



2013-2017 (2022)
STRATEGIC PLAN

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ABBREVIATIONS

| | |
|-------|--|
| AIDS | Acquired Immunodeficiency Syndrome |
| BCC | Behaviour Change Communication |
| CBO | Community Based Organization |
| CE | Citizen Engagement |
| CFSC | Communication for Social Change |
| DHS | Demographic Health Survey |
| EAM | East African Movies |
| EE | Economic Empowerment |
| GBV | Gender Based Violence |
| HIV | Human Immunodeficiency Virus |
| LGA | Local Government Authority |
| MEL | Monitoring, Evaluation and Learning |
| MoU | Memorandum of Understanding |
| NBS | National Bureau of Statistics |
| NGO | Non-Governmental Organization |
| OM | Outcome Mapping |
| RBM | Results Based Management |
| SIDA | Swedish International Development Cooperation Agency |
| SMS | Short Message Service |
| SRHR | Sexual and Reproductive Health and Rights |
| STI | Sexually Transmitted Infection |
| TAMPS | Tanzania All Media Products Survey |
| ToC | Theory of Change |
| ToR | Terms of Reference |
| UN | United Nations |
| USAID | United States Agency for International Development |

WELCOME TO THE FEMINA FAMILY HOUSE

Today, Femina Hip is the largest civil society **multi-media platform** for young Tanzanians. Every year, more than 11.2 million Tanzanians, or 25 percent of the population, engage with our recurring media products.¹ After more than a decade, we are established as a trusted brand and one of the most significant providers of **information** and **opportunities for conversation** for youth.

We are **strategic communication experts**, dedicated to engaging young people in conversations around issues important to their development and well-being in a 'popular' way: inspiring, motivating, influencing attitudes, changing mindsets and ultimately changing behaviours. We want youth to be confident and equipped to be the authors of their own lives.

Our platform hosts a range of communication vehicles, including traditional, new and social media products, used in a strategic and complementary way to reinforce our messages. Outreach work ensures that our products are used in active learning environments and that **mentors** have the capacity to use these products to support activities. We continuously keep an empathetic ear towards our target audience: **Youths' needs, experiences and opinions are what matters to us, and are fed back into the production process.** In this way, we become a **knowledgeable resource and a powerful way to capture and carry the 'voice' of youth.**

Femina Hip is a well-established, trusted and popular brand that drives a movement for healthy lifestyles, including: safe and positive sexuality, sexual and reproductive health and rights, gender equality, sustainable livelihoods and active citizenship.

Over the years, Femina Hip has met with many challenges but its rapid growth, reach and response demonstrates its dynamic flexibility. Through constant reinvention and finding new, meaningful and stimulating ways to engage the audience, we stand poised to continue to innovate and expand our reach.

Femina Hip has demonstrated staying power and the ability to scale-up; the first of its kind in Tanzania to fill the niche of 'popular educator'.

Guided by this new Strategic Plan 2013-2017, the Femina Hip team is passionately determined to respond to the young Tanzanian's demand for knowledge, inclusion and participation, and to increase the impact of our **edutainment** initiative. We will build upon our 'tried and true' multimedia products but will also pilot new ways to strengthen our ability to drive social and behaviour change: ensuring that young change-makers come together to form a movement for healthy lifestyles and empowerment in Tanzania.



^[1]Synovate. Tanzania All Media Product Survey (TAMPS): 2012

1. VISION, MISSION & OUTCOMES

Femina Hip envisions a gender equal society in which youth are confident and competent change-makers with healthy lifestyles who actively participate in the development and well-being of Tanzania.

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.

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

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



Sexual and Reproductive Health and Rights

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



Economic Empowerment

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



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

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.

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 Family behaviours

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

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

2. OUR STORY

2.1 The Femina Family History

In 1999, Femina Hip was set up as a civil society organization to foster **healthy lifestyles** by educating and connecting young people around sexual and reproductive health and HIV and AIDS. At the time, there was anxious need to spread information about the deadly HIV virus and about sexual health, in general. Gender was flagged as a similarly important issue because of the relationship between gender disparity and sexual health decision-making. Ironically, up until then, young people were typically not included on the sexual and reproductive health agenda. Young women and men, under the age of 25, represented over half of the total population; however, they were 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. This group was therefore identified as an important target group.

The idea of creating a media platform specifically dedicated to youth was new; until that time, nothing of the kind had been seen in Tanzania. Yet, the compelling case for youth at risk and a pressing need to inform and mobilize young women and men, paved the way for the launching of the Femina Hip initiative as a way to reach young Tanzanians with empowering messages around self-reliance, responsibility and positive lifestyle choices through reoccurring media.

Femina Hip's cost effective approach of using media to reach young people soon evolved from one magazine (Femina) to two magazines (Fema and Si Mchezo!), a television product (Fema TV Talk Show) and an interactive website. Community mobilization activities and face-to-face interaction reinforced the messages in the field and encouraged the establishment of 'safe spaces' for youth such as Fema Clubs. Naturally, alongside this growth, has been a massive increase in the reach and popularity of Femina Hip. Products targeting low literacy and rural groups meant that millions more young people could engage with our content. This approach has ensured that Femina Hip was able to go to scale - now reaching almost a quarter of the population (11million).

Over the years, Femina Hip's open media platform, which has encouraged honesty and built a reputation of **trust**, evolved into the concept of a **Femina Family**. This concept is synonymous with Femina Hip's own healthy lifestyle brand which promotes responsible decision-making and healthy lifestyle choices. To be a member of this family means that the audience regularly engages with the platform and actively promotes 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 initiative.

Promoting sexual and reproductive health and fighting HIV and AIDS has been at the heart of the Femina Hip initiative since the beginning. There is a desperate need for young women and men to come to terms with their own values, know their choices and possibilities, and become empowered to make informed decisions about sexuality and reproduction. However, youth face many other interlinked obstacles in the process of becoming independent, healthy and happy adults. Over time, young women and men have requested we assist them with other major challenges they face.

Our conversations with youth, alongside research conducted by ourselves and our partners over the years, underline one particular challenge: earning income. Every year around a million young people leave school, only to face the fact that there are few formal job opportunities. This places young people in a vulnerable position. Tanzanians, especially young women, engage in risky sexual behaviours as a means to gain access to income and resources. There is a growing demand for financial literacy and entrepreneurial skills so that young people can enhance their employability and create their own opportunities to earn an income.

Consequently, in 2009, Femina Hip took on a more **holistic strategy** around its content agenda, coupling sexual and reproductive health and rights with economic empowerment, in order to address the broad spectrum of challenges facing young people. This strategy, alongside our coverage of the last two presidential elections and the review of the Constitution, also brought forward the need to deal with youth in relation to citizen engagement, participation and agency. We acknowledged the potential of our media platform to achieve massive reach that could contribute to responsible citizenship. It also became clear that the value of the platform to carry out down-stream advocacy, i.e. to share with youth information about the decisions, policies and programmes that affect their lives.

2.2 Learning Journey

Femina Hip has grown considerably over the years, and has gained insights and learned lessons that have been used to create a more powerful way of working with youth. More than anything we take pride in allowing feedback from youth guide our next actions. This feedback has influenced our work in a number of ways including: the establishment of Fema Clubs; and the development of a unique communication strategy to target out-of-school youth. In addition to our internal process of learning, both the Midterm Evaluation (2008) and the End of Phase Evaluation (2012) shed light on how to improve the way we do business to increase our impact on young people.

Sharing the media platform and diversifying our funding base as a means to enhance future sustainability, is one such key lesson. Over the years, Femina Hip has learned that it is possible to create a media platform that allows both NGO and corporations to come on board and reach young people. Femina Hip has managed to make the platform enticing for partners and donors to share, and 'buy into'; however, we still need to put more effort into cultivating relationships with commercial partners.

Secondly, while we excel at **strategic communications**, our focus on creating a multimedia platform means that we have limited presence in the field. Yet, our products have been a fundamental resource for reading and learning in the secondary school setting and with youth groups across this country. These products are intended to be used in **active learning**, whether directed by young people themselves or by mentors. Active learning means that the use of our products is facilitated through discussion, debate and activities which stimulate self-reflection, awareness, understanding and sharing among peers. Therefore, to ensure that products are being used effectively, we must work through **partners at the local level** to backstop mentors, Fema Clubs and youth networks in the field.

A sustainable initiative is one that can overcome challenges, is flexible, can adapt, and is well-entrenched in the community. The **Femina Family healthy lifestyle brand** has evolved into a trusted brand for communication about contemporary issues and citizen agency that is also evolving into a lifestyle movement. We have learnt that we can harness our powerful platform for shared learning and conversation which shifts attitudes and changes behaviour. Our extensive reach and our presence in every region in Tanzania, means that the lifestyle brand is deeply rooted in popular culture and with youth. Therefore, it is critical that we maintain the Femina Hip brand by listening to youth and speaking back to our audiences, and active inclusion in the Family.

