

5-year Strategic Plan Document, 2006-2010

HIP Multimedia Initiative in Tanzania

FEMINA HIP Limited

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1. Executive Summary

The **FEMINA Health Information Project (HIP)**, initiated in 1999 by the East African Development Communication Foundation (EADCF), has during its seven years of existence become one of the most well recognized long-term mass media initiative in Tanzania. Popular recurring magazines, a TV talk show and an interactive website – all complemented by other one-off products – use the ‘**edutainment**’ methodology to entertain but also educate audiences on a range of sexual health, HIV/AIDS and **healthy lifestyle** issues. The products reflect the needs and interests of young people in urban as well as rural areas. A participatory production process and the use of testimonials – real-life stories of ordinary youth – give **voice** to the questions and concerns of the audience. Research and constant monitoring ensure that the products are relevant to local contexts and stimulate change processes.

The media formats offer unique opportunities for **strategic partnerships** with other ‘like-minded’ organizations. A platform is created where NGOs and other agencies contribute as topic experts, advertise their activities, and link audiences to services. **Political leaders** are encouraged to speak up, participate in debate and set agendas for action. **Corporate sector** companies gain opportunities to advertise, promote their brands, educate their workforce, and demonstrate their increasing ‘social responsibility’ through sponsorships. **Distribution** and dissemination logistics have been developed to ensure that the products are made accessible and widely used in secondary schools, NGOs, clubs and communities. Some magazines are sold on newspaper stands and to workplaces, responding to an ever-increasing demand.

The HIP communication strategy has grown rapidly into a **multimedia initiative**, working effectively to enhance positive and open public debate and to contribute to behaviour and social change in Tanzania. HIP has become a **lifestyle brand** for a generation of young Tanzanians. In the coming phase, HIP will continue to consolidate existing activities, as well as work to develop a more systematic **regional component** (Eastern and Southern Africa) to the project.

FEMINA HIP has faced a series of organizational and management challenges in 2005/2006. These challenges relate to the transition from a small, pilot project to a sustainable, dynamic, long-term institution. Strategic planning was undertaken during 2004 – 2005. Four programmes were coined: **Media Communication; Community Mobilization; Public Relations and Networking; and Organizational Management and Development**. To accomplish its objectives, the staff and human resources at HIP must be expanded and strengthened, in particular at senior management level.

HIP began in 1999 with funding from a single donor, Sida (Sweden). During the last 3 years, over **seven different funding and technical support agencies** have partnered with HIP. To be able to sustain our positive development in Tanzania as well as in the rest of the region, HIP has sought co-funding, or so-called **pooled basket funding** for its core and long-term activities, in order to optimize the use of financial and human resources.

The first version of the HIP strategic plan was presented to donors in May 2005. Sida who has been the main or core donor from the start, committed in 2005 to take on the role as **lead donor** conducting the assessment or review of the HIP strategic plan, and assisting HIP to get other donors to join in. It was agreed that this assessment could then be shared with the other donors who were interested in contributing to pooled funding (Irish, Norwegians, Swiss, Danish). HIP’s core funding contract with Sida came to an end July 2005 but so called **bridging phase** funds to enable HIP to carry on with activity while awaiting the recommendation of the assessment

and a new contract, was granted by Sida. The bridging phase was calculated to take place during the 6 months, from August to December 2006, so that the new phase could start with the budget year January 2006. A series of events and recommended reforms in the organizational set up of the governance structure and management of HIP, lead to delays. HIP had presented Sida with a 2006 Work Plan and annual budget while awaiting the signing of the long term contract. In the meantime audits and organization reforms were effectuated, the largest being the registering of a **not for profit company, FEMINA HIP Limited**. The new contract with Sida, the lead donor, was signed with the newly registered company **FEMINA HIP Limited, 13 June 2006**. HIP is now ready to implement the pooled basket and a 'Memo of Understanding' has been drafted for discussion with the interested donor partners.

A Work Plan and budget for 2007 is being set up. Approximately 2.6 million for 2007 is requested. Sweden has signed for 1.6 million USD, and a total of USD 1 million is expected to be signed with Irish (300 000 USD), Danish, (300 000 USD), Swiss (150 000 USD), Norway (150 000 USD), Sida regional HIV/AIDS secretariat, Lusaka (100 000 USD).

HIP will continue to receive funds for specific activities from **donors with technical support functions** – such as USAID/FHI and GTZ, that are committed to partner with HIP but cannot enter into a pooled funding set up. FHI in partnership with HIP, AMREF and TRACE has just been awarded a contract to operate the 5 year youth programme, UJANA. This will entail for HIP a further amount of 300 000 USD pr year for the next five years to expand the SiMchezo magazine intervention.

Additional funds will be accepted from donors and sponsors on a purchase order set up for pure **expansion of copies** of existing publications.

A Regional Global Fund Proposal, involving 10 countries in the SADC region, including FEMINA HIP in Tanzania, and coordinated by Soul City has been endorsed by the government of Tanzania and submitted. The proposal is about up-scaling print runs of up to one million of HIP materials and capacity building of local staff.

2. Acronyms

ABCT	AIDS Business Coalition of Tanzania
AIDS	Acquired Immuno-Deficiency Syndrome
AJAAT	Association of Journalists Against AIDS in Tanzania
ARV	Anti-RetroViral therapy
BCC	Behaviour Change Communication
BEST	Basic Education Statistics in Tanzania
CSO	Civil Society Organization
EADCF	East African Development Communication Foundation
EAML	East African Movies, Ltd.
FCS	Financial Consultancy Services
FGD	Focused Group Discussion
FLE	Family Life Education
HIP	Health Information Project
HIV	Human Immuno-deficiency Virus
MEES	Moral Ethics and Environmental Studies
MP	Member of Parliament
MVU	Mobile Video Unit
NGO	Non-Governmental Organization
PLHA	Person Living with HIV/AIDS
RFSU	Swedish Association of Sex Education
SEDP	Secondary Education Development Plan
SMS	Short Message Service
TACAIDS	Tanzania Commission for AIDS
TAPAC	Tanzania Parliamentarians AIDS Coalition
TSJ	Tanzania School of Journalism
UN	United Nations
VCT	Voluntary Counseling and Testing
ZAC	Zanzibar AIDS Commission
ZAPAC	Zanzibar Parliamentarians AIDS Coalition

3. Vision, Mission and Objectives

Vision

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

Mission

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

Overall Objectives

To build a supportive environment where:

1. Young people in their communities enjoy their **right to access information and services** and are empowered to make positive informed choices around sexuality and lead healthy lifestyles in order to reduce the negative impact of HIV/AIDS
2. Communities exercise their **right to express themselves**, participate in public debate and engage in civil society

Program Objectives

1. To interactively produce and disseminate long-term, recurring, as well as one-off **media products** that communicate factual information on healthy lifestyles, sexuality, reproductive health and rights including HIV/AIDS, and promote life skills, audience voices, entrepreneurship and positive role models for behavior and wider social change.
2. To **cultivate grassroots environments** for open talk, critical thinking and social change that will foster healthy lifestyles and positive, responsible attitudes toward sexuality, HIV/AIDS and democratic culture.
3. To continue to develop and sustain an **open public debate and momentum for social change** by promoting a ***lifestyle brand*** that will support civil society, the corporate sector and government efforts toward fighting the HIV/AIDS epidemic.
4. To develop **organizational capacity** to enable the organization to be managed effectively and efficiently.

4. Project Background

Project history

The Health Information Project (HIP) was set up in 1999 by the East African Development Communication Foundation to respond to the huge **communication challenge** and vast unmet need for information in the context of the HIV/AIDS epidemic in Tanzania.¹ HIV/AIDS is more than just a health problem; rather, it is a result of – and cause of – broader social problems that can be addressed by behaviour change communication (BCC) targeting individuals, while supported by wider, more fundamental social changes. A **holistic concept of healthy lifestyles** therefore became key to the HIP approach.

HIP sought to develop youth-friendly and culturally sensitive formats and content to communicate about sexuality, risky behaviour, protection and healthy lifestyles. Interactivity with the audience, a continuous, long-term presence, access to the materials and scale were the main concerns. An innovative communication strategy using **edutainment, documentary journalism, participatory production** and **strategic partnerships** was designed.

The need for such a multimedia initiative in Tanzania was identified in 1998 by a regional network, the Sida Partners on Adolescent Health Network (**SPANe**). The network had been set up to encourage sharing of experiences and ‘lessons learnt’ on methods for promoting adolescent health issues in the African setting during the 1990s.² A few organizations in the region had started using popular and innovative media products as an entry point to enhancing sexuality and prevention education. At the time, the advocacy environment in Tanzania was ready for such an initiative. Interested parties came together and in 1999 launched the EADCF, and a ‘cost-sharing’ public/private partnership around media for youth using FEMINA magazine, one of the first ‘glossy’ magazine products on the market in Tanzania, as its flagship product.

FEMINA magazine was initiated by Letitcia Nyerere in 1995 as a women’s fashion and beauty magazine, but it did not thrive as a commercial product. It was later taken over by East African Movies Ltd., a small private media company who struggled to build a market for the magazine. EADCF entered into a collaborative **partnership** with EAML around FEMINA magazine on a ‘cost-sharing’ basis in 1999. The company was responsible for generating funds from sales of advertisements and copies. Although EAML in theory remained the publishers, EADCF took over the control of editorial development. While retaining its commercial profile, FEMINA HIP became a pro-social magazine with a clear aim to communicate to young women and men about HIV/AIDS and other youth and healthy lifestyle issues. The new FEMINA HIP magazine took on an innovative format and agenda during Phase One (1999-2002). Sida provided the initial funding for the project.

Using a glossy, high-quality quasi-commercial magazine format as the prime vehicle for a HIV information project had not been tried in the context of development communication and health promotion. This innovation has been a conceptual and distribution challenge. The format was chosen because a magazine is well suited to communicating about sex and intimate relations.

¹ The HIP has been implemented by the East African Development Communication Foundation (EADCF). The core HIP project has been funded by Sida, with funding for expansion and spin-off activities from NORAD, DCI, GTZ, USAID/FHI/JHU, UNAIDS, UNDP; UNFPA/AYA, Concern Tanzania, TACAIDS, RFE and Foundation for Civil Society.

² The SPANe was coordinated by Dr Minou Fuglesang, Karolinska Institute, Sweden, who later directed the design of the FEMINA HIP project and has served as the project coordinator/director since the start.

Articles can be re-read for clarification, the magazine can be kept for private reference, and the content can inspire discussion and debate. The high-quality, durable materials add to the magazine's credibility and appeal. Durability is an important asset; HIP estimates that each copy is read by at least a dozen people in the typical rural school setting where the majority of copies are distributed.

