



EVALUATION OF THE TANZANIA WOMEN'S LEADERSHIP AND POLITICAL PARTICIPATION

"WANAWAKE WANAWEZA" PHASE II PROJECT (2017-2021)



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We would like to give special mention to community members who participated in the evaluation, some of whom had to travel long distances to meet with us.

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LIST OF ACRONYMS

AWLN	African Women Leaders Network
ACT-Wazalendo	Alliance for Change and Transparency
CCM	Chama cha Mapinduzi
CDO	Community Development Officers
CEDAW	Convention on the Elimination of all forms of Discrimination against Women
CHADEMA	Chama cha Demokrasia na Maendeleo
CPE	Country Portfolio Evaluation
CSOs	Civil Society Organisations
EMBs,	Election Management Bodies
FGD	Focus Group Discussions
GBV	Gender Based Violence
GERAAS	Global Evaluation Reports Assessment and Analysis System
GEWE	Gender Equality and Women Empowerment
IPs	Implementing Partners
KIIs	Key Informant Interviews
M&E	Monitoring and Evaluation
MER	Monitoring, Evaluation, and Research
MoCLA	Ministry of Constitutional and Legal Affairs
MoU	Memorandum of Understanding
MP	Member of Parliament
NA	National Assembly
NBS	National Bureau of Statistics
NEC	National Electoral Commission
NGOs	Non-Governmental Organisations
OECD/DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
ORPP	Registrar of Political Parties
PS	Permanent Secretaries
PSPA-UDSM	Political Science and Public Administration-University of Dar es Salaam
SMART	Specific, Measurable, Achievable, Realistic, Timebound

LIST OF ACRONYMS

SN	Strategic Note
SRS	Special Reserved Seats
TAMWA Mainland,	Tanzania Media Women Association-Mainland
TAMWA Zanzibar,	Tanzania Media Women Association-Zanzibar
TGNP	Tanzania Gender Networking Programme
ToC	Theory of Change
ToR	Terms of Reference
TPF	Tanzania Police Force
TWCP	Tanzania Women's Cross-Party Platform
TWPG	Tanzania Women Parliamentary Group
UN	United Nations
UNDAP	United Nations Development Assistance Programme
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
UWAWAZA	Umoja wa Wanawake Wawakilishi Zanzibar
VAWP	Violence against Women in Politics
WCCL	Women's Coalition on the Constitution and Leadership
WFT	Women Fund Tanzania
WiLDAF	Women in Law and Development
WLPP	Women Leadership and Political Participation
WROs	Women Rights Organisations
WWII	Wanawake Wanaweza Phase II
ZEC	Zanzibar Electoral Commission
ZHoR	Zanzibar House of Representatives

EXECUTIVE SUMMARY

Background

This is the Endline Evaluation Report of Women’s Leadership and Political Participation (WLPP) (Wanawake Wanaweza) Phase II project (2017 – 2021) (WWII) implemented in Tanzania mainland and Zanzibar with a total budget of US\$10,640,229.59. The project, supported by the Government of Finland, the Government of Sweden, the Government of Switzerland, and the United States Agency for International Development (USAID), aimed to achieve the overarching goal “*Women lead and participate in decision-making at all levels*”. It aimed to do this through four outcomes, namely:

Outcome 1: Legislative Frameworks and arrangements promote gender balance in elections and decision-making bodies;	Outcome 2: A cadre of interested, diverse, and capable women political leaders is formed;	Outcome 3: Women are perceived as equally legitimate and effective political leaders as men;	Outcome 4: Women are promoted as leaders in gender-sensitive political institutions.
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Under WWII, UN Women worked with numerous stakeholders, including government agencies, Electoral Management Bodies (EMBs), the Office of the Registrar of Political Parties (ORPP), Parliament, including the women’s caucus in the mainland and Zanzibar houses, women’s wings of political parties, Women’s rights Organisations (WROs), media, academia, and research. UN Women also worked with other UN agencies (UNESCO, UNFPA, and UNICEF).

Evaluation’s purpose, objectives and scope

The evaluation’s primary purpose was to: 1) take stock of the programme’s achievements; 2) distil lessons and identify recommendations that can inform similar programmes in UN Women and other actors working for gender equality and advancing women’s voice and leadership in decision-making. The findings and recommendations were meant for learning and decision-making for a new project phase. The evaluation objectives were to: 1) take stock of current programme achievements, challenges, and opportunities; 2) evaluate the continued impact, relevance, and sustainability of the project; 3) assess the programme design, objectives, strategies, and implementation arrangements, including proposed plans for sustainability; and 4) present key findings, draw lessons learned, and provide a set of clear and forward-looking recommendations to inform management

decisions and stakeholders and to strengthen programming of the next project.

The evaluation covered the period from January 2018 to December 2021. It was undertaken according to the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) criteria of relevance, coherence, efficiency, effectiveness, and sustainability. The evaluation covered all components, outcomes, and geographic locations of the project in Tanzania mainland and Zanzibar. The main users of the evaluation are donors of the project, UN Women, other UN agencies, development partners, Parliament, women caucuses of the NA and ZHoR, EMBs, CSOs including WROs, implementing partners, WWII beneficiaries, and the Government of Tanzania.

Methodology

The evaluation adopted a theory-based approach using the Theory of Change (ToC) to ascertain the validity of the design and contribution of the project to observed results. The evaluation used mixed methods approaches – quantitative and qualitative methods.

Evaluation guidance: The evaluation was guided by the UN Women Evaluation Policy, UN Women Evaluation Handbook, “*How to manage gender-responsive evaluation*”, UNEG Guidance “*Integrating Human Rights and Gender Equality in Evaluation*”, UN Women Global Evaluation Reports Assess-

Data collection methods

The evaluation team collected primary and secondary data through document review, Key Informant Interviews (KIIs), and Focus Group Discussions (FDGs). Key documents were project documents, implementing partner reports, project annual reports to donors, activity reports, evaluation reports, financial reports of the project, and other literature on women’s participation in leadership and decision-making. Key informants were drawn from all stakeholder categories of the project, informed by a stakeholder analysis of the project. FDGs targeted community volunteers (*Wanawake Sasa*) and leaders from Dodoma, Mwanza, and Zanzibar (Unguja). The evaluators visited

Validation

The results of the evaluation were validated through two processes: a presentation to UN Women programme officers and office management on the 18th of November 2022 (12 participants (one male and 11 females), and a presentation to stakeholders (from

ment and Analysis System (GERAAS), and the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation.