2.3 The Way Forward

Learning from our experiences Femina Hip will implement the following strategies in 2013-2017:

- An effective Multimedia Platform
- Collaboration with Strategic Partners
- Outreach and Service
- Active Learning
- Safe Spaces

For the next strategic phase, we will continue to focus on our core content agenda of sexual and reproductive health and rights as this remains our strength and comparable advantage in Tanzania. However, we will deepen our work in the two other content areas, to create a more holistic approach to empower young people. This includes broadening our scope to include economic empowerment and citizen engagement as equally core themes.

- Sexual and Reproductive Health and Rights (Chezasalama)
- Economic Empowerment (Ruka Juu!)
- Citizen Engagement (Sema. Tenda!)

Embedded in Femina Hip's content agenda is the **mainstreaming of gender equality**. Furthermore, we 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**.

2.4 Target Audiences

Primary Target Groups

Femina Hip targets all young women and men in Tanzania between the ages of 13 and 30 years old. A second target group is mentors. Mentors are individuals who support and facilitate Fema Clubs which provide young people with safe spaces to grow and develop. These mentors include teachers and youth group leaders. We have included mentors as a target group because ultimately we want mentors to be positive role models for the youth who look up to them; therefore, they themselves should also display the healthy lifestyle behaviours of the Femina Family.



2.5 Femina Hip Content Agendas

1. SEXUAL & REPRODUCTIVE HEALTH & RIGHTS

- Our bodies
 - Puberty
 - Human reproduction
- Sex and sexuality
 - Sexual values
 - Masturbation/abstinence
 - Safe sexual intercourse
 - Non-vaginal sex
 - Transactional sex
 - STIs
 - Harmful sexual practices
- HIV and AIDS
 - General knowledge
 - Living positively with HIV and AIDS
 - Safe sex communication skills
- Relationships
 - Types
 - Rights and responsibilities
 - GBV
- General well-being
 - Mental and physical health
 - Substance abuse
 - Accessing services

2. ECONOMIC EMPOWERMENT

- Financial education (literacy)
 - Money
 - Saving
 - Spending
 - Borrowing money
 - Planning and budgeting
 - Investment
 - Insurance
- Economic justice
 - Money, power and rights

- Employment
 - Employability/job hunting
 - Employee rights and responsibilities
- Entrepreneurship
 - Being an entrepreneur
 - Social entrepreneurship
 - Starting a business
 - Running a business
- Agriculture
 - The business of agriculture
 - Modern farming practices

3. CITIZEN ENGAGEMENT

- Citizen engagement
 - Citizenship
 - Activism
 - Current constitution reform process
- Human rights and youth responsibilities
 - Human rights
 - Youth responsibilities
 - Youth leadership
 - Youth and Fema Clubs
- Voluntarism
- Democratic values
 - Pillars of democracy
 - Elections
 - Lobbying
- Governance
 - Principles of corruption free society
 - Youth against corruption
 - Basic government structures
- Youth voices
- Femina Hip as a platform for youth voices

3. STRATEGIC DIRECTION

3.1 Model of Behaviour and Social Change

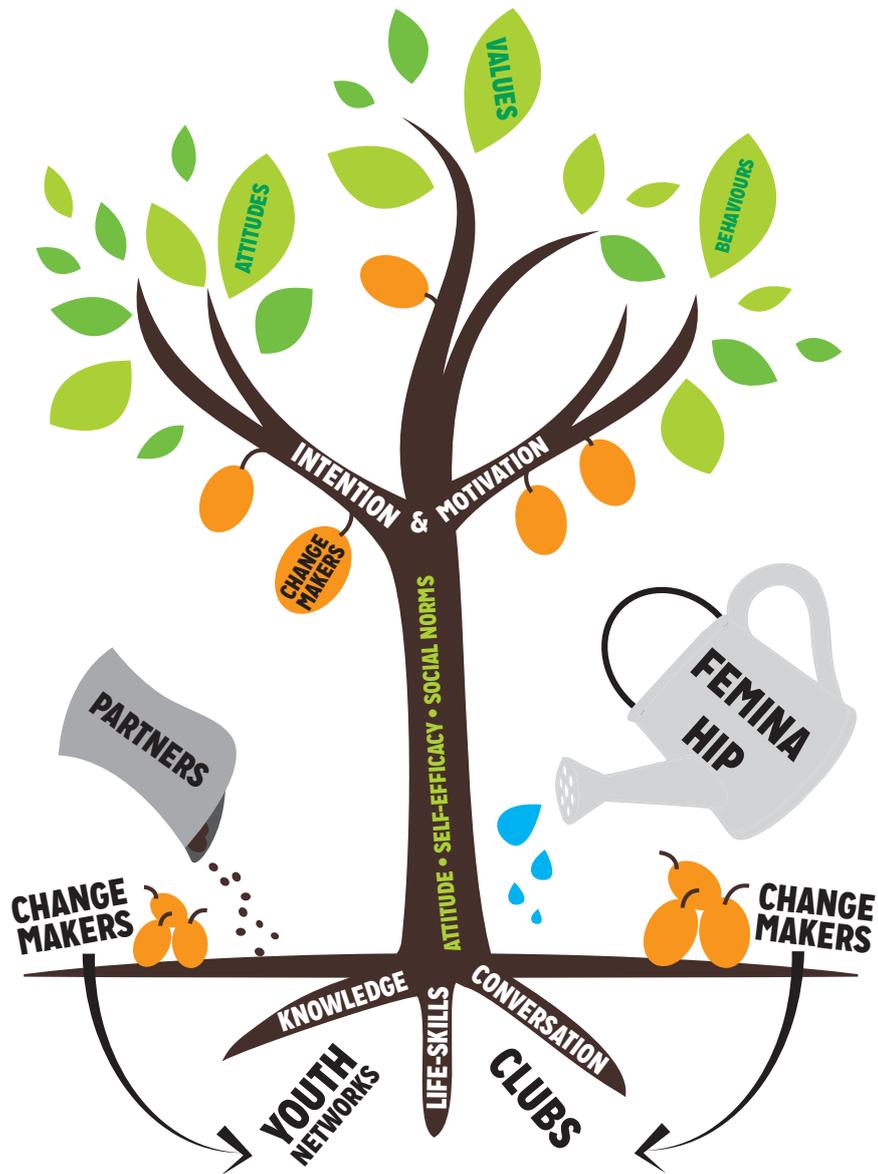
Femina Hip has drawn inspiration from several different models of social and behaviour change, notably the I-Change (Integrated Change) Model and Theory of Reasoned Act, and the Theory of Communication for Social Change. The I-Change Model focuses on the importance of role models. The Theory of Communication for Social Change explores the different ways in which communication can be leveraged to bring about change in knowledge, attitudes, and behaviour among individuals and the wider community. It also highlights the key role played by culture in social change. Participation is a crucial part of planning, implementation and evaluation of the change processes. Contemporary use of traditional and community media and ICTs can facilitate this process of change.

Communication for Social Change reinforces the notion that people must take ownership of and act as agents for their own change processes. Therefore, effective social and behaviour change programmes must create opportunities and platforms for people to actively participate in a process of dialogue, reflection, negotiation and mobilization.

3.2 Tree of Change

Change is not linear, but rather a messy 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. 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. 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 contribution from our many partners, visualised as a tree of change:

FEMINA HIP'S TREE OF CHANGE



Our work is cyclic: young people are nurtured into change-makers whom then act for the benefit of themselves, their peers and the community. Change-makers are the fruits of our work, equipped with healthy values and behaviours. Nurtured in fertile soil, a supporting and safe environment (Fema Clubs and youth networks), youth are provided with opportunity to create awareness and knowledge and develop life skills through our media platform, conversations with peers, experimenting and practising together with other Fema Club members. Femina Hip provides the content, role models, triggers, guidance and support, but the process of change is driven by youth. Our partners at the local level fertilises 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.

We build our work around creating **intention** and **motivation** to act. Femina Hip identifies **three main determinants** behind young people's ability and willingness to act. Femina Hip aims to alter:

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

Attitude, self-efficacy and social norms are factors which influence motivation and intention to adopt suggested behaviors. Femina Hip's messaging and activities work around changing young people's perception on these factors in relation to the behaviors part of the Femina Family lifestyle, but also equipping youth with skills that enables them to act.

Our approach is rooted in the notion that individuals, as well as communities, will change and act if intention and motivation are present. There are obviously barriers to adopt new behaviours that are beyond a social communication solution such as access to service and products. Femina Hip does not engage in direct service delivery, but supports partners involved in youth friendly services or by the provision of products when there is an opportunity.

3.3 Reach

The graph below illustrates Femina Hip's reach. Our media products are estimated to reach approximately 11 million people. We are proud to know that we reach one out of four Tanzanians with our messages.

For maximum impact on behavior, we want youth to use our products, together with peers in an **active learning** environment with someone who facilitates such processes, for example a mentor. Based on our estimates, we currently have 15,000 active Fema Club members engaging with our products through active learning. These Fema Club members will share and initiate dialogue and activities with their peers, roughly estimated at 187,500. Through partner collaboration we estimate to reach an additional 200,000 youth, of which roughly half will be involved in active learning. Though these numbers are rough estimates, we believe them to be rather conservative.

