better access.

The development of this new Fema Radio Show is made possible through a partnership with BEST-Dialogue, a mechanism set up to enhance the business environment in Tanzania, a long-term collaboration ensued spanning 2013-2019. Radio seasons have treated Youth Migrating to Dar es Salaam job seeking, youth and agriculture value addition (2017) and youth in the creative industries (2019). Audience engagement is facilitated by quizzes and SMS messaging with Awards for participation in the form of T-shirts and solar lamps. By 2014, the radio content agenda expanded beyond entrepreneurship as new donor partners came on board on a ‘cost share’ basis and different topics such as youth involvement in Fema Clubs; voter registration; the Constitution review; value chains in agriculture; leadership and the importance of joining farming groups were explored.

In 2016, Femina Hip experimented further and produced a radio pilot which developed a model to explore how the Fema Radio Show could be rebroadcast on local radio stations, in this case Radio Tumaini in Iringa, engaging both local experts in the studio and the audience through SMS messaging. In 2015-16, Femina Hip sets up a Fema youth reporters’ program as a way to enhance youth ‘voices’ and engage youth and Fema clubbers in the production process of media products, such as radio and TV. Femina Hip trains identified individuals from Fema clubs and youth organisations and they participate by interviewing experts and community members on the issues explored in the show. This level of participation and involvement deepens the effect and engagement with the messages, beyond reading, watching and listening to the Femina Hip media products. It also exposes young people to training and skill building opportunities that contribute to making them more confident and more employable.

(c) Festivals/annual national events

Fema Youth Conference

To motivate the clubs further, the first Femina Hip National Youth Conference was organized in January 2007 in Dar es Salaam. It gathered 100 teacher/mentors and students from the most active Fema clubs in secondary schools from every region of Tanzania. The conference became an annual event, the peak activity of the Femina Hip year. Here the students and teachers gain exposure to other school students and different learning resources. The themes and content varied according to Femina Hip’s agenda but life skills and Active Learning is always mainstreamed. The conference proved to be a huge incentive for students and teachers, a learning opportunity, a feedback occasion for Femina Hip and also an advocacy opportunity in terms of engaging mainstream media and representatives from government departments.

Central to the Conference from the start has been the set-up of a competitive incentive and certification system. Awards are given out to the Best Club, Best Teacher, Best network etc, as a recognition of those making an outstanding contribution to their Fema clubs and to communities. With the years, the Awards

have expanded in numbers as they have proved to motivate Fema Clubbers to increase their performance and their activities.

Femina Hip government partners were obviously also very interested in taking part in the event. It was considered important.

(d) Social media

Recognizing that smart phones are out of reach for many youths; bundles for internet access very expensive; and mobile phones prohibited on school grounds in Tanzania, the digital reality is also catching up with youths in Tanzania.

Femina Hip’s websites and social media have been very conscious about the need to remain dynamic and responsive to the ever-changing online media landscape. Products and communication channels have regularly been revamped to ensure they stay hip, cool and youthful, as well as effective.

The Chezasalama website has also been regularly overhauled and has continued to be a popular product with links to Facebook, Twitter and YouTube. These provide new spaces for youth voices and interactivity. For a number of years, site usage remains consistent at between 20,000 – 22,000 users.

In 2011, Femina Hip launched its first pilot SMS initiative to help with audience feedback and vote management for the Ruka Juu TV series. During the first two seasons of Ruka Juu Femina Hip uses the services of commercial companies Star Fish and Push Mobile with a short code. By the third season of Ruka Juu (2015) Femina Hip had launched its own number 0753 003 001 called Sema na Fema (Speak Up) using the Telerivet software.

The Sema na Fema was designed to provide further voice to Fema audiences across the country and a ‘speak back’ opportunity. This caused thousands of sms to pour in to Femina Hip with a myriad of questions not only about how to register and operate clubs but also on essential lifestyle issues. Many like the anonymity offered by the platform and the fact that they receive and personalized answer. The most popular themes are: puberty; teenage pregnancy; masturbation; contraceptives; sexuality and mental health challenges such as depression. A counselling platform has evolved with time and Femina Hip has designated special people to handle this including letters (snail mail), emails, as well as SMSs.