Over the last 7 years, particularly during Phase Two (2002-2005), HIP has responded to a growing demand for information. Spin-off activities have mushroomed, and HIP has **evolved into a multi-media initiative**. Today it combines several media vehicles in the pursuit of the overall development objective. Although FEMINA HIP magazine or rather the FEMA HIP magazine, as HIP's major vehicle has been renamed today, remains the core product, complementary media reinforce and complement each other for different audiences in different settings. HIP has also encouraged the formation of reader clubs, launched promotional campaigns, and adopted an outreach agenda in order to complement its media products with face-to-face communication and public debate.

HIP has received a very **positive response** from various stakeholders from the start. The project **filled a previously unmet need** in Tanzania for information, communication and public debate around sexuality and HIV/AIDS, particularly in secondary schools and rural communities.

While youth are the primary target, **gatekeepers** such as parents and teachers also read and highly value HIP media products. The magazine also helps partner organizations to communicate their messages and access IEC materials for use in their community-based activities. Peer educators, even Catholic nuns, use HIP products as reference materials in their work. The project has seen a growing demand for copies, outreach activities and collaboration from a wide range of institutions, including public and corporate workplaces, schools, and NGOs both in Tanzania throughout the East African region.

For seven years, HIP media products have come out regularly and have become an institution, **a lifestyle brand** that is sustaining a vital flow of communication. It has become one of the most effective and well recognized nation wide communication initiatives fighting the HIV/AIDS epidemic in Tanzania and in the East African region.

Evidence – in the form of qualitative studies, letters from readers, and questions asked during outreach activities – is clear that HIP is empowering and inspiring youth. In some cases, the magazines have motivated whole communities to take action to change some traditional practices that were seen to encourage risky behaviour.

The external evaluation of HIP after Phase One by Tomas Tufte (January 2002) argued that FEMINA HIP had fulfilled and even transcended its set objectives. No external evaluation of activities was conducted of Phase Two, but a study of organizational development and management was carried out by Ernst & Young in 2003 and a follow-up in 2006. Furthermore, a legal review of the set up was conducted in March 2006. Several management recommendations and conditions were made after these reviews, that have been taken heed of in this updated 5 year strategic plan.

New scenarios

FEMINA HIP has faced a series of organizational and management challenges 2005-2006, as the magazine has been in transition from a small, pilot project to a sustainable, dynamic, long-term institution. During 2004 a series of **strategic planning workshops** were held to review organizational changes and objectives, and to develop ownership by the HIP team for the new 5 Year Strategic Plan. A series of changes to governance structure and management set up has also been implemented, described in detail in chapter 7 Programmes and Activities, section 4 on Organizational Management and Development.

The nature of the **partnership with EAML** changed during Phase Two; with time HIP outgrew its commercial partner. As HIP expanded both vertically and horizontally, income generation from sales of advertisements became less and less significant and the ‘cost-sharing’ model not viable. EAML increasingly became a service provider to HIP. Questions about procurement were raised, as some of the services provided by EAML, seen in the past as part of the partnership, were never subject to tendering. However, with the Phase Three, Sida has made it a condition that this service has to be tendered, as all other services.

Furthermore, it became more and more problematic with time that FEMINA HIP was not the formal publisher of the magazine or owner of the brand name FEMINA. This initiated a series of events that led to the changing of the name of HIPs major vehicle from FEMINA to FEMA (FEmale and MAle, expressing more gender balance). However, to tap into the credibility and identity of the name FEMINA, the registered company still retains that name.

Sida regulations and condition of procurement and legal control of the name therefore changed the ‘partnership’ with EAML. One achievement of the past collaboration with EAML that should be noted, is the establishment of the **FEMINA Express Distribution System**. Building on a commercially-based network of regional agents and vendors, FEMINA Express has successfully distributed HIP publications and other printed materials nationwide. The network is now catering also for the products of other organizations.

In addition to core funding from Sida, HIP has received short-term funds for specific spin-off products from **seven different funding agencies**. This has been welcome but difficult to handle. To be able to sustain our positive development in Tanzania as well as in the rest of the region, HIP is now seeking co-funding or **pooled basket funding** to make the multimedia program more manageable and to optimize the use of financial as well as human resources.

Lessons learnt: key activities implemented and results achieved

From 1999-2005 (Phases One and Two), HIP has diversified its activities and funding base. To date, major accomplishments include the following:

- Print run of FEMINA>FEMA magazine grew from 15,000 to 100 000 copies quarterly. With an estimated readership of 12 persons per copy, each issue reaches over 1 million readers.
- Majority of FEMINA>FEMA copies distributed quarterly to more than 1400 secondary schools in every region of Tanzania (approximately all secondary schools in the nation); remaining distributed through ‘like-minded’ NGOs and commercial outlets.
- Published FEMINA>FEMA User’s Guide.
- Print run of Si Mchezo! magazine grew from 10,000 to 100,000 copies bi-monthly. With an estimated readership of 15 persons per copy, each issue reaches over 1 million readers. Core funding for Si Mchezo! was provided by Foundation for Civil Society, RFE and USAID/FHI.

- Copies of SiMchezo! distributed to rural communities with heavy emphasis on southern regions (Lindi, Mtwara, Ruvuma, Iringa, Morogoro, Manyara).
- Established *www.chezasalama.com* website, the first interactive, bi-lingual sexual health resource on the internet for Tanzanian youth (in partnership with GTZ and SPW).
- Established weekly, popular FEMINA>FEMA TV Talk Show (in partnership with USAID/Johns Hopkins University Center for Communication Programs).
- Produced ten programs of the FEMINA>FEMA TV Talk Show dealing with elections and civic participation (in partnership with UNDP).
- Published two booklets: Living Positively with HIV/AIDS and AIDS in Our Community (in partnership with Soul City, with funding from RFE).
- Published the first book of PLHA testimonials (in partnership with TANOPHA and UNAIDS).
- Published popular version of National HIV/AIDS Policy (in partnership with Concern and TACAIDS).
- Published 8-page supplement to FEMINA>FEMA magazine on adolescent sexual and reproductive health rights (in partnership with UNFPA/AYA).
- Signed contract with Ministry of Education in Zanzibar to edit and produce biology/sex education textbooks.
- Produced two 1-minute television spots on VCT and faithfulness (in partnership with UNFPA).
- Original articles from FEMINA>FEMA magazine re-published in mainstream newspapers.
- Trained 30 Tanzanian journalists on reporting on HIV/AIDS (in partnership with Safaids).
- Received hundreds of letters each month from readers and viewers.
- Received thousand of sms to FEMINA>FEMA TV talk show.
- Roadshows, school visits and other outreach activities conducted.
- Encouraged formation of reader clubs; over 300 clubs registered.
- Launched media based message campaigns launched: Mapenzi? Chaguo Iako and Cheza Salama, Sikiliza Mdundo.
- Developed a unique interactive production technique to ensure that media products are relevant and responsive to target audiences.
- Strategic partnerships established for all aspects of the project: content, distribution, outreach, linkages to services and resources, product development, cross-promotion
- Involved PLHAs in production of media products.
- Generated corporate sponsorship to HIP products.
- HIP products used in corporate workplace HIV/AIDS programs.
- Received requests to share our methodology with other organizations in East Africa.
- Continuously documented feedback, research and results in monitoring and evaluation studies and reports.
- Achieved a high level of local ownership among all stakeholders according to an external study conducted by Sida³.

³ An extensive evaluation conducted on 'ownership' in Sida-funded development projects in Tanzania and East Africa in 2002 concluded that FEMINA HIP ranked favourably in the top. (UTV Sida 2002)

- Conducted two quantitative surveys (one in partnership with SPW) that show improved knowledge and attitudes and even behaviour change after magazines were introduced in specific settings.
- Showed positive results in national censuses and surveys by other organizations (such as Ishi) concerning the reach of and engagement with FEMINA>FEMA magazine and other HIP products⁴.
- Commercially based nationwide FEMINA Express distribution system established, functioning and performing.

⁴ Tanzania HIV/AIDS Indicator Survey. 2003-2004.

5. Situation Analysis

The number of HIV positive people is increasing (currently estimated at more than 7% of 15-49 year-olds, 1% in Zanzibar) and there is no sign of a decline in prevalence. HIV/AIDS still represents a huge communication challenge in Tanzania.

The battle against HIV/AIDS is not just fighting the biological virus; it is also a battle against social, economic and cultural aspects of the pandemic including fear, denial, ignorance and intolerance. Today, accurate, information about the disease and related issues remains scarce and difficult to access in Tanzania, particularly for youth and people living in rural areas.

Changing behaviour patterns is very difficult. Outdated, simplistic messages of ABC (for Abstinence, Be faithful and use Condoms) still dominate. In addition to awareness and basic education, people lack advice on how to cope with pressure situations, and how to make decisions in their relationships and in their social settings.

Issues of sexuality, reproductive health, and HIV/AIDS continue to be surrounded by silence and shame. In the past, **traditional initiation rites, *unyago na jando***, constituted modes of guided communication on sexuality and responsible behaviour for young people in most tribal contexts. In Tanzania, these have gradually disappeared or lost their significant function as in many other African countries (Fuglesang, 1997). Parent-child communication about sexuality has always been considered inappropriate; rather, extended family members – aunts, uncles and grandparents – played this role in the past. However, this family support is breaking down as urbanization causes families to be more fragmented.

Furthermore, the modern **school system** has not been able to assume the role of transmitter of life skills around sexuality issues. Implementation of sexuality and HIV/AIDS curricula in schools has been met with resistance on moral grounds for years; many fear that this type of education will encourage promiscuity. Young people are therefore still left to deal with the increasing influx of **media images**, myths and peer pressure largely on their own. It is difficult for them to access adequate information and services that accommodate their unique needs. As a result, teenage pregnancies, high rates of new HIV infections, and substance abuse are problems.

People are still reluctant to voluntarily test their HIV status, and **VCT** facilities are not widely available. Many cases are therefore not reported and statistics are inconsistent. People have difficulties **internalizing** the fact that they are at risk of contracting the virus.

The provision of life-prolonging drugs, **ARV** therapy, on a wider scale as part of the government's new Care and Treatment plan, is a further challenge. The government faces the huge task of coordinating the delivery of these services, as well as communicating to the public about various aspects of ARV therapy and positive living.

After decades of socialism, principles of **democracy** and **civic participation** are being revived. Individuals and communities are learning that by participating in public life, debating issues, initiating action on their own and working together, they can have an impact on the quality of their governance and on their day-to-day lives.