Evaluation principles: The evaluation was also guided by the principles of independence, impartiality and credibility, transparency and communication, quality, inclusiveness, fair power relations, honesty, and integrity.

Gender and human rights were also a key focus of the evaluation, ensuring the evaluation methods allowed for understanding the differential impact between men and women.

two locations in each region, conducting two FDGs with community volunteers and leaders. A total of 41 key informants were interviewed, complemented by nine FDGs. The team analyzed data quantitatively and qualitatively. Quantitative analysis involves the determination of project progress on set targets. Discourse analysis was used with careful triangulation between data sources for qualitative data. Financial data was analyzed to determine cost efficiency. The analysis also explored gendered differences in responses to specific questions of the evaluation and understood where differences exist and the possible reasons for such differences.

NEC, staff of the ZHoR and NA, implementing partners, development partners funding the programme, Irish aid) on the 13th of December 2022 (23 participants, four male, and 19 females) also comprising members of the Evaluation Reference Group (ERG).

Findings

Design

The theory of change was clear and addressed the main obstacles to women's leadership and participation in decision-making, including discriminatory social norms, behaviours, and practices on the role played by women in society and the related institutional and normative bottlenecks. It also addressed women's capacity-building needs – ensuring the promotion of women's agency and confidence to participate in political leadership processes.

The Tanzania Women Parliamentary Group (TWPG) and *Umoja wa Wanawake Wawakilishi Zanzibar* (UWAWAZA) represent the most strategic entry point for the promotion of women's rights and gender equality (GEWE) through the National Assembly (NA) and Zanzibar House of Representatives (ZHoR) processes. Supporting their capacity and effectiveness was rightfully included in the design.

In terms of the monitoring and evaluation design, for the great part, the results framework, including its indicators, was clear and allowed the project to measure its performance adequately. The implementing partners' interventions were also linked

Relevance

The project outcomes directly addressed the main bottlenecks for WLPP in the country. Despite the strong link between underlying causes for women's participation in politics and leadership, there remained specific challenges with addressing fully the unique challenges faced by young women and those women with disabilities (WWD) primarily because of the lack of a strategy that fully explored the barriers for these groups to leadership participation. The latter was deliberate by UN Women as fully addressing disability required more resources than were possible within the WWII programme. The focus was to include disability in the programme's broader Leaving No one Behind strategy. This included ensuring the inclusion of persons with disability in women's political

to the program-level indicators, making consolidating performance from partners to the overall programme indicators easier. However, the project used WWI data as a baseline and did not make provisions for a separate baseline study; this affected availability of baseline values for some indicators.

The achievability of outcomes was variable due to the prevailing political climate, which particularly affected the achievement of some of the Outcome 1 output targets related to support to Election Management Bodies (EMBs) on the development and implementation of legislative frameworks and arrangements to promote gender balance in elections and decision-making bodies. This was mainly due to the absence of the country's UN electoral cycle support programme, as there was no request for such assistance from the government. Regardless of the difficult context, UN Women explored and tapped into other opportunities, including partnerships with women's rights organizations (WROs) and the African Women Leaders Network Tanzania Chapter (AWLN) to engage in high-level advocacy with political parties and policy makers.

aspirants' training and community activities. This recognition represents an important step towards creating more inclusive and diverse political leadership.

The project was implemented in a fragile and dynamic environment with a restrictive political landscape between 2015 and 2020 when civic space was highly restricted. During this period, Tanzania enacted several laws restricting civic space and political activity. This was overlaid with the global COVID-19 pandemic-related restrictions. Activities such as training, community sensitization gatherings, and meetings with beneficiaries could not be delivered due to COVID-19 restrictions.

Effectiveness

WWII made significant progress in achieving its targets. Despite the challenging political environment, the project team made important efforts to engage with political institutions and advocate for legislative reforms. Although progress toward Outcome

1 was affected by the political climate and slow processes within political parties, positive steps were taken by adopting new provisions in the Political Parties (Amendment) Act of 2019.

Several achievements were made by the project, including:

- ▶ As a result of capacity building and policy-level advocacy, the new Political Parties (Amendment) Act, 2019 (PPA) integrates provisions that promote women's leadership and political participation, for the first time directing political parties to take action to end violence against women in politics.
- ▶ As a result of the capacity building of election stakeholders, NEC developed its first Gender Strategy in 2022 to engender its operations. Four women were included in the Zanzibar Election Ethical Committee for the first time in history due to policy-level advocacy for Zanzibar Electoral Commission (ZEC).
- ▶ Gender analysis of the 2020 Election Regulations and Code of Conduct was conducted, and the information informed discussions with the EMBs on adopting gender-responsive election management policies.
- ▶ Through capacity building and support of political parties, three political parties (CCM, CHADEMA, and ACT-*Wazalendo*) adopted measures to promote WLPP and GEWE in their Election Manifestos 2020, including provisions that specifically promote women. There was an increase in women's candidate nominations in political parties from 19% in 2015 to 24% (298 nominated women) in the 2020 general elections.
- ▶ WWII made progress in addressing Violence Against Women in Politics (VAWP), including mainstreaming VAWP in principles of the Political Parties (Amendment) Act 2019 and the NEC policy.
- ▶ The project further ensured to incorporate and integrate of principles that promote women's leadership and political participation in the National Gender Policy (2020) and the Gender Mainstreaming Guidelines for Public service;
- ▶ About 733 MPs, councilors, and women political aspirants were trained to create a pool of capable women. Forty-eight per cent (48%) of all trained women picked up nomination forms, and out of 27 elected women MPs, 70% benefited from the aspirant's training.
- ▶ Creating the AWLN Tanzania Chapter, which now has 257 members from 205 WROs, provides opportunities for taking advantage of a conducive environment to promote WLPP.
- ▶ The project managed to change attitudes toward women's participation in leadership in targeted communities. This increased in women taking up nomination forms, including examples of women that had taken up political party leadership positions (district and village chairmanship of CCM especially) which men previously held. It was the first time women had even held most of these positions.
- ▶ A comprehensive gender audit and gender capacity assessment of the NA and ZhoR, which analyzed the institutional structure, culture, operations, rules, regulations, and procedures, were conducted, leading to the adoption of Gender Strategy and Action Plans for the two institutions.
- ▶ Male champions such as the Speaker of ZhoR have been instrumental in facilitating organizational changes that benefit women. The ZhoR changed appointment regulations of committee chairpersons and vice chairpersons to ensure a 50-50 representation between men and women; and
- ▶ About 100% of MPs and 84.8% of Members of ZHoRs attest to increased leadership capacities and skills because of mentoring/coaching sessions supported by UN Women. All female MPs spoken to during the evaluation acknowledged the immense contribution of leadership skills organized by TWPG and UWAWAZA in Mainland and Zanzibar, respectively.