In 2014 social, online media were merged into one, including the Femina Hip website, and the popular Chezasalama website with its various sub websites. The new merged website is full of key resources for mentors; it provides PDF copies of all issues of Fema magazine, has video clips from Fema TV Shows, audio clips from the radio shows, and displays SMSs received to the Sema na Fema platform.

In 2016, a further restructure takes place, based on increased use of social media and the belief that having a content-heavy website is no longer the best way to engage with youth. Instead of the website’s focus being on Femina Hip’s media content, it now serves primarily as an organisational information website. Greater emphasis is on the use of social media accounts and to disseminate media and engage with youth. With original and fun posts, social media is cultivated increasingly and used to spread Femina Hip’s agenda and invite followers to read, watch and listen.

(e) WhatsApp and Facebook – self-organised tools for mentor networking

In 2015, a Facebook page for Fema Club mentors is launched by the mentors themselves. Here mentors can share photos and information about their Fema Club activities, graduation ceremonies, challenges with operating clubs in school settings, as well as new projects that can inspire and help others to start similar projects. The page has become an important portal into the lives of the Clubs at school which is shared and generates its own content and the evaluation team witnessed its active use during the field work.

Similarly, the self-organised mentor networks have organised WhatsApp groups at district, regional and national levels. These tools are in daily use.

(f) Fema clubs

Femina Hip's community mobilisation programme was initiated and rolled out in 2001 and consisted of various roadshows and outreach events to areas where Femina Hip's products were distributed in and out of school. These events offered an opportunity for Femina Hip to build awareness and interact with audiences, to generate feedback, address stigma and promote open debate and social change within communities; in addition to promoting the HIP lifestyle brand and products. The roadshows had a programme of music, drama and comedian entertainment, guest speakers, questions and answers sessions about sexuality and HIV/AIDS. The shows were always planned in dialogue with district authorities to ensure local endorsement and ownership. With the years the outreach activities came to include visits to the schools, clubs and organizations part of the education initiative, to monitor activities and follow up on distribution of the magazine.

Self-organising to amplify Femina Hip messages in Clubs, networks, festivals and conferences

The FEMA clubs emerged on the initiative of youths themselves. Based on enjoyment of the magazine (introduced in 1999), young people wrote back on various issues pertaining to the magazine. Many of them wrote in groups, asking how they could become more involved in Femina Hip's work. They were encouraged to organise themselves into study and activity clubs and use this as a base for group reading, teamwork, voluntarism and community outreach. The idea of forming groups or clubs to make better use of the magazine was a game changer. Since then, Femina Hip has been supporting readers to organise clubs, choose leaders, report and communicate around activity 'challenges' and other activities. All this has stimulated contact and more of an open dialogue, different kinds of learning, especially life skills which is learning by doing. Club activities are supposed to encourage the core life skills such as teamwork, organizing, leadership, designing projects and taking action to implement them.

Similarly, in 2013 the development gains momentum, and the Fema Clubbers and mentors begin to self-organise their own activities, including Femina Hip Family Festivals and teacher mentor meetings. A unique and extraordinary offshoot of the Fema Clubs are the self-organising Fema Club Networks. In 2015 active networks spring up in Mwanza, Dodoma, Kilimanjaro, Iringa, Ruvuma, Dar es Salaam and Mtwara. The formation of these networks is driven by students and/or by

teachers/mentors and is a testimony to the idea of Clubs as ‘seeds’ of civil society organising.

Fema Club festivals continue to be organised by Fema Clubs on their own initiative, in a voluntary mode, to share and learn together, with an estimate of more than 100 secondary schools participating. These network activities are voluntary, self-funded and participatory events where several secondary schools and other Femina Hip partners hosting Fema Clubs come together to learn, celebrate and showcase their work.