In Tanzania, **political commitment** and **leadership** to help control the further spread of HIV/AIDS has been slow to emerge, despite the fact that evidence shows that political commitment has been

crucial in controlling the epidemic in those few countries that have managed to turn the tide of infections.

Recent years, however, have seen some changes. In 2001 the multi-sectoral Tanzania Commission for AIDS (TACAIDS) and Zanzibar AIDS Commission (ZAC) were set up under the Office of the Prime Minister. This has given new vigour to government HIV/AIDS work in various sectors. Prominent political and religious leaders are showing more interest in HIV/AIDS, speaking up in public fora and taking part in the national debate. A group of MPs have formed TAPAC (as well as ZAPAC in Zanzibar), an NGO to contribute to the fight against HIV/AIDS. However, often, political leaders have a tendency to talk about the epidemic without following up their words with action and without taking personal ownership. To date, no prominent public figure, on the mainland or on Zanzibar, has come out openly declaring their HIV positive status.

The **National HIV/AIDS Policy** was ratified by Parliament in 2003. The policy emphasizes personal responsibility in preventing the spread of HIV, protection of the rights of PLHAs, the link between poverty and HIV/AIDS, as well as a multi-sectoral approach to fighting the epidemic. The Policy also stresses that both government and civil society organizations must develop appropriate intervention strategies for secondary schools and out of school youth). However, major gaps still remain between stated policy and implementation on the ground.

In Tanzania, as in so many other African countries, **civil society organizations** have played – and will continue to play – a crucial role in spearheading prevention work, even HIV care and treatment. Many so-called behaviour change or care and support interventions are now in place. However, synergy is often lacking; collaboration between organizations and between the government and civil society must be pursued. Furthermore, interventions have to be taken to **scale** in order to reach more people, particularly in under-resourced rural areas.

With globalization and a growing market economy in Tanzania, **media and information technology** have become more accessible, and dissemination and distribution facilities have improved. This has made it increasingly possible to work through and develop new media vehicles for HIV communication. Media represents a valuable opportunity to engage a broad public on sexual health, HIV/AIDS, healthy lifestyle and civic education matters and effect positive social change.

The challenge is therefore to find new, strategic ways of communicating to achieve individual behaviour change as well as social change. Society must be mobilized to prevent new infections and support the children, youth and adults who are affected by and infected with HIV. Serious efforts are needed to **reduce stigma, denial and discrimination** in rural and urban settings. People need to make a distinction between HIV and AIDS, and to embrace the concept of **‘living positively’** with HIV. It is necessary to go **beyond ABC** to learn the whole sexual health alphabet to become fully literate in matters of risk, protection and positive living.

Factors at the heart of epidemic

In HIP’s analysis, three key factors remain at the heart of the present HIV/AIDS crisis in Tanzania.

1. ***HIV/AIDS information provision is too narrow, and is often based on simple message delivery.*** Different communication channels and media formats that are able to go into deeper detail, approach issues from many different angles, address the broader environment in which the epidemic continues to spread, and place HIV prevention and living positively in the context of

overall healthy lifestyles must be explored. HIP media products are a forum for messages – and a discussion of the messages – to be taken to scale.

2. ***Behaviour change efforts tend to focus exclusively on individuals.*** While individual behaviour change is important, it is essential to consider the socio-cultural context in which the individual is living. Behaviour change will be far more successful for a person who is living in a supportive environment for change, an environment in which issues are discussed openly, and services and supplies are readily accessible. HIP will meet this challenge by encouraging face to face communication, grassroots mobilization, community-wide discussion and active engagement with HIP media products and message campaigns.

3. ***A culture of silence and denial continues to surround HIV/AIDS.*** Everyone – particularly political and opinion leaders – must be encouraged to internalize the epidemic and embrace HIV/AIDS as an issue that affects them personally. The national response to HIV/AIDS remains fragmented, and as a result achieves limited impact. Political commitment needs to be mobilized, and an open, broad public debate must be achieved. The HIP lifestyle brand communicates a commitment to open talk and personal responsibility; through branding and advertising, different components of the initiative will be unified.

6. Methodology

HIV prevention programs must be guided by communication strategies that are **grounded in theory** and that incorporate the **local socio-cultural context**. Furthermore, a **multidisciplinary approach** is needed to adequately treat the complexity of the issues involved.

HIP's methodology hinges on four crosscutting elements: edutainment, participation, strategic partnerships and monitoring and evaluation.

Edutainment (Entertainment-Education)

Around the globe, media-based 'edutainment' strategies are increasingly being used to promote behaviour and social change communication objectives with positive results. In Tanzania, HIP uses the **power of entertainment** to entertain, educate and empower youth in appealing, quality formats that mirror contemporary youth culture and language, lifestyle and aspirations.⁵

Worldwide, most edutainment initiatives use fictional drama. HIP, however, has pioneered the innovative use of **docudrama** – real-life testimonials and human interest stories which are rooted in a journalistic tradition – to communicate to audiences. Anyone who has a story to tell, whether celebrity or street vendor, may be heard through interviews, testimonials, letters and short essays from audience members. Research shows that this narrative approach is not experienced as didactic or preachy by young audiences, as it portrays people like themselves using their own vernacular.

The visual presentation of HIP media products follows similar principles. Rather than using professional models, HIP asks ordinary youth to simply portray themselves.

HIP products engage audiences further because consumption is a **pleasurable** activity. Audiences appreciate the high-quality production, the playful design, the colours and images, and they appreciate direct language and open talk about normally secret issues. Such formats create the opportunity for exploring emotions of stigma, guilt, fear and anger and for negotiating safer sex.

HIP's edutainment strategy is grounded in the classic theories of behaviour change communication. At the heart of understanding this process is **Bandura's Social Learning Theory**, which states that human learning can occur through observing media role models. This type of learning can be as effective as experiential learning.

Role modeling is also central to HIP's edutainment approach. Identifying with role models is an emotional process, and the significance of emotions in HIV prevention cannot be underestimated. The epidemic spreads mainly through sexual relationships, which implies that feelings of romance and desire are usually involved. HIV prevention is not as simple as expecting an individual's knowledge of consequences to guide that individual's actions. Edutainment appeals to the emotions and makes people open and receptive to the facts as well as complexities. For this reason, edutainment interventions seem to be particularly appropriate for behaviour change communication and they have proved to be very effective in motivating preventive action (Singhal & Rogers 2003).

⁵ HIP has been inspired by a variety of documented edutainment and participatory approaches, but foremost by Soul City in South Africa, one of the leading edutainment organizations in the world today. HIP has received technical support from Soul City, and the two organizations collaborate around the translation and cultural adaptation of HIV/AIDS booklets in East Africa.

HIP is also inspired by theories of **visual literacy**, an understanding of how audiences interpret visual images. Appropriate photos, photo-novels and cartoons are key to the development of effective formats (A Fuglesang 1982).

Participation and context

Common to all the HIP products is an **interactive, participatory production process** that ensures that young people's voices and concerns are the sounding board. HIP seeks an ongoing and constant two-way dialogue with its audiences, rather than simple information dissemination.

Interaction with audiences is a constant feature of HIP work. Editorial collection is conducted in the field, and **'formative research'** in the form of focused group discussions is an opportunity to test texts, story lines, interpretation of articles, and vocabulary. This input helps to refine messages, explore new angles to topics, sharpen the design and identify gaps in knowledge, and is essential to the HIP edutainment approach. Such active participation also **empowers** readers, enhances their understanding of the issues and contributes to their sense of **ownership** of the project. Youth participation also helps contribute to creating an environment in which youth issues are taken seriously, **youth take the lead** in shaping their own future, and democratic values are upheld.

Outreach activities including 'roadshows' are another forum for interaction; public question and answer sessions allow youth to air their concerns about living positively with HIV, sexuality and risk. Analyzing audience letters (including emails and SMS messages) enhances HIP's understanding of audience perceptions and needs.

PLHAs are empowered to participate in the production and distribution of HIP products, and also to participate in outreach activities to speak to the public face to face. An HIV-positive woman has her own column in FEMINA magazine. HIP has systematically integrated the voices and testimonials of the PLHA community in Tanzania into its media products and other activities, thus giving visibility to PLHAs and reducing stigma.

Bandura's Social Learning Theory is primarily concerned with individually-oriented behaviour change. HIP goes beyond BCC and is concerned with **context** and agency as well. **Theories of participation** and action by activists like Paolo Freire have also inspired the HIP approach. The principles of dialogue, interaction, problem posing, reflection and conscientization are fundamental to empowerment and **social change**. According to Freire, people have to be empowered to imagine change and to practice it; they have to learn to analyze social problems, and transform reality through direct action. HIP activities are designed to prompt readers to think critically, to seek solutions, and take control of their lives rather than passively allowing events to happen to them.

Democratic principles and values – including civic participation – are cornerstones of the project. Through its media products and activities, HIP advocates for free speech and expression, an animated and inclusive public debate, understanding of and insistence upon one's rights, good governance, voluntarism, and grassroots organizing for change. HIP also encourages audiences to bring positive change to their communities by **volunteering**, working together, taking action, demanding their rights, using available health services, forming clubs, discussing and debating issues, sharing knowledge with peers and families, and offering support to those who are affected by HIV. HIP aims to involve not only individual audience members, but also entire communities, with successful examples of communities organizing for social improvement being highlighted as role models.

HIP is guided by an anthropological perspective, and places considerable value on the role of social and cultural context. The initiative is concerned with people's whole lifestyle and how gender and power is culturally constructed (Caplan 1987). Understanding traditional rituals, symbolic meanings, how young people search for identity and meaning in a rapidly changing world, and their creation of and participation in local and global 'youth cultures' is also important.

Furthermore, an understanding of youth engagement with and interpretation of the mass media is key (Fuglesang 1994). Whether in rural or urban areas of Tanzania today, young people today acquire much of their knowledge of issues relating to sexuality from their peers and, increasingly, from the mass media (Fuglesang, 1997; Rwebangira & Liljeström et al 1998;). Sex is still a taboo topic for parent/child communication, while media messages are saturated with contradictory and sensational images of sex, love and relationships. Young people's fascination with the media and with the entertainment industry can therefore be seen as a resource that can be used to effectively communicate more pro-social messages.

Partnerships

Strategic partnerships reinforce the messages in HIP products and facilitate their use on the ground. HIP collaborates with partners on many levels – schools, NGOs, employers, political leaders and others – and aims at '**win-win**' relationships. HIP media products offer a forum for consensus building, for joining hands to fight the epidemic. Pooling resources is important also in this context.