3.4 Femina Family Building Blocks

In the process of changing attitudes, youths' perception of their self-efficacy and strengthening agency, and fostering perceptions around social norms that supports behaviour change, Femina Hip identifies two main interlinked building-blocks that drive and support the change process:

Knowledge and Awareness - To drive attitude change and build agency, people need consistent and recurring information that they are able to easily access. The information has to be factual and trustworthy but equally as important, it should be relevant, attractive and entertaining. However, information and knowledge alone is not enough to change behaviours.

Life skills – There are a wide range of life skills that are important for young people to grow, develop and to live healthy lives; skills that influence our ability to make informed decisions and act independently. These skills also influence the way we perceive ourselves. Young people develop such skills through consumption of information, exposure (role modelling), conversation, and experience (i.e. experiential learning). The following are the life skills in main focus.

| PERSONAL SKILLS | |
|---|---|
| SKILL | CONTENT |
| To build self-esteem / confidence | <ul style="list-style-type: none"> ♥ To seek positive acceptance ♥ To set realistic goals |
| To employ critical thinking | <ul style="list-style-type: none"> ♥ To analyse and assess ♥ To be realistic - knowledgeable |
| To employ positive and independent decision-making | <ul style="list-style-type: none"> ♥ The ability to say no – know oneself and one’s boundaries ♥ To resist peer pressure ♥ To assess risks and vulnerabilities (the ability to foresee consequences) ♥ To transform knowledge into action |
| Organisational skills | <ul style="list-style-type: none"> ♥ To set goals ♥ To plan how to reach goals ♥ Time management |
| INTERPERSONAL SKILLS | |
| Communication skills | <ul style="list-style-type: none"> ♥ Assertiveness ♥ Communicating your choices ♥ Presentation skills ♥ Active-listening skills |
| Negotiation skills | <ul style="list-style-type: none"> ♥ Compromise ♥ Building consensus |
| Leadership skills | <ul style="list-style-type: none"> ♥ Taking initiative ♥ Problem solving ♥ Decision-making ♥ Confidence ♥ Assertiveness |

3.5 Strategic Approach

Our strategic approach builds on established social and behavioural change theories, and it involves youth from planning and testing through to evaluation. For the upcoming strategic period we have made some changes in our approach, which will be carefully developed and monitored during our first year to make sure outcomes are realised as intended. This includes accentuating our collaboration with strategic partners and a sharpened focus for our outreach work targeting particular settings in which youth are active.

For 2013-2017, Femina Hip's direction will focus on five key strategies: (1) Effective multimedia platform; (2) Collaboration with strategic partners; (3) Outreach and service; (4) Active Learning; (5) Safe Spaces.

3.5.1 Strategy One: Effective Multimedia Platform

Femina Hip communicates and connects with youth through its **multimedia platform** as well as through face-to-face activities and active learning in outreach interventions. These initiatives mutually reinforce each other to share knowledge, model behaviours, and provide guidance and inspiration. Both media products and face-to-face activities are designed to connect youth to each other and to Femina Hip: to stimulate conversations and reflection; and to offer an opportunity to speak up, share and express concerns. We carefully craft content through systematic planning to ensure messages in all communication vehicles reinforce each other and are in line with the content agenda.

Our media platform applies five approaches for effective communication and engagement: coordinated communication vehicles, edutainment methodology, an action-focused format, a participatory production process and incentives.

Coordinated and mutually reinforcing communication vehicles: Femina Hip uses a judicious blend of media vehicles to reach young people across Tanzania and to reinforce messaging ensuring that our audiences are reached with clear and consistent information. During the next strategic phase, Femina Hip will enhance the efficiency and effectiveness of communication vehicles by:

- **Using our Femina Family lifestyle values and behaviours and our Learning Objectives to craft content and ensure messaging in all media vehicles is coherent and aligned:** This requires enhanced coordination between all media products and systematic planning session before production (bimonthly) and joint travel to the same regions to collect content. Sexual and Reproductive Health and Rights, Economic Empowerment and Citizen Engagement content will be addressed in every issue of print, through set pages and as core themes. Our other media products including radio, television and New and Social Media will backstop this content. Careful monitoring will ensure all our media products are developing messages that are clear, concise and in line with our Femina Family lifestyle values and behaviour framework and Learning Objectives.
- **Mainstreaming cross-promotion of media vehicles:** We want to make sure that our audience receives constant prompts to take advantage of content through our other products. For example, radio will promote the magazine and the magazine will promote television. While there are challenges with cross-promoting some products (i.e. promoting television on radio and vice versa), links to new and social media will be constantly cross-promoted. All media products will provide prompts to go to our website where the audience can access more information and participate in conversations. Our website will be developed into a knowledge bank of relevant issues for youth and those stakeholders with influence over youth such as teachers.

- **Femina Hip will merge the longstanding Fema Magazine with Si Mchezo! Magazine:** This is being undertaken due to data which show that both magazines, while intended for different audiences, are in reality reaching the same groups of people. Therefore, we have decided to merge the magazines so that we can more effectively concentrate our messaging. The modified version of the Fema Magazine will be distributed both in the secondary/vocational school setting and with out of school entry points.

The magazine is a cost effective way to reach young people across this country costing as little as USD 2.00 per copy which is estimated to benefit 15 young people per copy. The merger may also allow us to increase the frequency of production, moving from a quarterly product to a bimonthly issue which caters to the demand from our audience that they 'hear from us' more frequently. One magazine means that trainings, users' guides and monitoring can be consolidated. Thus, the merger should improve the effectiveness and quality of our product.

- **Enhance messaging and reach through radio and television:** Both radio and television offer opportunities to reach a vast audience. Radio, for example, is widely accessible throughout Tanzania; it remains a cost effective and efficient way to reach young people, on scale. Television, although presenting challenges in terms of access especially for rural areas, remains important as it is a popular and stimulating form of media which resonates with youth, in particular.

Femina Hip will invest in producing a year-round radio program and two television series annually: one season of Fema TV Show and one season of Ruka Juu. The intention is to backstop messaging in the print magazines and New and Social Media.

- **Link New and Social Media:** Although a limited portion of our audience have access to New and Social Media today, we need to look ahead. For the up-coming period we will invest time, creativity and resources to make sure that we are continuously learning and developing methods of taking advantage of new and social media tools. Femina Hip will explore ways to use New and Social Media to engage, channel voice, capture and share knowledge, and monitor progress. Femina Hip will use SMS to solicit feedback but also to get our audience subscribed to our bulk SMS send-out list. To do this, our SMS service will be promoted in all our media products.
- **Investigate the potential of developing and distributing copies of TV and Radio products to partners and mobile video kiosks:** These would be used alongside inserts with guidance and discussion topics to facilitate the use of these in trainings and active learning settings. Furthermore, Femina Hip plans to explore the possibility of distributing copies of both the Radio and TV products among informal video rental and video sales network in Tanzania.

During the next strategic period, Femina Hip's multimedia platform will 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
- Sema na Fema

Edutainment Methodology: The heart of Femina Hip's strategic communication approach is **edutainment**. Entertainment speaks to emotions and opens up the door to knowledge and deeper understanding, making people more receptive to educational messages.

By combining visual appeal, trendy topics and comedy, Femina Hip mainstreams entertainment in all its products. The multimedia platform employs several strategies to ensure our products are appealing to youth: the use of bright, vibrant colours; featuring positive pop-culture icons as role models; showcasing the latest trends; and using high quality technology to produce all products. Cartoons, comics and comedy are used throughout our products to tackle sensitive topics in a lighter way.

Like documentaries, Femina Hip utilizes testimonials, storytelling and reality to showcase the drama of people's everyday lives. Role modelling is key to this approach: it reinforces observational learning and inspires confidence and self-efficacy. Role modelling also reinforces perceived positive social norms. Femina Hip features ordinary youth from all over Tanzania well as artists, cartoonists, actors, politicians and musicians to remind the audience that anyone may have a powerful, inspiring story worth telling.

Femina Hip continues to mainstream this approach in its communication vehicles by:

- **Having at least one photo-novel and cartoon story** in every issue of print.
- **Mainstreaming comedy and drama segments** into every episode of radio and television.
- **Using innovative and entertaining formats**, such as the Ruka Juu entrepreneurship competition, to keep audiences engaged.
- **Using young role models in every issue of print, radio and television episode.** Both radio and television will feature stories and discussions with Fema Club members. Every issue of print will feature a cover story using young role models with powerful stories of challenge and triumph. Femina Hip's online products will also feature these stories on a weekly basis.

Format: The Femina Hip products are developed to encourage participation, conversation, and active learning. To do this, Femina Hip will:

- **Mainstream Learning Objectives:** Every major article in Fema Magazine, will have remember (kumbuka) boxes which will highlight key messages. Television and radio will also remind audiences of key 'takeaway' messages during the show's final segments. New and Social Media will also use key Learning Objectives as a way to inspire conversation and dialogue with its online audiences.
- **Requests for feedback:** A dedicated SMS service, as well as Femina Hip's email address, social media links and mailing address, will be displayed in every issue and on every episode of Femina Hip's media vehicles. This will ensure that the audience has access to a variety of methods to speak up and speak back.