(g) Training

The festivals are used to secure some exposure and induction for especially the mentor-teachers. Femina Hip encourages these initiatives and contribute by sending one of its team members to participate and deliver an Active Learning training session to Fema Club mentors and motivate the networks in these ways. This training teaches the mentors how to use the Fema magazine and incorporate the principles of Active Learning into the Clubs and beyond. In addition to the Fema Club mentors, Femina Hip also invites district and regional education officers to attend these trainings in order to ground the work in the local education efforts and more effectively at the local government level. Active Learning is conducted for up to 30 teachers in the region and visit up to 30 schools pr. visit.

In the period 2013 -2019 Femina Hip community mobilisation teams have furthermore made about two Active Learning visits a quarter to various regions. Still, as mentioned above, many schools and clubs would wish to see much more of the Femina Hip staff.

(h) Special projects

As the organic, well-connected and alert organisation Femina Hip is, special events, projects, processes and products continue to see the light of day as possible and as and when needed. These include outreach in the form of school visits and thematic road shows and festivals reinforcing messages, motivating and inspiring people to take part. The Femina Hip team would use drama and comedy, as well educational ‘talks’ on significant issues. Individuals and communities need a supportive environment to enable them to change their behaviour, adopt healthy lifestyles and talk openly. Femina Hip’s experience shows that when the media products are actively used in face-to-face communication activities, like in the Clubs, their effect is enhanced.

(i) Summarising ‘effectiveness’ findings based on activities and outputs

Has Femina Hip’s work from 2013-2019 been found to have been effective when considering the review of their activities and outputs presented above. Looking to Femina Hip’s mission:

“Our mission is to use our trusted brand, expertise in strategic communication and extensive partnership network to reach young people across Tanzania with

critical knowledge and create forums for conversation, which are essential to initiate the process of behaviour change towards healthy lifestyles.”

Based on the above, it is possible to confirm that Femina Hip has: (i) reached young people (ii) across Tanzania, (iii) with critical knowledge, (iv) and created forums for conversation, which are essential to initiate the process of behaviour change towards healthy lifestyles.

The next, urgent question is then whether this full (or close) compliance with the intention at the level of the sphere of control also holds when moving into the ‘sphere of influence’, the level of the outcomes, the results.

Annex 7 – Femina Hip outcomes and indicators

The indented results for the period 2013-2017/22 hereunder, each include a number of indicators. A confrontation between each of these can be found in annex 5, while a brief discussion of each of the three outcome levels are discussed hereunder beginning with the final outcome, the intermediate outcome and finally, the initial outcomes.