Like-minded NGOs

HIP media products are a highly visible and effective **platform** in which NGO partners can participate in various ways. They are consulted as **topic experts** on specialized issues, they can advertise and promote their activities and/or products and services. This 'link to services' is essential in any sexual and reproductive health and HIV prevention program.

NGOs are vital to successful **distribution and dissemination**, ensuring that HIP products are available to the intended audience. In turn, NGOs receive free copies of magazines and booklets and video tapes of the TV Talk Show to use actively in their community-based activities, including peer education. Media-based messages become more powerful when they are reinforced by 'face to face' interpersonal communication.

NGOs are often **entry-points into local communities for other activities as well**, such as outreach events, research, and editorial collection. One example of a successful partnership is with Students Partnerships Worldwide (SPW) in Iringa, an organization that places Tanzanian volunteers in secondary schools. As well as being eager users of HIP materials in the school setting, they have also worked with HIP to develop the FEMINA>FEMA User's Guide, and have carried out a quantitative survey with HIP's Monitoring and Evaluation Unit.

The corporate sector

Since the beginning, HIP has had a profile as a public/private initiative, mirroring the partnership between EADCF and EAML. The **corporate sector** is valuable for the HIP initiative, both in terms of expertise in marketing, distribution and publishing, but also for extra income generation. Generating sponsorship and income through sales of advertisements and also printed copies has

become a key element, operating after **win-win** principles and fostering social responsibility in the business community. For example, Celtel sponsorship has contributed to airtime costs for the FEMINA>FEMA TV Talk Show.

Subscriptions to workplaces have grown in recent years, and have the potential to expand even further. Geita Gold Mines buys copies of FEMINA>FEMA and Si Mchezo! magazines to supplement and stimulate their workplace HIV/AIDS program.

Another example of a successful partnership with the corporate sector is Tanwat, a private tea and wattle company employing thousands of workers in Iringa and Morogoro regions. A dynamic matron runs the company's health and HIV program with the support of management, and has served as the entry point for Njombe district in particular. Tanwat has worked actively to distribute SiMchezo! magazine and integrate it in the company's health and community outreach program with very successful outcomes. Peer educators facilitate editorial collection in Njombe district, and a series of outreach roadshows were held in 2002.

Mainstream media provide another opportunity for collaboration, for instance to publish HIP articles as well as to improve coverage on HIV/AIDS, sexuality and youth lifestyles.

Political partnerships

Partnerships with **government and political leaders** are a challenge; without political leadership, the fight against HIV/AIDS will fail. Decision-makers at all levels need to be continually informed of and critiqued by lessons on the ground.

HIP systematically seeks out top political leaders for interviews and participation in its initiative. For example, Prime Minister Frederick Sumaye has been interviewed in FEMINA>FEMA magazine and has participated in an hour-long FEMINA>FEMA TV Talk Show about children infected with and affected by HIV/AIDS.

All MPs have regularly received copies of FEMINA>FEMA magazine in Parliament (Bunge) in Dodoma during the past years, and efforts have been made to engage them to take action in their constituencies. TACAIDS is also an important partner. Together with TACAIDS and Concern, HIP has produced a popular cartoon version of the National HIV/AIDS Policy.

HIP is also supporting the Ministry of Education with materials to train teachers and promote the Family Life Education curriculum in secondary schools. HIP has been asked to edit and illustrate the student books of the FLE curriculum with funding from UNFPA (for both Zanzibar and mainland versions); the contract with Zanzibar has been signed and work has already begun.

District and regional government officials are also agents for the distribution and dissemination of HIP products, and serve as entry points to communities.

Regional partnerships

Sharing experiences with similar initiatives, and adapting methods to local context and resources are challenges in edutainment and development communication work. HIP springs from a forum for regional exchange, and wants to facilitate a continued dialogue in the East and Southern Africa regions.

HIP has been inspired in particular by **Soul City** Institute for Health and Development Communication Foundation in South Africa, a well-established, well-documented and highly successful edutainment initiative. Their prime time television soap operas and radio dramas – as well as complementary, reinforcing print media, clubs and advocacy campaigns – stimulate debate on a range of health issues. Information campaigns with slogan messages are also used, and then complemented by more in-depth discussion in printed materials.

Soul City operates a regional expansion program in eight SADC countries. Tanzania is not part of the regional expansion program, but HIP has been granted the right by Soul City to collaboratively adapt their materials to Swahili language and local context. HIP is, in other words, the regional focal point for Soul City materials in East Africa.

Straight Talk Uganda, a youth-focused, media-based initiative targeting schools supported by clubs and outreach activities, is another regional collaborator. HIP has participated in a series of regional workshops with Straight Talk that were arranged for the purpose of sharing experiences between youth media organizations in the region.

HIP receives an increasing number of requests for information about its unique, innovative approach. Additionally, there is a demand in East and Southern Africa for more training on sexuality. Previously, **Sexuality, Health and Youth in Africa** was held twice in Tanzania as a regional training course, organized by the HIP project coordinator in collaboration with the Institute of Public Health at Muhimbili. HIP hosted a similar course in 2003 for its staff and selected local stakeholders.

HIP would like to offer this training course again and combine it with **training on edutainment as a methodology for learning about sexuality**. For this course, HIP will consider collaborating with organizations such as Invent, a German-funded training network operating in the region.

The organizational set-up of the HIP multimedia initiative has a strong link to Scandinavia and the **HIP Edutainment Foundation** in Sweden which serves the continued direction and development of the methodological and regional aspects of FEMINA HIP. It springs from the method development conducted through Karolinska Institutet by Dr Minou Fuglesang. The HIP Edutainment Foundation board serves as an **International Advisory Board** to FEMINA HIP, consisting of international experts in edutainment, health promotion, anthropology and journalism.

Monitoring & Evaluation

Research and evaluation are built into HIP's overall communication strategy. Throughout, HIP pays close attention to measuring progress and documenting 'lessons learnt'. This will be achieved in the coming phase by developing clear activities and outcome indicators, establishing continuous monitoring mechanisms, and fostering an organizational culture that encourages critical reflection and learning.

The HIP initiative is all about change – behaviour and social change – which is complex and difficult to measure. There are so many variables that it is almost impossible to establish a measurable, direct causal relationship between an individual's behaviour change and their exposure to HIP products. Furthermore, behaviour change often takes place in stages. Measuring or documenting behaviour change therefore becomes a challenge from the perspective of methodologies to use. The challenge can be tackled in different ways.

HIP is concerned with both **formative** and **summative research**. Edutainment by definition requires high levels of formative, **‘on-going’ research** and audience participation in the production process. Other important summative areas such as reach, effectiveness and outcome are also important to explore. HIP uses a combination of quantitative and qualitative methods that complement each other

- **‘Formative research’ in the production process.** Extensive and on-going audience interactivity ensures that the editorial content is relevant, socially useful, responsive to the audience’s needs, credible and achieves the desired effect on the audience.⁶ This helps HIP understand weaknesses and informs subsequent production processes and activities. In addition to content, HIP also reviews format and visual presentation of its media products. Pre-testing in the community mobilization program and PR activities are also important in order to ensure that they retain their relevance and responsiveness.
- **Effectiveness.** Did the materials achieve the anticipated impact? Did audience members understand the message, did they discuss the messages with anyone, did they remember them, did they pick up any unintended messages? Did they eventually change behaviour?
- **Reach.** Understanding if, how and where the targeted audience is reached is also important. How many people were reached with the product? How many have seen, heard of or read HIP products? Monitoring the distribution is key, as well as TV broadcasts and audience ratings. Quantifiable indicators are used.
- **Outcome.** Did the materials have any impact on the health or development issues HIP is trying to address? What is the rate of new HIV infections? Are more young people using condoms or abstaining from sexual intercourse. Are more young people using clinics? Results and audience voices are also used to inform key gatekeepers, such as targeted correspondence to political leaders or school headmasters.

Many BCC interventions and organizations in Tanzania have conducted so-called KAP surveys. However, baseline data tends to be largely redundant; most studies show more or less the same 10-15 % change in knowledge levels and other indicators. Instead, the aim should be to use resources and technical expertise more effectively through partnerships with other organizations to ensure better design of instruments and routines for data collection. Data collection on FEMA magazine, for example, has been integrated in several large-scale studies such as the Tanzania HIV/AIDS Indicator Survey (2003-2004). Another survey about young people’s media use was conducted by Johns Hopkins University in connection with the Ishi campaign. This has contributed valuable outcome data.

Different types of research and evaluation are important for internal use, but also for accounting of results to donors and other stakeholders. Furthermore, documentation of ‘lessons learnt’ is important for sharing experiences with others who may want to use our approach. HIP will present

⁶ A mixture of qualitative methodologies are used including: in-depth interviews, observation of the target audience viewing/ listening to/engaging with the materials, Focused Group Discussions, text seminars (pre-testing), participatory appraisals in rural communities, letters from readers, Q & A at outreach activities (recording and analyzing audience questions and comments) analyzing audience correspondence.

the research in creative formats so that data can be disseminated widely to the public through the media, public fora and NGO networks as well as the HIP website.

Most of HIP's formative research is conducted in-house. Some of HIP's larger surveys have been – and will continue to be – conducted by independent, professional researchers. Such **external consultants** are seen to be more objective, raising the credibility of the research findings.

Many valuable smaller studies of the HIP initiative have been conducted by visiting researchers. We will continue to invite outside researchers from all over the world to evaluate our programs.

7. Programs and Activities

HIP will work to achieve its overall objectives through 4 programs:

- A. **Media Communication**
- B. **Community Mobilization**
- C. **Public Relations and Networking**
- D. **Organizational Management and Development**

A. Media Communication

Objective: *To interactively produce and disseminate long-term, recurring, as well as one-off media products that communicate factual information on healthy lifestyles, sexuality, reproductive health and rights including HIV/AIDS, and promote life skills, audience voices, entrepreneurship and positive role models for behavior and wider social change.*

Justification

Using both print and electronic media, HIP media products achieve a broad **reach**, with different **formats** tailored to different, specific audiences. Different products and communication activities complement and reinforce each other, forming a **comprehensive communication strategy**.

The main products are **long-term** and **recurring**, creating a continuous flow of information and a platform to treat key themes from new angles and in different ways. Through its media products, HIP communicates a **lifestyle brand** that a generation of young Tanzanians are growing up with. The lifestyle brand becomes a shaper of young lives, advocating for responsible sexuality, a public environment for open talk and social action. Throughout, the media products aim to empower youth to take their future in hand and make a difference.