- **Mainstream prompts for actions in all media products:** This includes ‘question of the week’ in all radio and television episodes, print and social media products as a way to stimulate action through discussion and audience response. Encourage the audience to engage in activities geared towards experiential learning is also promoted through the Fema Club challenge, short story page, essay competition and the Ruka Juu TV Entrepreneurship Challenge.
- **Encourage youth mentorship in all products:** Building on the Little/Big Sister and Brother concept, young adults will be encouraged to mentor adolescents by mainstreaming the concept of mentorship throughout our media products. Mentorship will be modelled, showcased and encouraged. The concepts of Little Sister/Big Sister and Little Brother/Big Brother as well as the supporting Aunties and Uncles (mentors) will be systematically used to reinforce the mentorship approach.
- **Include regional perspectives:** Catching local and low income perspectives, the lived reality of our audience in different districts across the country builds a consciousness of being part of a nation. Showcasing other youth in the country is very powerful in creating awareness of different solutions and as a means to inspire and mobilize youth. It also serves to neutralize the growing tension around ethnicity and religion. At least half of all print, radio and television production will be produced outside of Dar es Salaam and every issue of print will have a dedicated regional page. When possible, regional perspectives will be mainstreamed into radio and television.
- **Appeal to mentors:** In the magazines, dedicated pages will showcase the ‘voice’ of mentors, and highlight positive role models such as Fema Club mentors and Ambassadors who have inspiring stories. Radio and television also include voices of mentors such as experts, teachers, and public officials.

To ensure that Femina Hip remains the premier trusted and respected multimedia platform of choice for young people, we will ensure that all information is relevant, accurate, and up-to-date and based in proven fact. Also, we will strive to abide by Copyright laws of Tanzania to ensure all of our images are used in the appropriate context.

Participation: First and foremost, participation is a right –a right that is frequently denied youth in Tanzania. Rarely are youth asked to share their opinion and ideas on matters that affect them. However, we also recognize that empowerment is not possible without participation and therefore also a matter of making sure that our work has the intended impact on youth. The media platform is primarily for youth and is also, thus, by youth. A participatory production process is instrumental to the success of Femina Hip and is part of everything we do.

To continue engaging youth and mentors in conversations about their experiences and their concerns, we will:

- **Promote our Sema na Fema feedback agenda in all media products:** We will do this by soliciting and sharing voices from our readers whether it be through quotes, letters, emails, pictures or SMS. Careful monitoring will ensure feedback and audience voice is fed back into the production process.
- **Conduct reality checks with our audiences:** During the production of every print, television and radio product, Femina Hip will consult audiences on the topic ensuring that the content remains relevant. When possible, audiences and partners will also be consulted during the planning process. All photo-novels in Fema Magazine will continue to be produced interactively with youth groups and 'man on the street' commentaries will be mainstreamed to ensure that the reality of the audience is captured. We will also regularly engage youth both in school and out of school via focus group discussions and interviews when testing concepts, programs, messages and activities.

Incentives: Through over a decade of experience, Femina Hip has learnt that young people and communities need reinforcement and encouragement to create meaningful change. Reinforcement includes repetition of messages through our products, showcasing positive peer role-modelling and the use of strategically developed incentives.

Incentives can be tangible, such as prizes and access to magazines, but also intrinsic such as a sense of personal fulfilment or the opportunity to learn new skills. The success of Femina Hip is not just in the prizes but also comes from a sense of inclusion, being a part of something bigger than yourself: **The Femina Family**. This family is a community, made up of like-minded individuals who exemplify the values and ideals of the organization and are proactive in creating content and taking action. Core to the Family is the Femina Hip Team (Femina Hip employees) themselves, who feature in all our media products as role models. Inclusion in the community means that you are an agent of change and have an important voice among your peers. As you work together to create a new Tanzania, you are in essence, the change itself. This type of intrinsic incentive reinforces the messages we are giving, creates ownership, enhances participation and is key to our approach.

Femina Hip mainstreams the use of incentives in products and activities to motivate youth and encourage ownership:

- Offer prizes such as branded materials for feedback, puzzles, challenges and activities.
- Award certificates and monetary prizes to 'Best Teachers', 'Best Clubs' and 'Fema Ambassadors'
- Award certificates to all students and mentors of active Fema Clubs on an annual basis
- Host an annual Youth Conference for most active Fema Club members and mentors
- Conduct visits to schools
- Offer trainings for Fema Club mentors and partners

3.5.2 Strategy Two: Collaboration with Partners

Femina Hip recognizes that we cannot provide youth at the local level with the type of face-to-face contact they all ask for. We need to create safe spaces for active learning, reflection and action; however, we do not have the capacity to do this ourselves. Instead, we need to seek partnerships which can complement and enhance our work. More effort is needed in establishing and nurturing partnerships that enhance the use and effect of Femina Hip's products. Our partners are grouped into two categories:

- **Strategic Partners.** These include partners that provide support and input into our work. These partners are: (1) knowledge sharing and technical expertise partners such as researchers, (2) decision-makers at local and national levels, (3) entry-points to youth, (4) distribution agents, and (5) resource partners who provide technical expertise.
- **Active Learning Partners.** These include partners with whom we work with to support and influence, whose participation and contribution towards conducting active learning activities is essential to achieve our outcomes. They are our main avenue for reaching out of school youth, and include INGOs, CBOs, and peer education networks, among others.

PARTNERS:

Our main challenge which will require substantial effort is the development of relationships with our partners at the local level. Femina Hip's comparative advantage is our ability to create compelling messages and media products that resonate with youth; however, we recognise that we do not have the capacity ourselves to provide active learning and facilitation of youth's initiatives in their schools and communities. Throughout Tanzania there are a plethora of organisations, including local and international NGOs, that shares our vision of empowered youth and are determined to make a difference for young people. Many support volunteers and peer educators that work closely with youth, schools, families and communities. By working together, coordinating our efforts, and sharing knowledge and resources, we can have a substantial impact.

Looking ahead, Femina Hip will more proactively manage partnerships in key areas through the development and implementation of a **partnership strategy** and the investment of resources. This includes using our products to strengthen the delivery of partners' active learning activities with young people. To do this, Femina Hip will:

- Create new opportunities for advertising and product placement.
- Find new entry points for Corporate Workplace Programs.
- Support, develop and manage distribution agents.

3.5.3 Strategy Three: Strengthen Outreach

Communication through our media platform works in conjuncture with face-to-face communication to reach our target audiences. This interpersonal communication is conducted through the outreach department which regularly meets with young people and youth networks as well as mentors.

As Femina Hip strives to ensure all its activities and outputs contribute towards the successful realization of our outcomes, it is imperative to reposition our outreach work. Therefore, for the next strategic phase, Femina Hip will focus its outreach work on: (1) Promoting and supporting clubs and youth networks; (2) Motivating and building capacity of mentors; (3) Modelling the Femina Hip approach in the field and exploring the possibility of creating a force of volunteers; (4) Gaining support for our initiative and maintaining our strong brand through Public Relations activities.

Here our primary target audiences are youth, Partners, decision-makers and media.

Promoting and Supporting Fema Clubs and Youth Networks: Our roadmap to achieve social and behavioural change puts emphasis on stimulating conversations to enhance the impact on youth. Femina Hip promotes the establishment of Fema Clubs or integration of the Fema Club agenda within other existing youth clubs that provides youth with a safe space to engage and act together. However, to be dynamic and active, Fema Clubs require support and recognition. Our second strategy described above, collaboration with partners, is one way of providing these youth initiatives with support.

To further strengthen our Fema Club approach we will:

- **Introduce 'subscription':** In-school youth are reached through the Secondary School system and VETA institutions whose formal structure and concrete distribution points make it easier to facilitate the development of these safe spaces. However, as demand for the magazine by far exceeds supply, we will prioritize distribution to those schools and institutions that have active Fema Clubs. This will involve the following:
 - Defining a set of criteria for an 'active' Fema Club
 - Communicating these criteria to current receivers of the magazine and allowing them a 3-6 month window to create their 'active' Fema Club
 - Establishing a method for continuous monitoring and evaluation with these Fema Clubs
- **Finding a model for effective distribution to out of school networks:** Reaching out of school youth is much more challenging than reaching in-school youth, as entry-points for out of school youth are less obvious and more inconsistent. Femina Hip must invest resources in identifying entry-points such as out of school youth groups and networks, businesses frequented by youth (i.e. salons) and youth-friendly gathering places. By identifying entry-points and establishing relationships with mentors associated with these entry-points, we can increase the potential of the magazine being used in active learning settings amongst out of school youth.