Efficiency

Delivery rates for partners and UN Women were high despite the challenges with COVID-19 and some delays in training women political aspirants. Output delivery rates were 94% for partners, while the delivery rate for UN Women averaged 96%. UN Women exercised strong audit mechanisms with action plans. They provided technical support, including training to implementing partners on financial rules and regulations and results-based reporting to comply with financial reporting and RBM principles.

WWII reached 272,136 direct and 12 million indirect beneficiaries through media in 17 regions. In terms of cost efficiency, the average cost for training political aspirants and political leaders was higher for WLPP II, estimated at TZS 590,000 and TZS 826,050, respectively, which is about three times more compared to WLPP I, trained at an average of TZS 166,000.117 and TZS

Sustainability

The project had provisions for sustaining interventions despite a documented exit strategy. This included: 1) capacity building of CSOs resulting in increased funding and continuation of interventions; 2) development of knowledge products that partners and stakeholders would continue using beyond the project, e.g., the ToT manual on women Political Aspirants, gender mainstreaming

Conclusion

The project was a success despite several challenges faced during implementation. The strategic positioning and leadership of UN Women within the WLPP space, a comprehensive ToC that addressed the causes of limited WLPP, and an effective community mobilization (*Wanawake Sasa*) model all contributed to the project's achievements. More could have been done

302,616.7318. These costs were offset by the improved quality of training of women political aspirants by developing tools and methods to refine the selection of women political aspirants for training, revising the training manual by adapting UN Women's global training manual for political aspirants, which increased training from two to five days. Each participant was provided with a training manual (increasing training costs) that was not done during WWI. An additional TOT workshop was held to equip trainers with the new training manual.

The project put in place measures to monitor project results and manage fiduciary risk but lacked cost-effectiveness monitoring. This included monitoring of cost per beneficiary and cost-benefit variables. This area can be improved for the future using the performance of WWI and WWII as the basis for setting the comparators.

handbook for the NA, Heforshe and gender strategies for NA and ZhoR, etc.; 3) Parliament (National Assembly and ZhoR) were supported to put in place mechanisms for sustaining women's empowerment such as the gender strategy (both houses), resource mobilization strategy (ZhoR) and revision of statutes to support 50-50 leadership of committees (ZhoR).

to enhance young women's participation and those with a disability, to ensure male MPs who are male champions engage effectively with other men to improve their attitudes towards women leaders and the effectiveness of the women's wings in political parties and that of the women causes in both houses of Parliament.

Lessons learned

- ▶ **Lesson 1:** Addressing challenges for WLPP requires a multi-pronged approach that addresses the multiple barriers embedded in the societal, institutional, and organizational context and women's capacities.
- ▶ **Lesson 2:** Training needs to be accompanied by systematic mentorship support to increase the chances of recipients using the new capacity.
- ▶ **Lesson 3:** Women's WLPP requires long-term investments because of the many challenges that must be overcome to avoid political sensitivities and achieve buy-in from relevant actors in state and non-state institutions (including ruling and opposition political parties).
- ▶ **Lesson 4:** Supporting participation of women in leadership and political life needs to address potential backlash from women's inability to fulfil gender roles in the home and expected leadership outcomes.

Recommendations

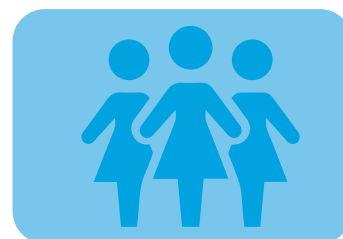
A summary of the recommendations is presented below, and detailed recommendations are in Section 4.3.1:

Recommendation E1: UN Women in all recommendations should continue building a critical mass of capable women at all levels (balancing local government elections) and upstream (national elections) aspirants) through:

- a. A deliberate design that makes the training a sustainable programme that can mobilize additional resources
- b. Localizing training for women aspiring for local council positions.



Recommendation E2: A new project must strengthen reach for adolescent girls, young women, and women with disabilities. This will need to be achieved in two ways: 1) develop a specific strategy for Leaving No-one Behind (particularly targeting young women, adolescent girls, and WWD); 2) explore partnerships that provide UN Women with capacities to expand and effectively support these groups.



Recommendation E3: Strengthen partnerships with ALWIN to support intergenerational mentorship and high-level policy dialogues. This could include incorporating provisions in a new project that support AWLN to establish a long-term programme for intergenerational mentorship.



Recommendation E4: Ensure coordination of UN agencies to provide opportunities for UN Women to extend reach to adolescent girls, young women, and women with disabilities. UN Women should continue to leverage, through the gender coordination platforms and including joint projects, the partnerships and increasing interests of UNICEF, UNESCO, and UNFPA to mainstream WLPP in their areas of work.