HIV/AIDS is the entry point, while recognizing that HIV/AIDS is only one element of contemporary youth **lifestyles**. A full range of cross-cutting topics are covered, including sexual health, rights, healthy lifestyles, democratic principles including civic participation, voluntarism and community service, life skills, substance abuse, money management, education and jobs, among others. **Gender** is taken into account throughout, and **critical thinking** – in general, and toward the media in particular – is encouraged.

HIP media products elicit input from readers and are often developed in concert with other partners. Importantly, media products give in- and out-of-school youth and their communities a platform from which their **voices** and concerns can be aired and heard. Real-life experiences in the fight against HIV/AIDS are portrayed, including personal **testimonials** and case studies of behaviour change at both the individual and community level.

The products help to promote the **free, independent media** – still a relatively new concept in Tanzania. HIP media products enable communication processes that **build citizenship**, strengthen public spheres, facilitate participation in community decision-making, and encourage citizens to **propose solutions** to problems facing the community.

Distribution and dissemination of the HIP products is fundamental. Only by reaching audiences in good and regular time will the HIP lifestyle brand flourish and the communication flow continue uninterrupted. In Phase Three, careful follow-up of distribution and how the media products are being used will receive more attention and resources.

Activities

The main activities in the Media Communication Program will be as follows:

1) FEMA HIP magazine

Format: 64-page, full colour, bilingual (Swahili and English), quarterly magazine

Audience: young women and men aged 15-25, plus a wider reading public; the majority are secondary school students who constitute the (future) leaders and professionals of Tanzania

Content: sexuality and relationships, entertainment, lifestyles, body and soul, jobs and money, health services, questions and answers, living positively with HIV. Advertisement pages sold to corporates, institutions.

Distribution: The print run will be no less than 95,000 copies, and has the possibility to grow according to demand. Most copies will be distributed free of charge to **secondary schools** (approximately 70% of copies) and **NGOs** (approx. 20%) throughout Tanzania, and to selected NGO partners in the East African region. By 2005, more than 1200 secondary schools were reached, constituting most of the secondary schools in the country. Future expansion will cater for new schools set up under SEDP (Secondary Education Development Plan). More than 150 NGOs will continue to receive copies, with a preference given to those who actively use the magazine to support their activities on the ground. Distribution will also continue to special groups such as parliamentarians and key government officials. Finally, no more than 10% of copies will be **sold commercially** in urban centres, in order to maintain a presence on the mainstream newspaper stands for promotion. **Subscription** copies will also continue to be sold to workplaces.

2) User's Guides

Format: one-off publications

Audience: teachers, club members, peer educators in workplaces and communities

Content: how to use HIP media products as teaching and learning tools in schools, communities and workplaces; ideas for activities, exercises, discussion and reflection

Distribution: print runs and distribution will depend on specific target; for example, FEMA User's Guide will be sent to schools and teacher training colleges,

3) FEMA TV Talk Show

Format: 28 weekly Swahili-language, 30-minute television talk show with in-studio, out-of-studio and comedy segments

Audience: youth and their families across Tanzania, particularly in urban areas

Content: The show's young hostess invites young people, experts, celebrities and politicians into the studio to discuss critical – sometimes controversial – issues relating to modern youth lifestyles; debates between people of opposing views are encouraged. Out-of-studio segments allow for a wider public to share their experiences. The show gives space to young people who generally have a difficult time accessing the airwaves. Interactivity and commentary to the program are

encouraged through SMS and telephone responses, most of which receive a reply from the TV Talk Show team; some letters are read on air.

Dissemination: The show will continue to be aired on Africa Media Group (Channel Ten and CTN) but also on ITV to ensure nationwide coverage. HIP will, with the TV stations, continue to solicit commercial sponsorship to help cover the cost of airtime. The shows will be made available in VHS cassettes for use by partner organizations and in mobile video units.

4) Si Mchezo! magazine

Format: 32 page, bi-monthly, Swahili-language, full colour magazine

Audience: rural, out-of-school, semi-literate youth aged 15-25 and their communities

Content: personal testimonials, news, money management, photo novel, entertainment, peer and expert advice, case studies of community change, healthy lifestyles, sexual health, health services, youth voices, cartoon story

Innovative community-based editorial collection focuses on rural areas that are often under-represented in the media. Editors travel to rural communities with laptop computer and digital camera to collect material.

Distribution: Print run will reach at least 100,000 copies with an estimated 15 readers per copy. Print run has the possibility to increase according to demand. Most magazines are distributed free of charge through large-scale employers, NGOs and local government. Tanzania's southern regions (Lindi, Mtwara, Ruvuma, Iringa) have been the focus thus far, but distribution and editorial collection will expand to other regions as demand continues to grow.

5) Booklets

Format: At least 3 short (<50 pages), one-off publications per year covering specific themes

Audience: general public, or depending on the nature of the publication

Content: Four booklets have been published to date: Living Positively with HIV/AIDS, HIV/AIDS in our Community, 26 testimonials of PLHAs to promote reduction of stigma and discrimination, and a popularized version of the National HIV/AIDS Policy. Topics for future booklets include ARVs, children and HIV/AIDS, drugs and alcohol and parenting. Separate versions for Zanzibar will also be produced. Joint publications with like-minded organizations will continue to be pursued. Some booklets may be designed as pull-out supplements to the HIP magazines, but will always serve as stand-alone pieces as well.

Distribution: Booklets will be widely distributed throughout the country with HIP magazines, to key decision-makers, to relevant NGOs, as well as through innovative retail outlets (such as with newspapers, for example). Specific distribution details will depend on the theme of each booklet.

6) www.chezasalama.com

Format: interactive, bi-lingual (Swahili and English), regularly-updated (weekly) website

Audience: Swahili- and English-speaking youth

Content: sexuality, love, life, HIV/AIDS, entertainment, health services, opinion polls and interactive discussion forums; mirrors the content of other HIP media products. HIP magazines and booklets are available on the site in .pdf format.

Dissemination: The website is actively promoted through HIP media products, other websites, partner organizations (SPW and GTZ), and other popular channels. CD copies will be made available to schools with computers but no Internet access, and to teacher training colleges.

B. Community Mobilization

Objective: *To cultivate grassroots environments for open talk, critical thinking and social change that will foster healthy lifestyles, and positive, responsible attitudes toward sexuality, HIV/AIDS and democratic culture.*

Justification

Individuals need a **supportive environment** to enable them to change their behaviour, adopt healthy lifestyles, talk openly, exercise their rights, protect themselves from HIV, and live positively with HIV/AIDS. Experience shows that when HIP media products are actively used in face-to-face communication activities, their effect is enhanced and messages are reinforced.

Through interpersonal communication and community interaction, the Community Mobilization Program will enhance people's ability to exchange ideas, take action and influence change. Activities take a variety of formats; all reinforce the understanding of messages communicated through HIP media products, and encourage an **open dialogue**. Most activities will be undertaken in partnership with NGOs, district authorities and other community-based partners.

Interaction with audiences is critical to the editorial process and to solidifying the relationship with audiences. When HIP team members travel to the field, they openly discuss audience questions and concerns, develop editorial content, collect feedback, monitor distribution, and assess how media products are used – and how their use can be improved – in local settings. By following up on distribution, the HIP team can ensure that its publications are being actively and effectively.

Roadshows enable the HIP team to speak to the entire community, including parents, guardians, community leaders, religious leaders and local government authorities. Such a broad audience contributes to stimulating to open public debate and a more positive atmosphere for social change. HIP asks the community to embrace the HIP, its products, and even the HIP lifestyle.

Reader Clubs stimulate reading, discussion, peer education, community service and sharing of experiences on issues presented in HIP media products. Participation in clubs advances the notion that change is achievable when ordinary people join together in a voluntary spirit. At the same time, club members learn and practice important life skills such as leadership, being part of a team, making collective decisions, setting goals and achieving objectives.

Youth leaders inspire others to adopt a voluntary spirit, openness and social action. Those recognized are active users of HIP media products and proponents of the HIP lifestyle brand, and become role models for others.

Teachers require support and training to cover sensitive issues on sexuality and HIV/AIDS. If teachers lack knowledge and confidence, they may even elect to avoid the topics altogether. Given the strong presence of FEMA magazine in secondary schools, HIP places a priority on supporting teachers to adopt an attitude of openness and tolerance, and encourages the use of the magazine as teaching tool – both in and out of the classroom

Letters and other written correspondence from audience members are an enormous resource, as they communicate who and where they are, what is on their minds, what vernacular they are using and what questions they are asking. Personal responses to letters enhance audience engagement

with and ownership of the HIP lifestyle brand, and facilitate a two-way communication between HIP and its audience.

Activities

The main activities in the Community Mobilization program will be as follows:

1) Roadshows

HIP will organize one community roadshow every quarter in partnership with local organizations and government authorities in selected areas of Tanzania. Roadshows consist of drama and *ngoma* performances, question and answer sessions with PLHAs and/or health professionals, and exposure to the HIP team members. Magazines and promotional materials such as User's Guides, T-shirts, stickers and posters that reinforce HIP's identity as a multimedia lifestyle brand, will be distributed.

HIP will also participate in other organizations' community events upon invitation, and fairs and festivals (eg Saba Saba) depending on availability and capacity.

2) Distribution follow-up

Distribution of HIP publications will be outsourced to a service provider. The Community Mobilization unit will keep an updated list of all recipients, and will issue clear distribution orders to the service provider after every print run. Letters will be prepared to accompany all printed materials. Follow-up visits to recipients such as schools, clubs, NGOs and distribution agents will be conducted during outreach events and monthly trips to the field.

During school visits, the HIP team will meet teachers and school authorities; meet with students; answer questions; check and advise on distribution methods; assess resources (library, other clubs, etc); understand and advise on club activities; encourage new club formation; advise clubs on linkages with other organizations; collect voices/stories for editorial content; collect feedback; advise on use of User's Guides; and distribute promotional materials.

3) Clubs and Youth Leadership Development

HIP will refine and communicate its guidelines for club registration, activities and reporting; record the registration of new clubs; log all correspondence with clubs; and encourage club formation via HIP media products and other channels. In addition, HIP will communicate to clubs at least twice per year in order to advise on organizational matters; encourage voluntarism, community service and leadership; express HIP's expectations of clubs; and clearly explain what clubs can expect from HIP.

In an effort to contribute to club sustainability, HIP will link clubs to its partner organizations in their communities for service provision and collaboration. HIP will support the clubs with some learning materials, promotional materials and via opportunities for interaction with other clubs.