- **Visit school Clubs and youth networks:** Femina Hip Team will visit and work with schools and youth networks to motivate and support Fema Clubs during intensive half-day sessions. Using interactive and participatory tools, the outreach team will support youth in strengthening their club activities and provide opportunities to improve their skills through problem-solving and creative brainstorming activities. A set program with Learning Objectives will be created to ensure that all clubs receive the same type of support. Club members will also be encouraged to create club networks by inviting other Fema Clubs to attend these sessions. Club Kits will be developed to help organize and reinforce Learning Objectives.
- **Ensure continuous feedback to Fema Clubs:** Fema Clubs will be supported by systematic coaching and feedback. We will establish communication-mechanisms using SMS so that clubs can reach us and are guaranteed feedback or response within ten business days. Fema Club reports will be expected on a regular basis, as this is an opportunity to provide Femina Hip with monitoring information. However, we will also explore how these monitoring tools can be useful to youth's change process for example by using a self-assessment approach. Constructive feedback to these reports will be provided in a timely fashion, alongside suggestions for new activities and improvement.
- **Recognize achievement at the Annual Youth Conference:** The yearly Youth Conference is an opportunity to acknowledge the contribution of the most active clubs. Recognition in the form of awards, training, sharing of experience and attendance at the youth conference, all reinforces active clubs. Femina Hip will ensure that its annual Youth Conference becomes an opportunity for learning and sharing using interactive approaches such as knowledge cafés and other knowledge sharing tools. Awards such as Best Club and Best Ambassador will provide recognition.
- **Reinforce Club activities through New and Social Media:** Femina Hip will ensure that its New and Social Media tools including Facebook, Twitter, the Femina Hip website and other potential tools, feature content provided by our audience, including pictures and SMS messages, as a means to encourage conversation and sharing among peers. To a lesser extent, the print magazines will support this by posting a limited amount of feedback and photos within every issue.

Motivating and Building Capacity of mentors: A key factor for Fema Clubs and networks to become a successful platform for change is the support of a mentor. As Fema Club members pass through school the mentor remains both a point of contact for the graduate, and the supporter of a new generation of club members.

Since mentors are so important to the overall sustainability of the Fema Club, Femina Hip must invest resources to create capacity and ownership among these mentors. This will be done through:

- **Recognition in the form of awards and featured stories:** Mentors, who meet Femina Hip criteria, will receive annual certificates and will be shortlisted for awards such as 'Best Teacher' or 'Best Ambassador' given out at the Youth Conference. These mentors will also feature in every issue of Fema Magazine, as a source of inspiration and as a motivator for creating such spaces.
- **Training on active learning and effective mentorship:** We will provide teachers and other mentors of Fema Clubs with one-day training, introducing them to Fema Magazine and how it should be used in active learning. They will also be provided with the opportunity to learn basic communications skills, in particular skills that will allow them to take on the role of facilitator of a youth initiative rather than as a lecturer. They will also be guided in their role as mentor and provided with a Club Guide that provides them with ideas, inspiration and guidance. Training of mentors will be done several times per year: once during the Youth Conference and regularly, on a bimonthly basis, during every regional outreach visit.
- **Regular communication with mentors:** Coaching and feedback will be provided through twice yearly phone calls and a 'service centre' which they can call for advice. These conversations will also allow us to monitor both Fema Club and mentor activities. Quarterly newsletter and monthly bulk SMS to a closed group of mentors will allow us to provide inspiration, reminders and tips specifically designed for this audience.
- **Dedicated resources in multimedia:** A cornerstone of the Femina Hip website will include **Teachers' Kona**, a site specifically tailored to teachers and educators, with reference materials relevant to them. The website will offer tips and tricks to becoming a more effective Mentor. A dedicated page in the Fema Magazine will be a resource tool for mentors; sharing voices and ideas from other mentors as a means to learn from each other.

Modelling of the Femina Hip Approach: Femina Hip has a unique approach which combines media with outreach to support the process of behaviour change through active learning. We intend to generate opportunities for youth groups and young people to showcase 'best practices' of Fema Clubs and youth networks in the field. To do this, we will ensure that our editorial production teams follow the outreach team into the regions and, using field entry-points, report on local experiences. This includes showcasing Fema Club activities, highlighting learning and sharing during our school visits and developing full programs on the Learning Objectives of our Mentor Training. In this way, we communicate through modelling what we expect of our Femina Family members as well as partners, and we ensure that an even broader audience has access to Learning Objectives from our field activities/trainings.

Public Relations: Femina Hip continues to brand its **Femina Family lifestyle** by encouraging young people to participate and become included as a member of the Femina Family. A clear branding and media strategy will outline the development of yearly promotional materials, gadgets, launches, media events and other promotional opportunities. These materials are part of Femina Hip's incentive strategy and are also a tool for building relationships among our partners and audience. Femina Hip will participate in various **fairs and festivals** organized by partners and different launches throughout the country to expose our material and work.

3.5.4 Strategy Four: Active Learning

The concept of active learning is key to the process of empowerment. Active learning processes allow people to arrive at their own understanding of an issue, discuss and share ideas with peers, negotiate and consider the suggested behaviour's benefits versus its cost. During this process youth internalise the messages.

Conversations in clubs and youth networks are also a way of spreading information and influencing youth through their social network of friends and peers. If people in your social network change behaviours, you are more likely to follow.

Another way of engaging youth in conversation is to invite them to speak to Femina Hip and speak to peers through our Sema na Fema feedback agenda using letters, social media, emails, or SMS.

3.5.5 Strategy Five: Safe Spaces

Young people lack spaces where their participation is encouraged, where they can express themselves, learn from each other, engage and act. Social networks, such as Fema Clubs and youth gatherings, provide a **safe environment** to communicate and talk openly; a space where they can access information, discuss ideas, share opinions and life stories; a tolerant environment that supports change and respects confidentiality.

To be effective and sustainable, these Fema Clubs and networks need support from someone who can facilitate the process and encourage learning and action, such as a **Mentor**. Active use of information, where content is not only consumed but also discussed and debated, is critical to the process of change. These mentors will be supported through training and feedback.

4. ORGANIZATIONAL MANAGEMENT

Femina Hip identifies three focus areas for the 2013-2017 strategic phase. These include: Governance and Leadership; Monitoring, Evaluation and Learning (MEL); and Human Resources, Finance and Administration.

4.1 Governance and Leadership

4.1.1 Femina Family Values

Femina Hip is a values-based organisation: Our seven core values guide staff and underpin our strategic approach and the Femina Family lifestyle movement:

- **Youth are Assets:** Femina Hip values young people and promotes participation and equal opportunities for young people both in its activities and within the organization.
- **Respect for Diversity:** Femina Hip is committed to ensuring diversity is respected. This includes the acknowledgement that men and women have different needs and challenges, as do people from different cultures. Femina Hip activities imbue this approach but so does its workplace which blends staff from many different cultures and backgrounds. Young women, who are traditionally marginalized in office places, are part of the driving force of the organization and are also critical to its success.
- **Trust:** Femina Hip understands that young people need a trusted source of accurate and reliable information. By ensuring that Femina Hip products are recurring and have a steady presence in the field, we build a culture of trust with our audience.
- **Open and Inclusive:** Femina Hip promotes openness and inclusiveness by allowing all audiences and stakeholders to share ideas and participate through the multimedia platform. We remain leaders of 'open talk' which addresses some of the most sensitive and taboo topics in Tanzania today.
- **Dedication:** Sincere commitment and dedication to the cause is instrumental for Femina Hip to achieve its strategic goals. Committed staffs are willing to do more with less and dedicated stakeholders help us to support our goals.
- **Accountability:** Femina Hip strives to uphold its credibility by holding the organization and its staff to high standards in regards to accountability and transparency.
- **Have Fun:** Above all else, Femina Hip incorporates excitement and fun in all aspects of our work. We not only create entertaining products and activities for our audience, we have fun while doing it!

4.1.2 Board Governance

Femina Hip is registered as a local non-profit company limited by guarantee. We are governed by a council of founding members who appoint the board of directors. The current Executive Director is also a founding member.

The organization also has an affiliation to the HIP Edutainment Trust in Sweden, which is the custodian of the HIP edutainment methodology and acts as a technical advisory board to Femina Hip.

After the next five years, Femina Hip's founder and Executive Director plans to retire from her current role and take on an active role with the Board of Directors. This will require the formulation of an 'exit strategy' which clearly outlines a leadership succession plan and the development of a transition period which will ensure the new Executive Director is supported in their position for several years. It is also expected that with this shift, a more proactive board will govern the organization and ensure overall sustainability.

4.1.3 Senior Leadership

With the new strategic plan and the new organizational structure, a new level of management will be created. In the first year of the new strategic phase, the development of the organization's senior leadership will be a priority. This Senior Management level will provide leadership to the organizational units and mentorship to the departmental managers. It is, therefore, imperative that the Senior Managers have the ability to manage both people and projects at a senior level. This group will, together with the Executive Director, form the '**strategic think tank**' for the organization, championing the strategic plan along with the **change management process** that will take place.

The Executive Director, who has previously been responsible for line management, will delegate more management responsibilities to this Senior Management team and provide the operational units with autonomy in terms of implementation of activities. This will, in turn, free up the Executive Director's time to engage in international fundraising and visioning work. This will also ensure that the organization develops the internal capacity to sustain and succeed in the delivery of results, during the eventual transition in leadership.