Recommendation E5: A new project needs to strengthen the male champions model at the national level by:

- a. Supporting them with tools that include information packs that can help them engage;
- b. Supporting the development of action plans and maintaining regular contact to get feedback on the action plans;
- c. Providing mechanisms for technical support to male champions to enhance effectiveness;
- d. Not only focusing on males willing to be champions but those men who are also blockers for WLPP in parliaments and political parties. Such an approach will likely aid in increasing the pace of change in parliaments and political parties.



Recommendation E6: UN Women should strengthen technical assistance to EMBs on gender mainstreaming. This could involve the secondment of experts to build the institutions' capacity and a clear results framework for the support.



Recommendation E7: in a new project, UN Women needs to implement mechanisms to leverage its country portfolio to ensure linkages between women's economic empowerment interventions and WLPP. Some areas to consider are:

- ▶ In addition to electoral reforms, there is a need to support the review of sectoral policies that have a direct impact on women's poverty; and
- ▶ There is a need to support linking women aspirants with potential economic enterprises where possible. This includes supporting access to capital and training for enterprise development.





Photo: UN Women

1. INTRODUCTION

1. INTRODUCTION

This is the Endline Evaluation Report of the Women's Leadership and Political Participation Project (WLPP) "Wanawake Wanaweza" Phase II project (2017 – 2021). The report provides details of the evaluation findings drawing from field consultations,

secondary data, and results of validation processes with the Evaluation Reference Group (ERG). Drawing from these findings, the report outlines recommendations and lessons learned for similar upcoming projects in Tanzania and beyond.

1.1 Object and context of the evaluation

1.1.1 About the WW II

The Wanawake Wanaweza Project Phase II (2017-2021) and Phase I (2014-2017) aimed to achieve the overarching goal of “*Women lead and participate in decision-making at all levels*” by addressing leadership and political participation among women, including young women and women with disabilities. The project was implemented at the national level - Tanzania mainland and Zanzibar- and district levels. It was designed to contribute to UN Women's Strategic Impact Area 1, “*women lead and participate in decision making at all levels*”, the UN Women Tanzania, Country Strategic Framework 2017 – 2021, UN Women Strategic Note 2017 – 2021, and the SDG Target 5.5¹. The project drew on the UN Women Flagship Programme, “*Women's Political Empowerment and Leadership*,” which is premised on delivering high-impact, scalable, multi-stakeholder programmes that fully leverage partnerships in support of results. The

programme had the following four outcomes:

- i. Legislative Frameworks and arrangements promote gender balance in elections and decision-making bodies;
- ii. A cadre of interested, diverse, and capable women political leaders is formed;
- iii. Women are perceived as equally legitimate and effective political leaders as men; and
- iv. Women are promoted as leaders in gender-sensitive political institutions.

WWII combined capacity strengthening, technical advisory support, policy and law review, peer learning, strategy development, research, advocacy, and media and community outreach through direct implementation and partnerships. The pathway of change is reflected in its overarching theory of change (ToC) that states that:

If (1) electoral frameworks and arrangements promote gender balance in elections; if (2) a cadre of interested, diverse, and capable women political leaders is formed; if (3) women are perceived as equally legitimate political leaders as men in society; and if (4) women are promoted as leaders in gender-sensitive political institutions, then (5) women will be politically empowered and realize their rights, because (6) women will have political agency and lead in decision-making.

The detailed Theory of Change is presented in Annex 4. The stakeholders of the project included: government officials in Tanzania; women leaders, women's rights organizations and networks; political aspirants and

elected members of parliament; women voters; political parties and legislative bodies; electoral management bodies; male political leaders, community leaders; and the media.

¹ Goal 5 of the SDGs is on Achieving gender equality and empowering all women and girls and is linked to target 5.5 on ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

To support transformative change, the programme fostered partnerships with the national gender machinery and other relevant government agencies and institutions, Electoral Management Bodies, the Office of the Registrar of Political Parties (ORPP), the Tanzania Women's Cross-Party Platform (TWCP), women's wings of political

parties, women's organizations and other civil society organizations, women caucuses of Parliament, political parties, media houses, research and academic institutions, international organizations. Table 1 provides the list of stakeholders of the project and their roles during implementation.

Table 1:
Project stakeholders and roles during implementation

Category	Stakeholder	Role in the project
Development partners/Donors	Finland	Contributed technical and financial support.
	Sweden	
	USAID	
	Switzerland	
Government ministries	Ministry of Community Development, Gender, Women and Special Groups (MoCDGWSGs)	Providing strategic direction on the implementation of the project
	Ministry of Community Development, Gender, Elders and Children (MoCDEC)	
Parliament	The National Assembly and Zanzibar House of Representatives	UN Women provided technical support to NA and ZHoR to strengthen their capacity to be more effective, inclusive and gender-responsive in fulfilling their Constitutional mandate and operate in accordance with international good practices on GEWE. The partnership aims to ensure gender is effectively mainstreamed in all parliamentary and ZHoR functions.
Women caucuses of Parliament	TWPG	The partnerships with the women caucuses in the mainland and Zanzibar aimed at strengthening the institutions as well as capacity of women MPs to effectively perform their legislative, representation and oversight functions including budgetary functions while promoting GEWE principles.
	UWAWAZA	
EMBs	NEC	To promote gender equality and women's participation in electoral processes through legislative and policy reforms.
	ZEC	
	ORPP	