HIP will continue to develop its **FEMA Ambassador** educational scholarship program by identifying individuals who represent ideals of activism and community service and who enthusiastically promote HIP messages. In addition, each year, HIP will give **awards** to best teacher/headmaster and best club.

Winners will receive certificates, T-shirts and monetary awards, will be profiled in HIP media products, and be eligible to participate in the HIP National Youth Conference.

An annual **National Youth Conference** will draw on clubs as the participant base. Themes for conferences will be identified, and ideas for education and community activism will be discussed. Awards will be presented at the conference, generating media attention.

A **youth advisory board** will advise on content for media products and will facilitate communication with youth in distant regions. The group will meet at least once a quarter.

4) Correspondence with audience

HIP will register, code, respond to, and archive all written correspondence (letters, emails and SMS) from audience members. Content of letters will be fed into editorial processes of media products, and trends in themes or questions will be noted and communicated to the entire team. Letters will be formally analyzed for monitoring and evaluation purposes.

5) Teacher support

HIP will collaborate with FLE to support their training efforts. In addition, HIP will meet with teachers during school visits, and will introduce HIP products (including User's Guides) and lifestyle brand at teacher training colleges. Linkages with the Tanzania Teachers Association will be sought.

6) Resource centre

HIP will establish a colourful, lively, accessible centre for information and sharing at its offices in Dar es Salaam. HIP materials will be available to youth and other visitors. Visitors will be able to ask questions, conduct research, relax, discuss ideas, access the internet, and be referred to appropriate organizations when in need of counseling or other services. HIP team will use the space to conduct FGDs, pre-test articles and meet with audience members.

C. Public Relations and Networking

Objective: *To continue to develop and sustain an **open public debate and momentum for social change** by promoting a **lifestyle brand** that will support civil society, the corporate sector and government efforts toward fighting the HIV/AIDS epidemic.*

Justification

By fostering creative and strategic win-win **collaborations** with diverse actors at different levels, HIP will stimulate discussion and action around issues of democratic principles, healthy lifestyles, sexuality and HIV/AIDS.

Strategic partnerships and potential collaborations are many. For example, **private sector companies** can be tapped for sponsorship and subscriptions. They have a vested interest in protecting their workers and customer base, and many are socially responsible. Several are already using HIP media products in workplace HIV/AIDS programs. They also carry the possibility of contributing to long-term sustainability.

Collaborating with **NGOs** – including participation in alliances and networks – is important to share experiences, pool resources and increase impact. HIP has the potential to be a resource for and learn from partners not only in Tanzania, but also in the wider **East and Southern African regions**.

HIP activities are designed to help the **Government of Tanzania** achieve its objectives as stated in the National HIV/AIDS Policy, particularly concerning the prevention of HIV transmission and the defence of the rights of PLHAs. Government representatives, political leaders and elected officials need to be mobilized to commit in words and action to fighting the HIV/AIDS epidemic and promoting healthy lifestyles. Given the large presence of FEMA magazine in secondary schools, HIP is in the unique position to support and complement the efforts of FLE (Family Life Education Unit of the Institute of Curriculum Development) in mainland Tanzania and MEES (Moral Ethics and Environmental Studies) in Zanzibar.

HIP's messages, objectives and identity will also be communicated via the **conventional media**. This represents a vast potential to reinforce the key themes of the HIP initiative; encourage public debate; reach a broad audience including gatekeepers and key decision-makers; promote the HIP lifestyle brand; refer people to HIP media products; mainstream issues of sexuality and HIV/AIDS; and create a supportive environment for social change.

Message-based **media campaigns** via nationwide newspaper advertisements, radio jingles, posters, gadgets, outdoor advertising, murals and signage will be designed. Messages will encourage critical thinking, debate and personal responsibility rather than the adoption of a particular behaviour. At the same time, messages also attempt to explain the overall, integrated concept of 'healthy lifestyles' as well as promote widespread visibility, understanding and acceptance of the HIP lifestyle brand and the values it represents.

HIP will also publicize its initiative and promote its issues through targeted public relations activities. HIP will also attempt to inform national policy processes and programs with on-the-ground perspectives by strategic participation in network fora.

Activities

The main activities of the Public Relations and Networking Program will be as follows:

1) Mobilize the private sector

Advertisements (pro-social, no tobacco and alcohol) will continue to be sold particularly for FEMA magazine and the FEMA TV Talk Show. HIP will continue to sell single copies of FEMA magazine through retail outlets in order to make them accessible to a broad range of readers and to increase visibility of the brand.

Closer relationships to corporate partners such as CRDB bank, Celtel and Coca-cola will be sought with an aim to generate income through the sale of advertisements and sponsorships. Bulk subscriptions of FEMA and SiMchezo! will be sold to businesses and other organizations for use in their workplace HIV/AIDS education programs. HIP will also collaborate with ABCT and other employer associations to strengthen its position as a resource for Tanzanian workplaces.

2) NGO networking

HIP will identify and participate in existing networks and alliances that address issues of youth, sexuality, HIV/AIDS, media and democratic culture such as Safaids, Regional BCC Network, REPSI, FHI/YouthNet network, AJAAT, and others.

Other linkages with NGOs will be pursued, such as entry-points to communities, links to services, distribution and contributing as topic experts. Collaboration on specific activities not anticipated in this plan will be considered, and will depend on capacity, resources and relevance to HIP's objectives. In any case, HIP will take on a consultative or capacity-building role and not a leadership role.

3) Interact with Government of Tanzania

HIP will participate in the government's HIV prevention agenda as stated in sections 5.2 and 5.3 of the National HIV/AIDS Policy. Existing partnerships with TACAIDS, TAPAC, and FLE at the Ministry of Education will be further developed. Partnerships will be sought with relevant ministries, Zanzibari MPs and the MEES unit in Zanzibar. HIP has already signed a short-term contract with MEES to help them finalize the editing and design of student biology textbooks.

4) Regional/international networking

HIP will identify additional **distribution** outlets for HIP media products in other East and Central African countries. HIP team members will participate in strategic international meetings and **conferences** and staff exchange programmes, when the cost in time and funds can be justified.

HIP will share its expertise in edutainment and sexuality with interested parties in East Africa – including Tanzanian participants – by offering an annual 1-week **training course** on these topics.

HIP will also share its expertise by offering short capacity-building **consultancies** to other organizations in the region that request such assistance, when these activities do not detract from HIP's core activities. Requests for collaboration have already arisen; for example, a Kenyan NGO is interested in using the Kiswahili Soul City booklets, learning about our approach and eventually working in a similar way in Kenya.

To further this exchange **HIP will publish a booklet** describing its unique methodology. HIP will also work with an independent international documentary filmmaker to produce a **film** to be aired locally and abroad about the changing nature of sexuality in the African context, traditional rituals,

and how we can better understand the contemporary situation by analysing the traditional approach. The film will involve the HIP TV Talk Show staff and editorial team in research and production.

HIP works in partnership with the HIP Edutainment Foundation, Sweden. The Board of the Foundation comprises the international advisory committee to the HIP, and actively promotes the HIP methodology both regionally and internationally.

As the regional collaborator of the Soul City Institute of Health Education in South Africa, HIP has been given the right to translate and culturally adapt Soul City materials to the East African situation. We will continue to translate and adapt at least one Soul City booklet per year.

5) Promote and brand HIP and HIP media products

HIP will promote the HIP brand to different audiences by producing and widely distributing **promotional materials** including T-shirts, wheel covers, posters, calendars, stickers and bandanas. HIP cars, office and office stationery will also be branded. Special promotion projects such as creating murals to promote the HIP lifestyle brand with local artists will also be pursued.

Promotion and branding of individual media products and the HIP lifestyle brand will also be achieved through quarterly media campaigns on radio, television, newspaper and signage. Each year, HIP will conceptualize, pre-test, produce and launch a new message-based media campaign via nationwide media and other channels such as t-shirts, posters, and stickers. Expertise will be sought from an advertising consultant to determine an appropriate mix of media and cross-promotion strategies for most effective coverage.

The **HIP information leaflet** will be updated as an all-round fact sheet to present the project to interested parties. A **lifestyle brand leaflet** targeting youth will also be developed.

6) Public relations

HIP will cultivate closer relationships with Tanzanian media. HIP will also encourage newspapers to **re-publish original stories** from HIP media products so that the information can reach broader audiences.

Popular television and radio personalities will be encouraged to discuss and interact with HIP media products during their regular shows. For example, breakfast radio presenters may consult www.chezasalama.com once a week to discuss what has been posted on the discussion board.

HIP will maintain a list of press contacts, and will disseminate quarterly press releases on HIP activities and/or issues. **Press conferences** will be organized when necessary, particularly for the launch of new products or key research reports.

HIP will prepare and disseminate **targeted, regular correspondence** for key stakeholders such as diplomatic missions, government ministries and institutions, development agencies, corporate clients, NGOs, associations and others. Mailings will be sent at least quarterly and will include, for example, HIP media products, information sheets, annual report, calendar, copies of newspaper coverage and feedback and research reports.

A **FEMINAHIP website** will be created and regularly updated to include general information about the FEMINAHIP organization and methodology, as well as other relevant documents and information. Links will be provided to other relevant websites. Audience members will have the opportunity to send comments and communicate with HIP via the internet.

D. Organizational Management and Development⁷

Objective: *Develop organizational capacity to enable the organization to be managed effectively and efficiently.*

Justification

During Phase Three, HIP will continue its transformation from a small, pilot project into a sustainable, dynamic, long-term institution. In order to successfully achieve its programmatic objectives, FEMINA HIP as an organization must work further to consolidate its management procedures and systems, recruit and retain excellent professional staff, and document the project's overall results and impact.

Sida Assessment of the HIP 5 year strategic plan

A thorough 'assessment' of HIP's 5 year strategic plan was completed by Sida in December 2005. The assessment was very positive. However, concerns were expressed around issues of organizational structures and governance.

HIP was originally set up as a **partnership** between the EADCF, a registered NGO and a corporate sector body, EAML. Whilst this partnership served the needs of the project initially, it no longer suited the requirements of the expanding HIP. Sida recommended that a further assessment be made into the status quo of the partnership as there were unclarities relating to governance, the terms of 'separation', service provision and procurement as well as ownership of the name FEMINA. Sida felt that it was necessary to seek expert and legal opinion before a contract could be signed in 2006. Furthermore, a few months earlier in September 2006 senior management had informed Sida that it was suspected that there had been some **misappropriation of funds** by the senior accountant during the budget year 2004-2005. This was being investigated further through the ongoing audits.