5. STRATEGIC PLANNING & MEL

Two years ago, Femina Hip embarked on an intensive strategic planning process aimed at evaluating its successes, identifying lessons learnt and redefining its objectives for the coming five years. The review process included consultations with stakeholders, audience and staff and used several pertinent methodologies: mind mapping, SWOT analysis, scenario building, outcome mapping and theory of change. This process resulted in a clear understanding of our comparative advantage and how we best add value to the youth empowerment and development agenda in Tanzania.

Femina Hip is committed to being a learning organisation, to continuously improve quality and provide sustainable solutions and value for money. This requires us to adopt procedures and tools that helps us manage our performance in a way that provides indications if strategies and activities are effective at achieving outcomes. The MEL framework ensures that our initiative delivers effectively towards its target audience, the youth, and contributes towards a healthy lifestyle movement of young Tanzanian change-makers. It also ensures accountability towards our donors, providing up-to-date information for reporting on performance and progress.

We will manage our results, mitigate risk, share knowledge and ensure quality, effectuate positive change management, and track and report on progress.

5.1 Results Based Management

Femina Hip's work is challenging in many ways, not the least to 'measure' and report on results in terms of behavioural outcomes. Femina Hip aims at stimulating thinking and reflection around a range of issues pertinent to youth. We aspire to instil in youth a wide range of values and behaviours, are all part of what we have established as the Femina Family lifestyle. As such, Femina Hip is not an ordinary social and behaviour change programme with a few selected behaviours in focus. Neither are we a project with a clear beginning and end: **we are a long term mediator that accompanies youth from their adolescent years to their years as young adults.** We are a youthful, creative media platform with youth expertise. The Femina Hip initiative operates in a complex web of relationships with partners of which some we can influence, and others which go far beyond our sphere of influence. It is in this context that Femina Hip needs to manage its performance towards the desired results.

During the past strategic plan period Femina Hip's work was oriented by a logical framework focused more on activities and outputs than outcomes, and it has been a challenge to pin-point and systematically captures evidence of change. For the up-coming period we will modify our existing system and tools for monitoring and evaluation to make sure it effectively provides us with the insights we need to operate effectively. We will use a Results Based Management framework (RBM).

Our commitment to results, quality and accountability requires our MEL department to prioritize the development of a clear and compelling case for the impact of Femina Hip programs on youth. We will need to review our existing monitoring and evaluation system and tools. We have learned that more traditional approaches to planning, monitoring and evaluation, such as using the Logical Framework Approach, does not suite our initiative nor does it provide us with the insight we need to manage our initiative. We intend to develop a system that provides us with data which gives us a sense of our impact and which fosters learning across the organisation. We have identified and used three approaches that will be further explored in our first year:

Our work is organic and intrinsically linked to partners' contribution and the contexts in which youth live and thrive. For the planning purpose we have introduced a **theory of change 'road map' and Most Significant Change (MSC)** as two complementary tools.

- Using our theory of change '**road map**' in the planning process allowed us to clearly spell out how we see change happen and the essential elements to make this happen. We identified the short- and intermediate outcomes required to reach our strategic outcome: a healthy lifestyle movement of young confident change-makers who adopt 'Femina Family' lifestyle values and behaviours. This exercise also put the light on the underlying assumptions and risks, especially in relation to contributions of partners.

We plan to use the **MSC** technique, a participatory approach to monitoring and evaluation, which collects stories of significant change from the audience. This 'story' approach to understanding change is captured in stories of who did what, when and why – and the reason the event was important. Thus, we intend to involve our audience in the monitoring process using self-assessments which will allow them to gain from the process as well and, thus, contribute to our strategic outcome, creating change-makers. MSC does not use pre-defined indicators. We will also explore how we can use social media to collect information from stakeholders.

Our RBM framework has been developed based on our insights gained from the above process (cf. Annex 1 for Results framework).

Apart from regular monitoring, **qualitative research** is carried out in-house to showcase examples of interaction, engagement, behaviour and social change or commissioned outside for good documentation of reach, influence and effect. We will also buy into larger national studies such as Tanzania All Media Products Survey (TAMPS). Over the past years, we have also had opportunity to be the focus of international research initiatives that have contributed substantially to our learning.

The first of these research initiatives is called *Girls' Economic Empowerment – The Best Contraceptive?* This is a research project bringing together a variety of international partners including the Norwegian School of Economics (Norway), Christian Michelsen's Institute (Norway), Development

Pioneer Consultants (Tanzania), Economic and Social Research Foundation (Tanzania) and Femina Hip to investigate whether early childbearing reflects a lack of empowerment among young girls in Tanzania, with a focus on three different empowerment strategies for reproductive health and economic empowerment. The research project is ongoing.

The second research initiative is called *People Speaking Back*. This is a collaborative research program between research institutions in Denmark, Kenya and Tanzania exploring the role that civil society driven media and communication technologies can potentially have in enhancing participatory governance processes in East Africa, particularly in Kenya and Tanzania. Femina Hip is a case in investigating the role of civil society driven media platforms in Tanzania. The research project is ongoing.

5.2 Risk Management and Quality Assurance

We have identified a number of risks in relation to achieving set outcomes and developed a strategy to monitor, reduce or avoid these. These **risks will be managed as an integral part of RBM**.

The risks associated with achieving results are both external (for example financial) and internal (for example capacity). They include:

Risk: Coherent and consistent messages from all staff at all times.

Mitigation: The development and monitoring of Femina Family lifestyle values and behaviour framework together with a message framework which guides both editorial and outreach work. In addition, a document which explicitly states Femina Hip's stand on controversial topics will be part of documents guiding all staff.

Risk: Spreading ourselves 'thin' around content and messaging.

Mitigation: The development and monitoring of Learning Objectives which prioritize key messaging relating to our content agenda and mirrors our 'lifestyle' framework. These Learning Objectives will also indicate how often key messaging needs to be repeated so that every generation is exposed.

Risk: Magazine reaching right target audience and those with greatest potential to drive change.

Mitigation: Update entire list of partners receiving Fema Magazine to make sure that they fit our criteria for receiving the magazine. We will monitor our partners more vigilantly through follow-up phone calls and the maintenance of our partner database. We will also introduce a 'subscription' system to make sure that only those clubs and networks that are committed will be provided with magazines. This will enable schools and networks on the waiting list to become part of the family and also provide an incentive for youth to work actively in clubs. We will develop strategy for subscription, including defining an 'active' club and how to communicate to youth about these changes.

Risk: Not able to create win-win relationship with partners at the local level all over the country that will provide support and active learning to mentors, Fema Clubs and youth networks. Femina Hip depends on the contribution of key partners which are uncertain to some extent, or partners that are not able to report back as required.

Mitigation: Establishing a new unit for partnerships and recruiting a senior manager to spearhead this new and more proactive way of working with partners. We will develop clear expectations of partners in the form of MOUs and TORs. It is important to note that it is not possible to control partners; however, we work to influence our partners and to monitor their contributions. Our responsibility, and what we will be accountable for, is to monitor how well our strategies and activities are in achieving, in this case, active Fema Clubs and networks. We will provide training for these mentors as well as support material on how to use the Femina Hip material in an active learning setting.

Risk: We will not have the capacity and competence within the organisation to work with partners.

Mitigation: In addition to the mitigation of the risk in relation to partners, Femina Hip will deepen its HR capacity which will allow us not only to recruit personnel with the required skills and experience but to develop the capacity of our current personnel. We will also provide guidance to staff through guidelines and training on how to work with partners, including working with participatory approaches and training of others. Management training to build skills will be provided.

Risk: Not able to create active Fema Clubs supported by mentors that will provide the active learning experience.

Mitigation: Develop strategy for how to support Fema Clubs. Media products will continuously promote Fema Clubs and showcase active Fema Clubs to provide inspiration and guidance. Femina Hip will coach Fema Clubs and provide feedback in the form of telephone calls and bulk SMS. Clubs will also be provided with guidance through a Fema Club Guide for Fema Club members and short training opportunities. Mentors will, apart from phone calls and bulk SMS, receive a simple newsletter that will be used to share knowledge among mentors and Fema Clubs. Mentors will be trained and provided with a Fema Club Guide for mentors. Partners at local level will at times be able to provide Fema Clubs and mentors with face-to-face support and interaction.

Risk: Lack of funds

Mitigation: A clear fundraising strategy and a focus on cultivating partnerships will ensure the organization has the financial resources needed to support its continued growth and development.

Risk: Government censorship and religious tension can have negative consequences on our activities.

Mitigation: Femina Hip remains in constant consultation with relevant government authorities- both nationally and locally- to ensure they endorse and support our initiative. Furthermore, Femina Hip must remain conscious of the religious climate in the country and ensure it stays neutral in this regard.

To mitigate these risks and ensure results, and guarantee consistent standards and delivery of quality products in a timely fashion, **quality assurance mechanisms** are key to the organization over the next strategic phase. Femina Hip will apply rigorous internal planning, monitoring process and evaluation within the organization to make sure we are delivering towards our outcomes.