Category	Stakeholder	Role in the project
Civil Society organisations	TGNP	Implementing partner for the community level interventions promoting community, media, and civil society's understanding of women's rights to political participation, to change social norms and further ensure women are perceived and accepted as equally legitimate and effective leaders as men in selected regions of Mainland.
	TCD	Implementing partner for strengthening capacities of political party leaders to promote gender balance in political leadership
	TAMWA Zanzibar and TAMWA Mainland	Collaborated on promoting community, media, and civil society's understanding of women's rights to political participation, to change social norms and further ensure women are perceived and accepted as equally legitimate and effective leaders as men in mainland and Zanzibar respectively.
	WiLDAF	Collaborated on community level interventions in promoting community, media, and civil society's understanding of women's rights to political participation, to change social norms and further ensure women are perceived and accepted as equally legitimate and effective leaders as men in Tanzania mainland.
	Women Fund Tanzania	Collaborated on the review of legislative frameworks and arrangements to ensure they promote gender balance in elections and decision-making bodies through gender reviews and advocacy to law and decision-makers.
Academic institutions	University of Dar es Salaam Department of Political Science and Public Administration	UN Women collaborated with the UDSM PSPA to strengthen the capacities of women aspirants on transformational leadership to increase their skills, knowledge, and confidence, establish an Information Laboratory to collect and analyse data on VAWP, and carry out an assessment of the capacities of the women wings in political parties.
UNDAP II Democratic Governance, Human Rights, and Gender Equality – Thematic Results Group.	UN Agencies	Provided opportunities for strategic collaboration and partnerships. No specific role in the project.
Women leaders	MPs	Project beneficiaries
	Councillors	
Women political aspirants and candidates	Women aspirants and candidates	
Influential/ male GEWE champions/ HeForShe	Selected male MPs and male Members of ZHoR	
	Male change agents/Community and religious leaders	
	Bodaboda (motorcycle taxi) groups	
Media	Mainstream	
	Community media	
Police	Selected members of the Tanzania Police Force	

The project was supported by the Government of Finland, the Government of Sweden through the UNDP II One Fund, the Government of Switzerland, and the United States Agency for International Development (USAID). The programme had a total budget of US\$10,640,229.59.

1.1.2 Women's political participation and leadership in Tanzania

Women's participation in political leadership in Tanzania² dates back to the struggle for political independence in the late 1950s and early 1960s. In that struggle, women took part as mobilizers and caretakers. Despite playing a significant role in the struggle for independence, women were, unfortunately, not part of forming the newly independent country, whether in the parliament or the cabinet. Indeed, the first cabinet after independence did not have a single woman. Responding to an influential woman freedom fighter's question Bibi Titi Mohamed as to why the independence cabinet did not have a single woman, the first president of Tanzania, Mwalimu Julius Kambarage Nyerere, responded that there were no qualified women to take up the said positions. This assertion by the former President might have been influenced by gender stereotypes that we are addressing today regarding the role of women in the community. This simplified theory indeed dominates the discourse on women's underrepresentation in political leadership in Tanzania. Politicians are the proponents of this thinking, and on that basis, they nominate and appoint a few women for political contestations, as shown in the party nominations (Table 3) and presidential appointments (Table 2).

There have been interventions from government, development partners, and international and national organizations to ensure increased women's leadership and participation in decision-making at all levels. These include reforming the legal, policy, and institutional frameworks, capacity-building programs, financial empowerment, and awareness building. The constitutional provision on Temporary Special

Due to challenges in implementation due to COVID-19 restrictions, the project received a one-year no-cost extension. The project had closed at the time of the evaluation. There were no significant changes to the project's design during its implementation.

Measures (TSM) for women is a notable legal development. Article 66.1(b) provides for women members being not less than thirty per cent of all the members of parliament. Since 2015, women have constituted 40 per cent of all the members, now at 40 per cent for the National Assembly (NA) and one-third (1/3) for local councils. Two is the Political Parties (Amendment) Act 2019. Section 6A (5) of the Act requires political parties to ensure gender and social inclusion in 1) formulation and implementation of policies, 2) nomination of candidates for elections, and 3) election of leaders. These provisions are, nonetheless, only generic without specific enforcement mechanisms.

Tanzania is making good progress in women's representation in leadership. According to the global UN Women Report, Women in Politics Report of January 2023, the country ranked 4th in the continent and 38th globally. At the Executive level, the country is currently headed by a female President, H.E Samia Suluhu Hassan, with women as Speaker and Clerk of the NA, and Chief Secretary of the Revolutionary Government of Zanzibar (GoZ), Deputy Speaker, and Clerk of the Zanzibar House of Representatives (ZHoR). Women constitute 37% of the NA, with 10% directly elected from single-member constituencies. There are 40% women representatives in the ZHoR, with 16% directly elected from constituencies. There has been an increase in women ministers from 20% in 2015 to 36% in 2022, with women leading in two strategic ministries of Defense and National Service³ and Foreign Affairs and East African Cooperation. In the October 2022 cabinet reshuffle, President Samia Suluhu Hassan replaced a female minister of Defense and

2 Tanzania is a union between two formally independent states of Tanganyika and People's Republic of Zanzibar. The two states united on 26 April 1964.

3 President Samia reshuffles cabinet, The Citizen, Sunday, October 02, 2022.

National Service with a male appointment making these appointments subject to change at any given time due to the absence of specific gender-responsive appointment guidelines. Nominated women councillors through the TSM. TSM stands at 34.7% of all elected local councillors, with only 6.5% directly elected ones. At local levels, there is at the moment, 2.7% Ward Council Chairpersons, 2.1% Village Chairpersons, 12.65% Mitaa (Street) Chairpersons, and 6.7% Hamlets' (Vitongoji) Chairpersons at 6.7%.

Despite the above gains, women constitute less than 30 per cent of critical mass in elected and appointive positions in Tanzania. As noted

earlier, women constitute only 9.8% of elected Members of Parliament (MPs) and 16% of ZHoR. In comparison, they comprise 6.5% of elected representatives in local councils in Mainland Tanzania and 24% in Zanzibar. In the appointive positions, the representation depends on the political willingness of the appointing authority, the president. As such, the number of appointed women differs from one appointing authority to the other, as indicated in Table 2, showing differences between the fifth phase government under the late President John Pombe Joseph Magufuli and his successor, President Samia Suluhu Hassan.