To cover the further need of assessment of the EADCF/ EAML governance, partnership, and finance issues, Sida contracted CG Gutberg, Ernest & Young, Sweden, to undertake a follow-up assessment of his original study conducted in 2003. RexAttorneys, Sidas lawyers in Dar were also contracted to review legal issues relating to governance and the name registration. CG Gutberg from E&Y, visited HIP in February 2006 to conduct his assessment and RexAttorneys conducted their review in March 2006. The recommendations of both experts were set as a series of **conditions** that should be put in place for the Phase Three 2006-2009 to assist HIP to fully operate in accordance with Sida/donor policies and regulations and secure the governance and accountability of HIP in the future.

Conditions set:

A. Registering a new organizational set up

An organization with a more solid, functional governance and management structure is necessary to secure the expansion and further development of the HIP.

B. Name transfer

For the continued use of the name FEMINA by HIP, the transfer of the name from its owner EAML to be done by an 'assignment deed'. The organization investing technical and financial resources and building the name, i.e. HIP, has to secure the legal control.

C. Procurement of distribution and other services

All contracted services, including the distribution service provided by EAML, must undergo procurement according to Sida's and international procurement rules.

D. Audit and finances

Reorganization of the finance department, a new financial policy and practices are needed to ensure better controls. Action against those who have misappropriated funds to be taken.

⁷ Haki Elimu's organizational and management systems have informed and inspired those of FEMINA HIP Ltd.

The condition and the response by EADCF/FEMINA HIP are set out in more detail below.

1. Governance

Legal status and set up of governance

EADCF was registered in 1999 as a Non Governmental Organization under the Societies Ordinance, with the Ministry of Home Affairs. However, the governance structure detailed in the constitution was unclear and the member base was diffuse and not ascertainable. The set up has not been appropriate to the work of the HIP. After consideration and consultation with board members and staff, a proposal to re-register the organization and revise the constitution in order to serve the vision and mission and the HIP strategic plan in a more appropriate way was put forward. Sida's lawyers in Dar, RexAttorneys reviewed the set up of the EADCF in March 2006 and came to the same conclusion.

It was recommended that a new governance structure be set up, registered as a Company limited by guarantee, i.e. a not-for-profit company under the Companies Act, a common way to register NGOs in Tanzania. The process to register a company was initiated in April 2006. Memorandum and Articles of Association that effectively regulates decision making and governance were written up in consultation with lawyers. The organizational structure consists of a clear group of founding members, guarantors or Council members. FEMINA HIP **founders** are the 'owners' of the organization, responsible for providing overall leadership and oversight through the appointment and control of a **board** of directors, and endorses yearly audits. The founders also serve as resource persons and friendly critics, providing feedback on program and organizational development, and helps orient board directors in relation to FEMINA HIP values, philosophy and strategy. Founders will meet yearly at a Annual General Meeting. Two founders are also guarantors of the company, Minou Fuglesang and Walter Bgoya, the publisher. The latter is also the Chairperson of the Council. Two heads of donor agencies are subscribing members of the Council, the Swedes and Irish, to insure that their investment in the pooled basket is monitored.

The Board of Directors will be responsible for endorsing the overall policies and financial and operational guidelines of HIP, as well as monitoring of program implementation and the senior management team. The Board has two scheduled meetings each year, but may meet more often as needed. Five Board members have been identified but the search is on for a prominent person with government links, before the final appointments can be made. A commissioner of TACAIDS has been suggested. The registration of FEMINA HIP Limited was complete on 13 June 2006, the very day the contract was signed with Sida, the lead donor in the pooled basket.

The technical development, project design and coordination of the HIP will be channeled through and supported by the **HIP Edutainment Foundation** registered in Sweden. This entity will continue to develop, promote and document the HIP and its unique docudrama 'edutainment' approach and provide and develop leadership, fundraise internationally and support other organizations in the SADC region that want to implement similar initiatives.

Name transfer and end of partnership

The HIP operated by EADCF had since the project start in 1999 been in a **partnership** with the corporate sector company EAML who are the registered owners of the magazine name FEMINA. The partnership has in essence been about EAML letting HIP use their magazine name. HIP took over the content and editorial control, i.e. became in practice the publisher of what was a woman and fashion magazine, setting a whole new agenda for a unisex, healthy lifestyle editorial. Although the initiative started out during the first phase as a 'cost sharing' venture, the idea being that EAML should generate funds through advertising and sales of copies, this did not really

happen and during the second phase of the project (2002-2005) a more straight forward 'use of the registered name in exchange for service provision' set up was implemented. The principle service EAML offered was the distribution. They worked with HIP to build up the nation-wide distribution network, which now has been registered under the name **FEMINA EXPRESS Distribution Network**. However, because of the unconventional 'partnership', the distribution and other services offered by EAML were not subject to a normal procurement process.

Sida and its consultants have also been of the opinion that it is **controversial**, that HIP through EADCF, has been investing in a magazine name that was registered by someone else, a magazine name that HIP did not own, or have any legal control of. Control of the magazine name is fundamental to secure the effective operation and future expansion of the HIP. In May 2006 Swedish Embassy, Sida therefore requested a signed letter of agreement of the immediate transfer of the registered name from EAML to FEMINA HIP by an 'assignment deed'. This was to ensure that all funds and activities taking place under the new contract with FEMINA HIP Limited was with a FEMINA magazine legally registered by the same.

EAML signed the letter but in June when it was time for the transfer, they were **reluctant to** process the handing over. This situation was unacceptable, lead to delays and the fact that third parties were receiving royalties on the magazine name, made the situation unsustainable. HIP management consulted with Council members, lawyers and the HIP team and decided that the solution was to register a new name.

Consideration was taken of the strong feedback from readers around gender and men's issues. This motivated the name FEMA. Our goal was to take control of our organization and become transparent in accordance with Sida's requirements. The announcement of the name change was made to our partner EAML by RexAttorneys in July 2006. The registration of the name FEMA with the registrar of newspapers was completed in August 2006. We could finally go to print and start distributing the new FEMA magazine after a two months delay in September 2006.

Organizational culture

With these organizational changes, FEMINA HIP Limited feels it is better equipped to cultivate a culture of transparency and accountability. Furthermore, to strive towards professionalism, mutual respect, and absence of discrimination as well as critical reflection and learning from experiences within the organization. HIP will continue to commit to practice these values in its workplace, and in relations with colleagues in internal and external processes. Where possible, FEMINA HIP will strive to reach decisions through a process that encourages voicing of dissent and diverse viewpoints. HIP's method of operation has always been open, inclusive, informal, experimental and creative, while at the same time striving for a clear sense of focus, purpose, strategy and action. The question of impact – what difference do we make – will be stressed in all its aspects, including HIP's relevance, scale, quality and sustainability.

2. Management

FEMINA HIP's senior management team is responsible for the day-to-day management, implementation, planning and monitoring of the initiative. The new, expanded team of 30 staff will be led by the executive director, four senior program managers and an accountant. (see Human Resource chart, appendix 2)

Each department aims to have brief weekly planning and monitoring meetings, in addition to a one-hour all-staff meeting every Friday morning for information sharing and brainstorming. Program

managers and the accountant meet with the executive director at least once per month for monitoring progress and planning of the implementation of activities.

Staffing and emoluments

FEMINA HIP is committed to non-discrimination in its staffing policy, and in particular encourages the inclusion of women, young persons and persons living with HIV/AIDS.

The guiding principle for staff compensation has been to strike a balance between fairness and frugality, and between protecting the sustainability of the organization and boosting staff morale through provision of decent market wages. HIP has in the past lost valuable, trained staff for lack of appropriate remuneration, and seeks to minimize this in the future. FEMINA HIP is working to rationalize salary levels and structures including providing the lowest level with a living wage; rewarding capability and performance; clarifying pathways for promotion; and keeping salary levels in perspective in relation to the overall budget. The staffing structure and salary levels have been developed by the management in consultation with the staff, and are to be approved by the Board of Directors.

The FEMINA HIP has a HIV/AIDS mainstreaming policy, a workplace HIV/AIDS program. Staff training on HIV/AIDS and sexuality topics is conducted regularly, and the promotion of VCT and condom use. The organization will make all reasonable attempts to care for staff and their families who are infected with HIV, including referral to reliable ARV-dispensing clinics when appropriate.

3. Human Resource Development

The prime responsibility for learning is that of the staff, but he/she will be supported by an enabling environment at FEMINA HIP, which promotes on-the-job critical self-reflection and a culture of creativity. Every member of staff in conjunction with his/her line manager and executive director, will develop an annual **learning needs assessment** and a plan.

Once per month all staff will participate in a one-hour-long **learning session**, with presenters drawn from both inside and outside the organization. Where appropriate, staff are also provided with opportunities to learn through participation in selected conferences, travel/study tours and formal training courses through centers in Tanzania and abroad. Every staff member will be given the opportunity to do short-term training in areas where they need to enhance skills and proficiency.

Each year FEMINA HIP will engage up to **5 interns** for a period of 3-6 months (no more than 3 interns at any one time) and **3-4 international volunteers**. The relationship between the project and interns/volunteers is of mutual benefit.

Interns are provided with an opportunity to work alongside experienced staff in program implementation, writing, analysis, monitoring and evaluation among other areas, and participate in all meetings open to staff. In this way, interns will gain useful skills, experience, confidence and connections, contributing to the capacity development of young Tanzanians. In turn FEMINA HIP and its staff benefit from the contribution of intelligent and motivated young people. Interns are typically mid-way through their first university degree or are recent graduates. FEMINA HIP will provide interns with remuneration for some of the costs incurred on assignments.

International volunteers and fellowships represent an opportunity for intellectual and cultural exchange. They can be particularly strong in writing, research, analytic skills, and creative methods

of facilitation. FEMINA HIP staff will have a chance to gain new perspectives and skills through this interaction, and the international volunteers often return home better informed about Africa and global relations, and motivated to make a difference. (Volunteers from the US Peace Corps, VSO, Swedish University students with Sida-funded Minor Field Study scholarships, Fulbright scholars).

4. Planning, Monitoring and Evaluation

FEMINA HIP will develop a set of rigorous and practical planning, monitoring and evaluation tools and processes within the organization in order to measure progress and to enable the effective functioning and development of the organization itself. The annual Work Plan and review documents described below will also be shared with partners, including donors.

The planning and monitoring process includes several key components.