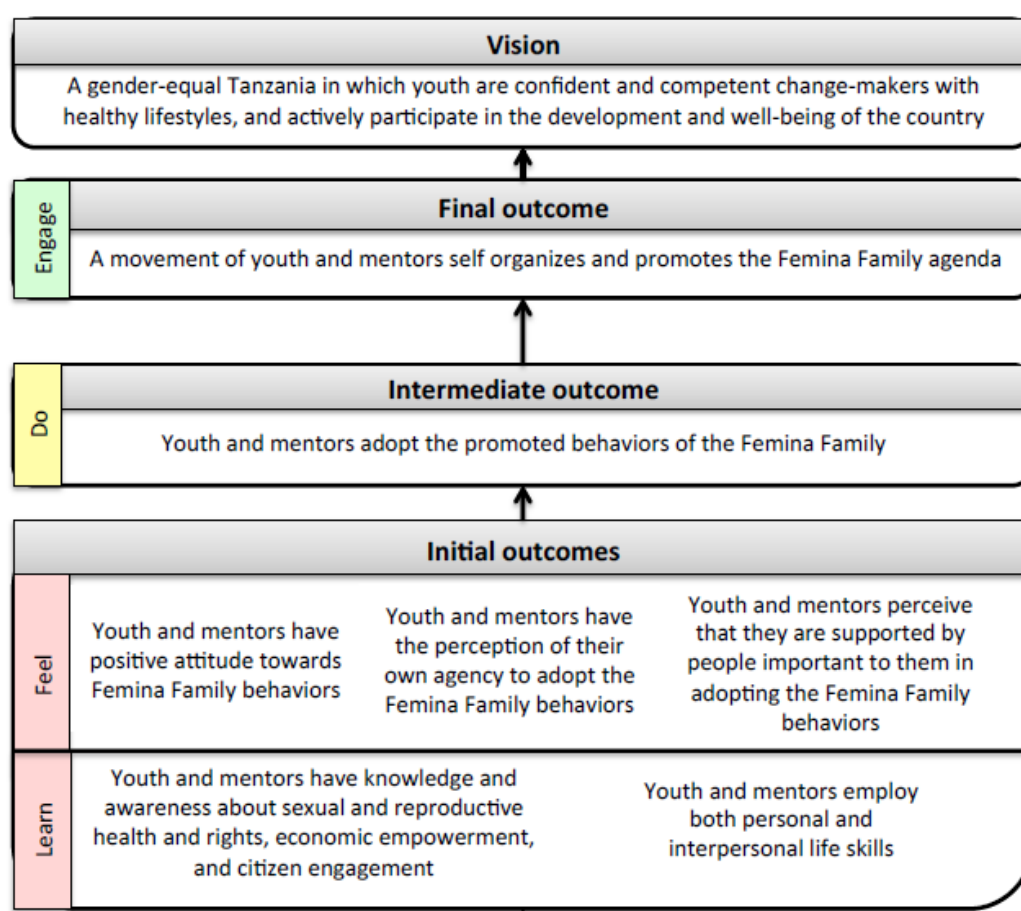


Figure 4

FINAL OUTCOME

1. A movement of youth and mentors self-organizes and promotes the Femina Hip Family agenda

The team has consistently found youth and mentors self-organising at all levels: the clubs, additional work groups to support the community, networks of clubs, networks of mentors, organisation of district, regional and national events. And that

movement was found to consistently promote the rights-based values and principles of the Femina Family agenda including fostering healthy lifestyle values and behaviours among young Tanzanians: anti-corruptive behaviour; citizen engagement; and mobilizing and inspiring young people to become active citizens, demanding accountability from politicians and government officials to make sure that their decisions and work benefit the public, and not themselves.

1.1 Youth and mentors organize networks of Fema Clubs

- Yes. Extensively. Some are small between neighbours, others more extensive planning longer study tours.

1.2 Fema Clubs organize youth conferences at the regional level

- Yes, they do

1.3 Youth and mentors advocate for policy changes which affect their well-being

- After having clarified with Femina Hip staff that the policy changes meant refer to organisation of things at the school level, then the answer is yes. Had it been broader, societal policy changes, a few exceptional cases can be found, but this is not a Femina Hip priority.

1.4 Fema Clubs bring issues to local governments with plans for change

- Several schools – including some visited - have invited their member of parliament to see their work and hear their plans. Such visits often include the presentation of a wish list.
- Another example is that of school in the Kilimiajaro region, where FEMA Clubbers returned home after a national youth conference and asked the ward level executive officer, what he could do to uphold the legislation around gender-based violence, which they had just learnt about. They did that after cleaning his office. He was positive and pushed the police office to follow an attempted rape being planned.

1.5 Youth and mentors organize festivals

Yes, examples are shared above.

1.6 Fema Clubs actively promote the Femina Hip Family behaviors

Yes, they very much do so in so many ways described above.