Table 2:
Number of appointed women in selected positions

Position	5 th phase government 2015-2021		6 th phase government 2021-2022		
	Female	Male	Female	Male	F %
Ministers	4	19	9	16	36
Deputy Ministers	5	21	5	18	21
Permanent Secretaries (PS)	4	21	3	23	11.5
Deputy Permanent Secretaries	11	18	5	21	19.2
Appointed MPs	5	5	5	5	50%
Regional Commissioners	5	21	6	20	23.1
Regional Administrative Secretaries	8	18	9	17	34.6
District Commissioners	-	-	40	100	28.5 ⁴
District Executive Directors	-	-	50	135	27
Judges	-	-	40	62	39.2

Source: Government communications between 2016-2022; United Republic of Tanzania Ministry of Public Service Disaggregated data of men and women in managerial positions as of 2022.

Party nominations are the critical measure of whether women would make it to political leadership in Tanzania. As per the national laws, those aspiring for political leadership must be members of political parties and must be nominated by their parties to contest electoral posts. Parties themselves, through the domination of men, have become the main gatekeepers to women's entry into political leadership by nominating few women. Big parties with strong following,

like the ruling Chama cha Mapinduzi (CCM), nominate the fewest women candidates despite their comparative advantage of winning elections. Thus, the only reliable channel for women's representation in parliament and local councils is through the Temporary Special Measure (TSM), which since 2015, stands at 40% of MPs and one-third of local council representatives. The TSM is, however, not without challenges. They are criticized for lacking a unified

⁴ Source: Government communications between 2016-2022; United Republic of Tanzania Ministry of Public Service Disaggregated data of men and women in managerial positions as of 2022.

framework for obtaining them and are left to male-dominated political parties to decide who will fill the posts.⁵ Political parties also use them as scapegoats for not nominating

women in open positions, for women's seats are already reserved.⁶ Women who vie for open seats are accused of 'vying for men's seats.

Table 3:
Nominated parliamentary candidates by political parties 2020

S/N	Party	Male	Female	Total	Female%
1.	CCM	239	25	264	9.4
2.	CHADEMA	150	58	209	28
3.	ACT-Wazalendo	135	21	156	13.4
4.	NCCR-Mageuzi	63	20	83	24
5.	CUF	113	40	153	26
6.	TLP	17	8	25	32
7.	CHAUMMA	22	6	28	21.4
8.	ADC	33	15	48	31
9.	A.A.F.P	15	10	25	40
10.	N.R.A	21	8	29	27.5
11.	UDP	24	9	33	27
12.	UPDP	8	13	21	61.9
13.	SAU	12	7	19	36.8
14.	DP	17	7	24	29
15.	UMD	3	13	16	81
16.	ADA-TADEA	22	11	33	33
17.	MAKINI	32	11	43	25.5
18.	NLD	7	2	9	22
19.	CCK	11	6	17	35

Source: National Electoral Commission, 2020).

Generally, the underrepresentation of women in politics and leadership results from three main barriers. The first is the weaknesses inherent in the legal, policy, and institutional framework that does not provide for specific gender parity principles and their enforcement mechanisms. The

second relates to socioeconomic barriers that inhibit women from participating in political leadership effectively. Many women still lack political knowledge, skills, awareness, and financial capacity to engage in political processes effectively. The third is cultural limitations, in which the societal belief system

5 Sulley, Consolata. R. (2020). Intraparty Candidates Nomination in Tanzania: A Gender Analysis. Dar es Salaam: Friedrich-Ebert-Stiftung.

6 Sulley (2020), Intraparty Candidates Nomination in Tanzania.

still considers women incapable and unfit for public life. It is based on these barriers and the resultant underrepresentation of women in political leadership in Tanzania. UN Women designed and implemented *Wanawake Wanaweza* Project II (WWII) as part of interventions to empower women and increase their political participation. The

WWII project is aligned with UN Women Global Strategic Plan and Country Office Strategic Note (2017-2021), UNDP II (2017 – 2022), regional and international frameworks on human rights and gender equality, and national priorities, including the National Gender and Development Policy.

1.1.3 Evaluation's purpose, objectives, and scope

The evaluation's main purpose was to: 1) take stock of the programme's achievements and 2) distill lessons and identify recommendations that can inform similar programmes in UN Women and other actors. Specific to UN Women Tanzania, the evaluation findings,

lessons learned, and recommendations will inform the design of the third phase of the WW programme, in addition to fulfilling the accountability function to development partners and other stakeholders.

Evaluation objectives

According to the Terms of Reference (ToR), the specific objectives of the evaluation are to:

1. Take stock of current programme achievements, challenges, and opportunities;
2. Evaluate the continued impact, relevance, and sustainability of the project;
3. Assess the programme design, objectives, strategies, and implementation arrangements, including proposed plans for sustainability; and
4. Present the key findings, draw the lessons learned, and provide clear and forward-looking recommendations to inform management and stakeholder decisions and strengthen the next project's programming.

Evaluation scope

The evaluation was an end-of-project evaluation covering January 2018 to December 2021. The evaluation was undertaken according to the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) criteria of relevance, coherence, efficiency, effectiveness, impact, and sustainability. The evaluation covered all components, outcomes, and geographic locations in Tanzania mainland and Zanzibar of the project through primary data collection

in sampled locations and secondary data review. The level of analysis of findings was programme level rather than district level. An additional criterion of "Design" was considered during the evaluation as directed by the Terms of Reference (See Annex 1). An evaluation matrix was developed during inception and comprises the questions, issues investigated, and methods to collect evidence that addresses them. This is presented in Annex 2.

1.1.4 Evaluation of audience and dissemination plan

The main evaluation audience for this evaluation and their interest in it are presented in Table 4.