From formative research, to intensive planning through to post-mortems, an emphasis on producing quality products will remain key to Femina Hip's success. We will revise existing policies, processes, procedures and tools to support all production processes, including the outreach work. This includes the development of design documents for all media products which clearly outline communication and learning objectives as well as mechanism for quality assurance.

Planning sessions will include key representatives from all departments to ensure that we develop products that backstop each other. One day post-mortems will follow the production of every issue of Fema Magazine, one-off booklets, TV series or radio series to ensure that reflection and learning is incorporated into every subsequent media product.

5.3 Knowledge Sharing and Learning

Through simple knowledge management procedures we make sure that lessons are learned and shape the way we do our business. We will revisit our Theory of Change and results framework to make sure we are on track both in terms of progress towards outcomes and adopting effective approach and strategies.

Internally, we make sure that knowledge sharing takes place across departments, teams and hierarchies. Weekly 20-minute learning sessions, quarterly staff meetings and reports and annual retreat are procedures that enhance sharing of knowledge among staff. For the first year of the new strategic phase, Femina Hip will have a retreat after the first six months which will allow us to reflect upon the process of change as well as the implementation of its strategies. Starting this first year and on an annual basis thereafter, Femina Hip will conduct a longer retreat at the end of every calendar year which will provide opportunity for discussion, reflection, evaluation and planning for the New Year.

5.4 Change Management

During the next strategic phase, Femina Hip will invest resources to ensure that the organization can seamlessly transition and continuously implement the changes listed in this strategic plan. This will involve a thorough **training of staff** and partners on the contents of our new strategic plan, developing new processes, routines and tools to implement these strategies and ensure that all staff take ownership of the organization's new strategic vision. A **new organogram** outlines the HR needs to implement the new strategic plan and provide a framework for needed competencies and resources over the next five years.

5.5 Planning and Reporting

Femina Hip will continue to invest considerable resources into planning and reporting. As indicated above, more systematic planning of content as well as planning of programs will be driven by the Strategic 'Think Tank' which will meet as a Senior Management Team twice every month. Regular **annual reviews** will also take place towards the end of fiscal year, to assess the delivery of results within that year but also to engage in an intensive 'pre-planning' for the upcoming year resulting in an annual workplan. This pre-planning will support a more focused delivery of outreach activities.

Femina Hip will develop two annual organizational reports: the **mid-year report** and the **annual report**, which will be circulated to core donors and key partners every year. The mid-year report will be delivered to donors in August of every year and will highlight activities conducted from January to June. The annual report will be delivered alongside the organization's financial report, in March of the following year. This report will summarize activities conducted during the year but will also report on outcome indicators as outlined in the attached Results Framework. These organizational reports will be delivered to partners in lieu of separate reporting requirements, as a way to streamline resources.

6. HUMAN RESOURCES, FINANCE & ADMINISTRATION

6.1 Capacity

Femina Hip is an exciting, dynamic place to work. It has a **youthful work culture** which reflects who we are and what we are trying to achieve. Femina Hip offers an opportunity for young people to gain work experience through professional employment, internships and volunteer opportunities, as well as an opportunity for women to excel in line and senior management roles. Yet, challenges with long-term retention (particularly of senior level staff), recruitment and performance monitoring dictate the need to prioritize resources and attention to the organization's Human Resources (HR) capacity. Femina Hip understands that investment of resources around HR will reduce organizational risk, enhance sustainability and increase revenue (i.e. through fundraising and commercial sales). Ultimately, this will translate into results for the organization.

In the upcoming strategic phase, Femina Hip intends for its **senior management** to create an effective talent management and employee engagement program. This will ensure that an efficient work culture clearly outlines expectations for staff conduct and provides recognition for high performance individuals; that staff have the necessary competence and capacity to operationalize the strategic plan; and that the organization can ensure sustainability through the long-term recruitment and retention of senior level employees.

Key to these programs will be the development of new HR tools such as needs assessments, appraisal systems and Job Descriptions which clearly outline Key Performance Indicators. Regular in-house trainings and occasional external trainings will provide all employees with the capacity to enhance skills in required areas of performance. A mentorship program, involving senior level staff and junior level staff, will ensure that the organization is building competence for leadership succession. **Team building retreats** also need to become routine, twice annually, to support Femina Hip's own emphasis around teamwork in the delivery of its activities.

6.2 Funds Development

Femina Hip sources the financial commitment needed to implement our strategy from a wide range of sectors including international donor agencies, development partners, the private sector, trusts and foundation, individual donors, and partner NGOs. **Cost sharing** is therefore a principle often applied.

Femina Hip will continue to source the majority of its funds, through several donor mechanisms.

These include:

- **Core, basket donors:** These funds are secured in-country largely over bilateral frameworks of International Development Cooperation Agencies (IDCAs) which ensures that our work is valued and seen as part of local, national development priorities. Funding through this stream is applied to overall results and deliverables as stated in the Strategic Plan and provides resources to both programmatic and operational areas. We need to continue to promote this type of 'core' funding as the preferable source of funds.
- **Sub-recipient funding:** By partnering with principal recipients of larger contracts, such as those with USAID, Femina Hip can receive long-term funding for performance-based initiatives. Femina Hip will continue to invest resources in pursuing these opportunities as they present themselves.
- **Short-term funding:** Special funding for short-term projects and initiatives can support the organization in implementing pilot projects and research. However, these sources of funding have limited scope and cannot support our reoccurring initiatives. Therefore, limited resources will be invested in pursuing these opportunities unless they will add value and learning to the initiative.

During the coming year, a fundraising strategy for both local and international fundraising will be developed and operationalized. Looking beyond our traditional fundraising approaches, it will explore untapped potential for funds development such as, for example, online fundraising and annual campaigns. By **diversifying our funding base**, we will become less dependent on a single funding donor for core support. Our aim, for the next strategic phase, is to have no donor accounting for more than 25% of total revenue.

6.3 Finances

One pressing concern for Femina Hip in the upcoming strategic phase, are the implications of VAT registration. In 2011, the Tanzania Government removed VAT exemption for local civil society organizations. With no longer VAT exemption, Femina Hip must charge donors and partners VAT tax of 18%. We also may pay this VAT tax on most goods and services, including the cost of printing and distribution. This is further complicated by the fact that many embassy donors have tax exemption status. This means, that they want to deal directly with our service providers to obtain the tax exemption which often requires us to coordinate and manage this relationship.

Furthermore, if Femina Hip continues selling space, we will be required to VAT register as the income generated from these activities exceeds the 40 million TSH (approximately \$25,000 USD) threshold. This too has implications as VAT registration means that we will have to strengthen the current financial department to accommodate the workload. Since organizational financial sustainability and VAT registration are now interconnected, Femina Hip must carefully weigh its options as both selling space and VAT registration demand significant resources.

However, overall, Femina Hip will continue to be an example of accountability and transparency. We will submit ourselves to regular internal and external audits and produce quality, transparent records of funding and expenditures.

6.4 Femina Hip and Anti-Corruption

At Femina Hip we understand corruption to be *'the misuse of entrusted power for private gain. It hurts everyone who depends on the integrity of people in a position of authority.'*² Corruption is best known as bribery, fraud, embezzlement, nepotism, kick-backs and extortion.

Femina Hip maintains and promotes an organizational culture and behaviour in which honest, integrity and respect for the law are viewed as essential to achieving success.

We fight corruption at two levels: We promote anti-corruption behaviour among our primary target audience, young Tanzanians, and in our operations we apply a zero tolerance towards corruption both internally and externally.

The Femina Family movement aims at fostering healthy lifestyle values and behaviours among young Tanzanians: anti-corruptive behaviour is one of them. Citizen engagement, as one of the three areas of our content agenda, is about 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. Anti-corruption is, thus, part of a wider effort to promote citizenship. We partner with the Prevention and Combating of Corruption Bureau (PCCB) both at national and local level. In 2012, our Fema Magazine had anti-corruption as its main theme under the slogan *'Short cut = wrong cut. Become an anti-corruption hero'*. At the local level, Fema Clubs commonly collaborate with the PCCB clubs.

Corruption is a wide concept and not only about financial transaction. It is about using power for personal gain. Young people, especially girls, are often faced with 'sexual corruption' from teachers. Our media products continuously address the issue and inform how to deal with the situation and where to report.

^[2]Transparency International.

Risk for corrupt behaviour within our initiative is primarily within two areas:

- External collaboration with partners such as other civil society organisations, national and local governments, schools and other institutions
- Internal administration and management, including procurement of services and goods

Internal administration and management: From our staff, we expect the highest level of anti-corruption ethics and integrity. Our Human Resource manual embraces moral and ethical values, and all staff members sign our Code of Conduct which deals with corrupt behaviours such as bribery and kick-backs.

Our initiative has financial procedures and controls that are followed diligently. Internal audits are done twice-yearly with an external independent financial consultant and external audits are carried out annually by internationally affiliated audit firms.³ This service is tendered once in three years and selected by a committee of three persons: the Executive Director, the operations manager and the internal auditor. The process is transparent and both our Board and our basket donors are provided with the tender results.