INTERMEDIATE OUTCOME:

2. Youth and mentors adopt the promoted behaviours of the Femina Hip Family agenda

Yes, this is very much the case. FEMA clubbers educate other students on HIV prevention, sexuality, responsible citizenship, human rights, leadership etc., encourage and influence other students to be part of Fema clubs. Furthermore, members of school clubs make financial and non-financial contributions (school bags, uniforms, shoes and others), they visit orphanages and offer their contributions and

moral support to children and youth in need periodically (Oysterbay SS, Kisasa SS). However this is done mostly in urban schools –probably due to high level of income poverty in some rural areas

2.1 SRHR: Youth and mentors delay their sexual debut; practice safe sex and/or abstinence; go for HIV and STI testing; use condoms and other contraceptives; and work to combat HIV/AIDS stigma

Our field work did not inform about mentors’ sexual debut, but we have examples of the remaining elements in this indicator. All schools visited told about a drastic decline in teenage pregnancies, increased testing and open discussion about condoms and contraceptives. This being said: areas of the country and schools are naturally different for religious or other reasons.

2.2 EE: Youth and mentors start small income-generating projects; start agricultural or other businesses; plan their finances; set financial goals for themselves; create business plans; conduct market research; and seek out capital

Yes. Most Fema clubs have initiated different income generation and other activities such as vegetable gardens, flower gardens, bakery, poultry activities, tree planting, artwork, sale of sanitary towels etc. The money that is earned is used to sustain the work of Femina Hip Clubs.

2.3 CE: Youth and mentors 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; and volunteer

Some school clubbers stand for leadership positions and commit to set up a good example for other students to follow.

They support and encourage each other towards the attainment of future goals
Clubber clean public offices, hospitals etc.

2.4 Mentors organize clubs

Yes, they do. This has been mentioned extensively above.

2.5 Mentors counsel youth

Yes, in most schools visited the clubs represent one level of a safe space/free room. The next level is the one-on-one between mentor and clubbers. This is a special space of full confidence. It was mentioned frequently, that clubbers are fully aware that ‘what is discussed in the club, stays in the club’.

2.6 Mentors act as role models for youth

They do that extensively – in so many different ways!

INITIAL OUTCOMES:

3. Youth and mentors have knowledge about SRHR, EE; CE

3.1 SRHR: Youth and mentors know about their bodies, sex and sexuality, HIV/AIDS, relationships, and general well-being

Yes, this is one of the first thing mentioned by all – and the aspect that works also in schools where the mentor may not be so strong.

- even boys know details about menstruation and is full of solidarity and will help.

3.2 EE: Youth and mentors know about financial literacy, economic justice, employment, entrepreneurship, and agriculture

The magazines have information about this and mentors met had a good knowledge about this, and many of the clubbers – but not all will possess full financial literacy or a comprehensive understanding of implications of economic justice. But all of those areas are known and members are familiar with them.

3.3 CE: Youth and mentors know about human rights

Yes, definitely in an applied sense of the word like women’s human rights, GBV, rules around child protection (there are limitations to and rules around corporal punishment)

INITIAL OUTCOMES:**4. Youth and mentors employ both personal and interpersonal life skills**

4.1 Youth and mentors exhibit the following personal life skills: self-esteem and confidence, critical thinking, positive and independent decision-making, and organizational skills

4.2 Youth and mentors exhibit communication, negotiation, and leadership interpersonal skills

- Self-esteem and confidence is what all (!) clubbers have: Courage and ability to speak up and take the lead (many examples above)
- Some members of schools clubs observed that skills learned from fellow FEMA club members has enabled them to establish vegetable gardens in their homes
- Education on entrepreneurial skills has helped students to support their families by engaging in income generating activities such as piggery, poultry, and livestock keeping.
- Fema Clubs develop a sense of responsibility and self-reliance among students – members of FSCs as opposed to depending on financial support from men –and thereby leading to girls’ involvement in sexual relationships
- Being a club member, living by the values, means also that most clubbers do very well in school and are well liked and respected.

INITIAL OUTCOMES:

5. Youth and mentors have positive attitudes towards the Femina Hip Family behaviors

5.1 SRHR: Youth and mentors feel that it is worth it to protect their health.

5.2 EE: Youth and mentors feel that it is worth it to build their livelihoods.

5.3 CE: Youth and mentors feel that it is worth it to engage themselves in societal and civic

Very much so – has already been said above in many ways.