- ❖ Once each year in late November, FEMINA HIP will hold a weeklong participatory retreat to review the year, document progress and lessons learnt, and prepare an analytical narrative report and a detailed work plan for the following year. Staff, board members and selected partners will be invited to participate. Emphasis will be placed on developing clear objectives and measuring progress, including specific verifiable output and outcome indicators. The annual plans will be shared with the Board and donors at the annual review meetings.
- ❖ Drawing from the annual work plan, each unit will develop more detailed quarterly activity plans to guide their work and monitor achievement. Staff will use these plans on an ongoing basis, with support and supervision from the managers.
- ❖ A half-day meeting at the end of the last month of each quarter will be set aside for joint organization-wide review of the previous quarter and finalization of the upcoming quarter.
- ❖ In late July of each year, FEMINA HIP will prepare a half-year ‘progress brief’ of six pages, articulating achievements and challenges in relation to annual plans in point form, and noting any major issues or revisions needed. A simple budget versus expenditure table covering the same period will also be prepared at that time. These reports will be provided to the Board and donors.

Evaluation will be conducted in the following ways:

- ❖ Program staff will continually monitor and assess progress through the processes described above.
- ❖ A more systematic and comprehensive review of the organization’s performance will be conducted at the annual retreat.
- ❖ Throughout, feedback mechanisms and formative research will be developed in all areas, and responses will be analyzed and documented. (see program approach)
- ❖ Independent evaluators may be recruited to assess specific programs or activities, and to undertake stakeholder surveys.
- ❖ FEMINA HIP will collaborate with donor partners to undertake one joint, comprehensive external evaluation of the overall performance towards the completion of this program period, so that findings can feed into future development of the program strategy.
- ❖ Major evaluation reports will be shared with partners and posted on the FEMINA HIP website.

5. Reporting and donor relations

Reporting to seven different donors during Phase Two has been a major challenge. FEMINA HIP therefore strives toward so-called pooled **basket funding** and a simpler way of working in Phase Three. FEMINA HIP suggests compiling **one common set of reports** for its Board and basket donors. There will be two reports each year: an annual comprehensive narrative and audited financial report provided in April. The annual reports will seek to meet all reasonable general donor requirements.

The narrative report will provide a comprehensive account of progress made in relation the program proposal, annual Work Plan and budget. It will be highly analytical and reflective, and provide a substantive discussion on the effectiveness of the FEMINA HIP strategy, lessons learnt and implications for future work. This report will also be distributed to interested parties.

An independently audited financial report will provide, in addition to the balance sheet, an accounting of incomes and expenditures against budgets, and an independent general statement on the strength of financial systems.

The mid-year reports will be brief, of about 6 pages as described above. They will cover the January to June period, and provide a concise account of progress and challenges, as well as budget vs. expenditure for the same period.

Through the pooled basket funding mechanism, FEMINA HIP seeks to establish a good working relationships with a group of 4-5 like-minded donor partner. Donors will be requested to contribute towards a common budget, rather than select specific aspects for support. (Each preferably providing no less than 10% of the overall budget). We will cultivate the relationships with donors on principles of partnership, including mutual respect, transparency, and minimizing transaction costs so that FEMINA HIP can concentrate its resources on its core mission.

Agreement will be sought on a common set of reporting guidelines, common bank accounts, and review and disbursement arrangements for all pooled basket donors. Whenever possible, negotiations and discussions with donors will be conducted on a joint rather than bilateral basis. One joint donor meeting is proposed to be held each year in April, to coincide with the release of the annual report noted above. We propose that contracts cover 3 -5 years, but that disbursements be made annually (November /December) against provision of satisfactory reports noted above.

FEMINA HIP will continue to collaborate with a few other donors and technical agencies for the sake of strategic partnership and technical support (like USAID/FHI the UJANA youth initiative and GTZ).

6. Finances and accounting

During the past years, EADCF has developed financial systems and practices as the project grew, and sought to conform to the ethical and technical financial standards. Principles of **accountability and transparency** have been introduced, and steps taken to encourage a shared staff ethic regarding the responsible use of resources. The Project Accountant for Phase Two was a certified public accountant, (CPA) the highest qualification in the sector. Progress was made in developing policies and procedures, including the development of user-friendly manuals.

However, these procedures were not enough. In August 2006, at the start of the 'bridging phase' suspicion of misappropriation arose when the project manager of HIP left the organization without forewarning and handing over. Furthermore, suspicion was raised further when the auditors delayed to complete the audit of 2003-2004, and a 'theft' of cash involving the senior accountant happened in the office in October 2005.

A series of actions were immediately implemented. External financial consultancy assistance was engaged. After warning letters the accountant left his post in December 2005. The audit for 2004 - 2005 was awarded to Ernst & Young and completed in May 2006. A detailed management response to the audit and the fraud has been written up and shared with Sida as the misappropriation only touched the Sida account.

Since then, significant progress has been made in developing and introducing clear policies and procedures, these should be fully in place by mid-2007. A new finance and human resource policy is in place. A software package that can generate powerful analyses and reports (Sage Pastel 8) is in the process of being installed. The finance unit aims to produce reports to allow staff and management to track incomes and expenditures in relation to budgets and activities on quarterly basis.

Unfortunately, after this incident there has been a turnover of finance staff and HIP has had difficulties to find the right in-house person for the job of senior accountant. A new operations manager, with financial management skills was recruited but only stayed for three months having to leave the country for family reasons. A new office manager was recruited and is now part of permanent staff. A series of senior accountants have been identified but for different reasons have not stayed with the organization. In the meantime a financial consultant has been contracted to assist HIP through this transition period, setting up new systems. The financial consultant will also remain with organization and conduct regularly quarterly internal audits.

Steps have been taken to develop a more profound staff ethic regarding the responsible use of resources. Principles of **accountability and transparency** must be respected throughout, but it is quite clear that control systems must be in place at every level and clear limits on cash handling. Trust in delegation is not sustainable.

Auditing

Auditing is a key component of financial management at FEMINAHIP and serves two main purposes:

- ❖ To assess the integrity of the management of funds and assets, and
- ❖ To identify ways in which financial management systems can be improved.

The Executive Director, Office Manager, Senior Accountant and the Financial Consultant are responsible for developing and implementing an internal auditing process.

FEMINA HIP accounts will continue to be audited annually.

External statutory audits of current accounts for EADCF have been undertaken as follows:

Aug 01 - July 02, Aug 02 - July 03, August 03 - July 04 Audited by Financial Consulting services, clean audit report.

August 04-July 05, audited by Ernst & Young qualified audit opinion on Sida account only, other donor accounts clear.

August 05-July 06 auditing by Ernst & Young ongoing, October 2006.

FEMINA HIP Limited will prepare statutory accounts on a calendar basis January to December beginning with a shorter period in its first year 13 June -31 December.

Audited accounts will be presented to the Board and shared with key partners and donor agencies.

Procurement of services

The E&Y consultant in his reviews of 2003 as well as that of 2006, underlines that at the beginning of the Phase Three in 2006, all services including that of EAML to the HIP must be tendered according to Sida procurement guidelines. Previously procurement in services such as printing, audit, and graphics have been conducted by HIP. In 2003 E&Y recommended that EADCF support EAML, who was then enduring a financial recovery plan, by investing funds in helping build its distribution system into the FEMINA Express Distribution System that could cater for HIP products but also others publications. The consultant feared that the partnership could otherwise become a liability to the positive growth of HIP. However, it was underlined that for the Phase Three of the HIP starting 2006, the distribution service had to be tendered. This was underlined again in the E&Y assessment of February 2006.

A mapping of distribution services has been conducted by HIP September 2006 and a needs assessment workshop conducted 6 October 2006. Printing and distribution are substantial contracts and HIP has been able to offer long term regular contracts, making it possible for service providers to plan their own activity and have a secured calculated source of income. The procurement has to be public and conducted in a fair and transparent manner. The HIP is using the Sida procurement guidelines to achieve this. The process is underway in October and will cover the three year period. In the meantime HIP is using its old service providers.

Taxes and Contingencies

All costs in the FEMINA HIP's budget are VAT inclusive, to provide for the possibility that case by case VAT exemption is not granted in time or at all in the future. In addition, experience shows that seeking VAT exemption is tedious, risky and time-consuming, and payments to service providers are often delayed. Any funds that are conserved as a result of VAT exemption will, with permission, be re-allocated within the program area.

Contingency is a way to provide security against the impact of unpredictable events such as increase in prices of materials (particularly for items involving foreign currency components), personnel, etc that cannot be clearly defined or predicted at this stage. Unspent contingency funds will be carried over to the following year.

7. Sustainability

Achieving sustainability is an important question for FEMINA HIP. The nature of its mission and the context in Tanzania mean that FEMINA HIP cannot become financially self-sufficient in the foreseeable future. Nevertheless, we will seek to achieve sustainability in several other important ways.

Programmatically, FEMINA HIP will continue to focus on generating commercial sponsorship for its products through sales of advertising space, airtime and copies, so that it may be possible for HIP products to live on without donor funding. In addition, the FEMINA HIP is building a market profile for its products in order to pave the way for a long-term integration of HIP products as

commercial products. Certain sales functions (sale of single copies, etc) will be outsourced to a service provider, while others will be retained in-house (sale of sponsorships, subscriptions, etc).

Income generated through commercial sales, sponsorships or other activities such as consultancies will be placed in a separate account and re-invested into product development and staff development. Similarly, any income gained as a result of favorable foreign exchange rates will also be re-invested into the project. Such income may contribute to a fund to cover long-term core costs and/or to shield the organization against sudden changes in the funding environment.

Organizationally, FEMINA HIP will continue to build robust institutional capacity in order to become a vital and sustainable long-term organization. Explicit attention will be given to developing the capacity of our Board, staff and systems. Furthermore, the Executive Director aims to identify a deputy who may be able to shoulder the job of Director in the future, leaving the role of the current executive director, more to that of technical advisor and fundraiser.

Financially, FEMINA HIP will seek to demonstrate high impact in relation to our budget. Existing financial systems will be enhanced to ensure full confidence in the integrity of financial management, and this will continue to be verified through an independent annual audit by a reputable firm.

Status Quo of HIP, October 2006.

In June 2006, Sida the lead donor signed the contract with HIP for Phase Three. We could finally start implementing the planned activities for 2006. However, there have been constraints. Recruitment of human resources, which was limited during the bridging phase as the situation was unclear, is time consuming and challenging. We are still identifying candidates for some of our key positions.

It has taken more time and resources than anticipated to initiate activity with a new registered body. All procedures have had to be set up again. VAT registration has had to be sought, business license, staff contracts and tax payments as NSSF etc. changed, brands registered, assets transferred, new bank accounts opened. The process is taking time and has involved more use of lawyers and consultants that budgeted for in the 2006 Work Plan. Request to reallocate funds for this purpose will therefore be done.

During October 2006 a new budget and Work Plan for 2007 are being worked out.