For our two large procured services, printing and distribution, tenders are floated. This is done once in three years and advertised in national newspapers. A committee of five makes the selection.

External collaboration with partners: We assess the risk of corruption to be low given the fact that there are no financial transactions to other parties. Femina Hip's collaboration with organisations is limited to providing magazines and sharing of knowledge. In our work with national and local governments we apply government per diem regulations. We do not provide extra funds for participating in our activities, but cover extra costs such as transportation and if appropriate per diem. Youth participation in specific events such as research is awarded with a small sum. All per diem and any other financial contributions are signed upon receipt.

6.5 Procurement:

Femina Hip's procurement policy is based on Sida Procurement Guideline (SPG).

Femina Hip follows an efficient and sound procurement system ensuring transparency, fairness and integrity in the procurement and contract management process. Femina Hip has incorporated the procurement process in its Financial Procedures which are updated at least once a year.

^[3]Currently carried out by RSM Ashvir.

Femina Hip has following categories of procurement:

| CATEGORY | TYPE OF PROCUREMENT | REMARKS |
|---|----------------------|---|
| Printing and Distribution of its print products | Open Tender | <p>Tenders are called once in three years:</p> <ul style="list-style-type: none"> advertised in newspapers, bids invited internal committee set up to evaluate the bids tenders opened publicly Required criteria for evaluation drawn up by the committee. service providers are selected based on the criteria Contracts drawn up and are valid for three years with provision for annual review, updates and limited price fluctuation to incorporate inflation rates. |
| External Audit of Femina Hip's finances | Simplified Tendering | <p>4-5 international audit companies of medium size are invited to tender for this service once in every three years.</p> <ul style="list-style-type: none"> Letters requesting bids are sent out to selected audit firms Tender opened by internal committee Criteria for consideration set up Audit firm selected and awarded for three years with provision for annual review. |

| CATEGORY | TYPE OF PROCUREMENT | REMARKS |
|------------------------------|----------------------------|--|
| Airing of TV and Radio shows | Single source procurement | TV and Radio stations are selected based on their number and areas of viewership. Price is always negotiated. |
| Services of Consultants | Single source procurement | Consultants are contracted based on their professional competence and relevance to Femina Hip's agenda |
| Equipment | Comparison by three quotes | Three quotes are sourced for equipments and selected based on the specifications required, cost and availability |

Note: Contracts are drawn up for items 1 to 4 above and LPOs are issued for item 5.

6.6 Budget 2013-2017:

| PARTICULARS | 2013 | 2014 | 2015 | 2016 | 2017 |
|--|------------------|------------------|------------------|------------------|------------------|
| (Inflation rate) | | (105%) | (110%) | (116%) | (122%) |
| 1. PRODUCTION COSTS | | | | | |
| Media platform | | | | | |
| Fema Magazine (6 issues, 1,5000,000 copies) & 1 booklet, 50,000 copies | 1,656,926 | 1,739,772 | 1,826,761 | 1,918,099 | 2,014,003 |
| Fema TV (10 shows) & Ruka Juu (10 shows) | 435,333 | 457,099 | 479,954 | 503,952 | 529,150 |
| Fema Radio (52 episodes) | 165,213 | 173,473 | 182,147 | 191,254 | 200,817 |
| New and Social Media | 95,844 | 100,636 | 105,668 | 110,951 | 116,499 |
| Other direct costs | 167,351 | 175,719 | 184,505 | 193,730 | 203,416 |
| Salaries | 862,191 | 905,301 | 950,566 | 998,094 | 1,047,999 |
| Sub-total Media | 3,382,857 | 3,552,000 | 3,729,600 | 3,916,080 | 4,111,884 |
| Partnership & Fundraising | | | | | |
| Partnerships | 31,375 | 32,944 | 34,591 | 36,320 | 38,137 |
| Outreach | 90,238 | 94,749 | 99,487 | 104,461 | 109,684 |
| Public Relations | 117,162 | 123,020 | 129,171 | 135,630 | 142,411 |
| Other direct costs | 41,838 | 43,930 | 46,126 | 48,432 | 50,854 |
| Salaries | 290,475 | 304,999 | 320,248 | 336,261 | 353,074 |
| Sub-total Partnership & Fundraising | 571,087 | 599,642 | 629,624 | 661,105 | 694,160 |
| Learning and Development | | | | | |
| Change management | 106,375 | 111,694 | 117,278 | 123,142 | 129,299 |
| Monitoring and Evaluation | 100,000 | 105,000 | 110,250 | 115,763 | 121,551 |
| Other direct costs | 41,838 | 43,930 | 46,126 | 48,432 | 50,854 |
| Salaries | 36,781 | 38,620 | 40,551 | 42,579 | 44,708 |
| Sub-total Learning and Development | 284,994 | 299,244 | 314,206 | 329,916 | 346,412 |
| Finance & Administration | | | | | |
| Trainings | 65,000 | 68,250 | 71,663 | 75,246 | 79,008 |
| Reporting and governance activities | 3,000 | 3,150 | 3,308 | 3,473 | 3,647 |
| Incentives | 5,000 | | | | |
| Other direct costs | 136,900 | 143,745 | 150,933 | 158,479 | 166,403 |
| Salaries | 74,170 | 77,879 | 81,773 | 85,862 | 90,155 |
| Sub-total Finance and Administration | 284,071 | 293,024 | 307,676 | 323,059 | 339,212 |
| SUB-TOTAL 1 PRODUCTION COSTS | 4,523,009 | 4,743,909 | 4,981,105 | 5,230,160 | 5,491,668 |
| % of GRANDTOTAL | 92% | 94% | 92% | 94% | 92% |

| | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| 2. OVERHEAD COSTS | | | | | |
| Repair and maintenance (office equipment, cars, computers) | 19,388 | 20,357 | 21,375 | 22,443 | 23,566 |
| Insurance | 10,313 | 10,828 | 11,370 | 11,938 | 12,535 |
| Bank charges | 1,719 | 1,805 | 1,895 | 1,990 | 2,089 |
| Audit fee | 11,688 | 12,272 | 12,885 | 13,530 | 14,206 |
| Newspapers, journals, books, learning materials | 2,063 | 2,166 | 2,274 | 2,388 | 2,507 |
| General office expenses | 12,375 | 12,994 | 13,643 | 14,326 | 15,042 |
| Depreciation | 21,313 | 22,378 | 23,497 | 24,672 | 25,905 |
| Warehouse facilities | 206 | 217 | 227 | 239 | 251 |
| Immigration permits | 11,000 | 11,550 | 12,128 | 12,734 | 13,371 |
| Legal & professional fees | 5,000 | 5,250 | 5,513 | 5,788 | 6,078 |
| Communication: prints, stationary, phone, internet | 4,993 | 5,243 | 5,505 | 5,780 | 6,069 |
| Office facilities and support | 13,470 | 14,143 | 14,851 | 15,593 | 16,373 |
| Edutainment trust | 23,375 | 24,544 | 25,771 | 27,059 | 28,412 |
| SUB-TOTAL 2 OVERHEAD COSTS | 136,900 | 143,745 | 150,933 | 158,479 | 166,403 |
| % of GRAND TOTAL | 3% | 3% | 3% | 3% | 3% |
| 3. CAPITAL COSTS | | | | | |
| Office equipment | | | | | |
| Computers | 5,000 | 5,250 | 5,513 | 5,788 | 6,078 |
| Office water dispensers | 625 | 656 | 689 | 724 | 760 |
| Kitchen appliances | 2,000 | 2,100 | 2,205 | 2,315 | 2,431 |
| Printer | 5,000 | 5,250 | 5,513 | 5,788 | 6,078 |
| Photocopier | 3,000 | | | 3,473 | |
| Software | 2,500 | 2,625 | 2,756 | 2,894 | 3,039 |
| Photographic equipment | 2,500 | 2,625 | 2,756 | 2,894 | 3,039 |
| Sub-total office equipment | 20,625 | 18,506 | 19,432 | 23,876 | 21,423 |
| Vehicle | | | | | |
| Toyota hardtop | 90,000 | - | 99,225 | - | 109,396 |
| Sub-total vehicle | 90,000 | - | 99,225 | - | 109,396 |
| Office furniture | | | | | |
| Desks | 10,500 | | 11,576 | | 12,763 |
| Chairs | 1,875 | | 2,067 | | 2,279 |
| Sofa set | 1,250 | | 1,378 | | 1,519 |
| Sub-total office furniture | 13,625 | - | 15,022 | - | 16,561 |
| SUB-TOTAL 3 CAPITAL COSTS | 124,250 | 18,506 | 133,678 | 23,876 | 147,380 |
| % of GRANDTOTAL | 3% | 0% | 2% | 0% | 2% |
| Contingency 3% | 143,525 | 147,185 | 157,971 | 162,375 | 174,164 |
| GRAND TOTAL | 4,927,684 | 5,053,346 | 5,423,687 | 5,574,891 | 5,979,615 |