Table 4:
Evaluation audience

Audience	Interest in the evaluation
UN Women at country, regional, and HQ level	<ul style="list-style-type: none"> ▶ Performance of the programme ▶ Recommendations for improving implementation. ▶ Lessons learned for the design and implementation of future similar programmes & organizational change
Development partners and particularly the main donors (Finland, Sweden, USAID, and Switzerland)	<ul style="list-style-type: none"> ▶ Performance of the programme ▶ Recommendations for improving implementation ▶ Ownership and commitment to scaling up of same intervention ▶ Lessons learned for the design and implementation of future similar programmes
Implementing Partners to this project	<ul style="list-style-type: none"> ▶ Performance of the programme ▶ Recommendations for improving implementation ▶ Ownership and commitment to scaling up of same intervention ▶ Lessons learned for the design and implementation of future similar programmes
National NGOs and CSOs	<ul style="list-style-type: none"> ▶ Performance of the programme ▶ Recommendations for improving implementation ▶ Ownership and commitment to scaling up of same intervention ▶ Lessons learned for the design and implementation of future similar programmes
Women caucuses of Parliament and Zanzibar House of Representatives (ZHoR), namely Tanzania Women Parliamentary Group (TWPG) and Umoja wa Wanawake Wawakilishi Zanzibar (UWAWAZA), the Association of Women members of Zanzibar House of Representatives	<ul style="list-style-type: none"> ▶ Programme results in Tanzania ▶ Ownership and commitment to scaling up of same intervention
Relevant staff in partner government institutions	<ul style="list-style-type: none"> ▶ Programme results in Tanzania ▶ Ownership and commitment to scaling up of same intervention ▶ Lessons and recommendations for similar programme & organizational change

Audience	Interest in the evaluation
Academic institutions	<ul style="list-style-type: none"> ▶ Performance of the programme ▶ Lessons learned for the design and implementation of future similar programmes
WW II beneficiaries	<ul style="list-style-type: none"> ▶ Performance of the programme ▶ Ownership and commitment to scaling up of same intervention
Relevant staff in UN agencies, particularly UNDAP II Outcome Group members	<ul style="list-style-type: none"> ▶ Performance of the programme ▶ Lessons learned for the design and implementation of future similar programmes & for organizational change ▶ Sharing joint activities on WLPP



Photo: UN Women

2. EVALUATION METHODOLOGY

2. EVALUATION METHODOLOGY

2.1 Evaluation design

The evaluation adopted a theory-based evaluation approach. This is premised on using the ToC (presented in Annex 4) to ascertain the validity of the design and contribution of the project to observed results. The TOC was used to expand the programme's results beyond the results framework to fully allow the evaluation to explore the lines of causality.

The evaluation used mixed methods approaches. It built on findings of the Country Portfolio Evaluation (CPE) of the UN Women Tanzania Strategic Note (2017 - 2021), including partner-led results self-reporting. However, these were used to validate the findings of the end-of-project evaluation and not necessarily as main data sources for specific questions of this evaluation.

As noted earlier, qualitative and quantitative methods were used in data collection for this evaluation. Quantitative information was collected in two ways: secondary data (extracted from project documents), which assisted the evaluation in ascertaining the achievement of indicators. Qualitative information from primary data sources provided an in-depth analysis of the evaluation objectives and evidence to answer the evaluation criteria questions.

Across all evaluation criteria, the evaluation explored the extent to which the project design mainstreamed human rights, gender equality, disability, and equity.

An evaluation matrix, presented in Annex 2, provides details of the questions, issues, data collection methods, and data sources used for the evaluation.

2.1.1. Evaluation principles and guidance

Evaluation guidance: The evaluation was guided by the UN Women Evaluation Policy and UNEG Norms and Standards and other documents as detailed below:

- a. UN Women Evaluation Handbook, “How to manage gender-responsive”** – supports the determination of gender and human rights responsive evaluation approaches;
- b. UNEG Guidance “Integrating Human Rights and Gender Equality in Evaluation”** – human rights and gender equality evaluation approaches;
- c. UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS)** – guide the expected quality of the evaluation outputs.
- d. UNEG Ethical Guidelines for Evaluation** – inform on evaluation principles and ethical considerations.

Evaluation principles: Based on these guidance documents, the evaluation adopted the following principles:

Independence, impartiality, and credibility: the evaluation team had no prior interaction with the project nor did they have any interest in the outcome of the evaluation. This ensured their independence. All findings were based on evidence collected from numerous data sources. This evidence was triangulated between sources, including a validation process with stakeholders of the project comprising the ERG.

Quality: the evaluation team ensured that evaluation results were of high quality based on sound and tested methodology, which is comprehensive, evidence-based, uses a mix of qualitative and quantitative methods appropriate to this assignment, and includes the participation of key stakeholders and beneficiaries. The structure and content of the report were strongly influenced by UNEG Norms and Standards for Evaluation and UN Women evaluation guidelines, including the GERAAS.

Inclusiveness: all categories of project beneficiaries contributed to the evaluation (including those in hard-to-reach areas in the community component of the project). As described in the methodology section, this took into cognizance disaggregation of age, gender, disability, and other forms of vulnerabilities.

Fair power relations: the evaluation team ensured all voices were heard during the evaluation, including by giving all eligible stakeholders an equal opportunity to give input into the process. Care was taken to

understand the power relations between stakeholders and to ensure that such power relations did not influence the evaluation outcome. For example, most interviews were done with individuals rather than groups. The team ensured these interviews were conducted in spaces that ensured the confidence and openness of respondents.

Honesty and Integrity: All findings and conclusions are evidence-based. Where evidence is inconclusive, this is highlighted in the findings.

2.1.2. Gender and human rights

The evaluation's chosen approaches: mixed methods, high stakeholder involvement, specifically including the most vulnerable (including those with disabilities), and ensuring data provide the differential impact on women and men all contribute to gender and human rights responsive evaluation⁷.

In terms of lines of inquiry, gender was incorporated in various ways. First, the extent to which the programme has positively or negatively influenced power relations

between men and women and women's empowerment. The evaluation had specific questions on the project's influence on power relations between men and women. Second, the analysis went beyond sex-disaggregated data⁸ but explored any differential benefits between men and women and how the programme influences these benefits⁹. Lastly, the evaluation explored how the programme benefited those excluded groups, including people with disabilities and youth.