INITIAL OUTCOMES:

6. Youth and mentors have the perception of their own agency to adopt the Femina Hip Family behaviours.

6.1 SRHR: Youth and mentors feel empowered to protect their health

- They know how to do it and why it is important.

6.2 EE: Youth and mentors feel empowered to build their livelihoods

In general and principle, yes. As mentioned above, there are complications in some realities where poverty is so important that students – and mentors – feel that they cannot get started with income generating activities. This is a bottleneck to full unfolding of the benefits from entrepreneurship learning in some clubs.

6.3 CE: Youth and mentors feel empowered to engage themselves in societal and civic development

Absolutely – as mentioned above.

INITIAL OUTCOMES:

7. Youth and mentors perceive that they are supported by people important to them in adopting the Femina Hip Family behaviours

7.1 SRHR: Youth and mentors feel that people important to them support them in protecting their health

Yes, and they know why and how.

7.2 EE: Youth and mentors feel that people important to them support them in building their livelihoods [exact wording as in the 2018 annual report's annex.

Yes

7.3 CE: Youth and mentors feel that people important to them support them in engaging themselves in societal and civic development

Yes

(a) Summarising 'Effectiveness' findings-based outcome review

- Based on a review of annual reports and observations from field visits, Femina Hip has clearly delivered. Activities are carried out as planned, with a broad, systematic and professional coverage, which can be documented. And the outputs were found to have generated the intended outcomes.
- Whereas the intermediate- and final outcomes cannot be proven in a systematic way, Femina Hip works on rooting the individual level behaviour change observed, as a gradual social norm change within the community/-ies. This is the opportunity presently relied upon by major communication for social and behaviour change and Communication for Development players – both aid

organisations and theoreticians and represents the best chances for sustainability and longer-term impact.

- The evaluation team has consistently found youth and mentors self-organising at all levels: the clubs, additional work groups to support the community, networks of clubs, networks of mentors, organisation of district, regional and national events. And that movement was found to consistently promote the values and principles of the Femina Hip Family agenda including fostering healthy lifestyle values and behaviours among young Tanzanians: anti-corruptive behaviour; citizen engagement; and mobilizing and inspiring young people to become active citizens, demanding accountability from politicians and government officials to make sure that their decisions and work benefit the public, and not themselves.
- One of the core effectiveness outcomes anywhere and everywhere is the raised self-understanding, consciousness of own role in the world – an empowered being. This is [as far as I have learnt] an irreversible process. This could be considered a medium- to long-term effect.
- Femina Hip has a comprehensive and impressive selection of tools for collecting data and information at outcome level – combining large scale surveys with individual case studies. We note that most of the tools are based on individual feedback - perceptions of change and self-reported change. This is useful and necessary information, but with certain limitations. It is difficult to know to what extent self-reported change reflect actual change in attitudes and behaviour. Changes in knowledge can be measured more thoroughly, but then systematic tests are required. The same is true for changes in attitudes. The most difficult is to track and measure short- and not least long-term sustainable changes in individual attitudes and behaviour.



Evaluation of Femina Hip 2013–2019

This is an independent evaluation of Femina Hip and Hip Edutainment which sought to assess progress towards towards their Strategic Plan's (2013-2017 extended to 2022) set outcomes and outputs, identify challenges, lessons learned and provide recommendations for future 5-year programme period. Femina Hip is a well-documented youth information and empowerment programme that aims to reach young people across Tanzania with critical knowledge and create forums for conversation. The evaluation covers the period 2013 to 2019. Overall the evaluation found the project to be relevant, efficient, effective, impactful, and largely financially and organizationally sustainable. The main upcoming task is to successfully transition from first to second generation leadership without jeopardising current credibility and undermining existing capacity. The evaluation provided several recommendations in this respect, including to prepare a transition and succession plan with systematic capacity and local leadership strengthening for 2020 to be discussed and approved by the Board.

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