2.2 Data collection methods

To achieve the objectives of this evaluation, the evaluation team collected primary and secondary data. The secondary data was gathered from an intensive desk review and analysis of all key and relevant documents related to the design and implementation of the WWII project. The evaluation employed three techniques to collect primary data:

Key Informant Interviews (KIIs), Focus Group Discussions (FDGs). Through these multiple methods, the evaluation team reached out to the cross-section of stakeholders and beneficiaries of the WWII project. The following sections detail the techniques and their rationale in turn.

2.2.1. Secondary data review

Secondary data were obtained from reviewing existing documents and information about the WWII programme, its performance, and its implementation context. The evaluation team used secondary data review to gain a deeper understanding of the WWII programme and to determine gaps that needed to be specifically filled

during the primary data collection process. The information collected from secondary sources was verified with primary data from field visits, interviews, and workshops. The review also took stock of other related programs and interventions to examine collaborations and complementarity with the WWII programme.

7 UNEG (2014) UNEG Guidance "Integrating Human Rights and Gender Equality in Evaluation". <http://www.uneval.org/document/detail/980>

8 Data on outputs and outcomes was disaggregated by sex where possible. Opinions during primary data collection will also be disaggregated by sex where there are differences between genders.

9 This was measured through gendered responses during the evaluation process as well as from existing secondary data.

Annex 5 presents a detailed bibliography of the documents reviewed.

2.2.2. Primary data collection

This section presents the data collection methods and tools used for the evaluation.

It also elaborates on the sampling strategy, size, and data collection locations.

2.2.2.1 Data collection methods

Key Informant Interviews

The evaluation team conducted Key Informant Interviews (KIIs) with a wide range of stakeholders involved in WWII at national and subnational levels. The aim was to collect stakeholder perspectives on women's political empowerment, perceptions of the programme's performance (including success and bottlenecks), and views for future interventions. The following categories of key stakeholders were met for this evaluation:

- ▶ UN Women officials and other UN agencies (UNESCO, UNFPA, UNICEF, UNDP);
- ▶ government Ministries, Departments, and Agencies (MDAs) - These include the Ministry of Constitutional and Legal Affairs (MoCLA) (Mainland and Zanzibar), National Electoral Commission (NEC), Zanzibar Electoral Commission (ZEC), and Office of

the Registrar of Political Parties (ORPP); Ministries responsible for GEWE in mainland and Zanzibar;

- ▶ Clerk in National Assembly and Zanzibar House of Representatives, Women Caucus of Parliament (Tanzania Women Parliamentary Group (TWPG) and *Umoja wa Wanawake Wawakilishi Zanzibar* (UWAWAZA);
- ▶ CSOs: TGNP, WiLDAF, TAMWA mainland, Zanzibar, TCD, and WFT;
- ▶ Academia: University of Dar es Salaam; the University of Zanzibar, Open University of Tanzania Development partners and particularly the main donors (Finland, Sweden, USAID, and Switzerland); and
- ▶ Implementing partners and project beneficiaries.

Annex 3 provides the list of people consulted.

Focus Group Discussions

Focus Group Discussions were conducted with community volunteers (*wanawake sasa*) and leaders in Dodoma, Mwanza, and Zanzibar (Unguja). Two locations were visited in each region with two FGDs, community volunteers (Wanawake sasa), and community leaders. An FGD with alums of the political aspirants training programme was facilitated with the help of the University of Dar es Salaam. The aim of conducting FGDs was to examine the alignment of

WWII interventions with the needs of beneficiaries, quality, timeliness, and adequacy of the support and sustainability of the achieved benefits. FGDs also explored additional support and interventions project stakeholders and beneficiaries would require to realize the benefits. They aimed to determine the role that stakeholders can play in the absence of project intervention to ensure the sustainability of the programme's benefits.

Sampling strategy and sample sizes

Selection of respondents: First, the evaluation sampling approach ensured the cross-section of project stakeholders (as presented

in Table 1) were consulted. The evaluation, therefore, covered all stakeholder categories. From each organization, respondents for KIIs

were purposively selected based on their knowledge of the project and their roles during implementation. Only respondents with intimate knowledge of the project or who could inform on the strategic orientation of UN Women with the WLPP space were consulted.

Respondents for FGDs were mobilized by implementing partners. For women and men *Wanawake sasa* champions and community leaders, convenience sampling¹⁰ was used to select participants for FGDs. While this can introduce bias, especially by excluding those from more remote locations, we selected an urban and remote ward to mitigate this risk in Dodoma. However, this did not entirely remove this risk in sampled areas and remained a limitation.

Selection of field visit areas: data were collected in four locations in Tanzania mainland and Zanzibar: Dar es Salaam, Dodoma, Mwanza, and Unguja. Dar es Salaam was the location for most project managers of implementing partners, UN Women, development partners, and other UN agencies. Dodoma was selected for community-level interviews to reduce travel time between regions, and that team was undertaking interviews at the National

Assembly based in Dodoma. Dodoma being the capital, also provided access to interview government officials. The team interviewed government officials and other electoral management bodies (NEC and ORPP) at the National Assembly. Within Dodoma, three locations were selected, all under UN Women implementing partner WILDAF. Two were near the district centre (Kongwa and Kibaigwa), while one was remote (Mkoka). Another selection criterion was project performance, with the selected wards providing a performance that allowed the evaluation to explore drivers of success and factors that undermine the same. Mwanza represented high performance for community-level interventions implemented by WILDAF. Misungwi district was selected in Mwanza. In Zanzibar, Unguja Island was selected for community-level visits. TAMWA Mainland and Zanzibar implemented other community-level interventions. Table 6 provides the number of FGDs, and KIIs conducted during the evaluation. About 50 interviews (of which 32 were females) were conducted with various methods compared to the planned 54 interviews, as some individuals were unavailable during the data collection period.

Table 5:
Sample size for qualitative interviews

	Dar es Salaam	Dodoma	Mwanza	Zanzibar
KII				
UN Women	6	1		
CSO partners	5			1
Development partners	4			
UN agencies	2			
MPs		7		
Parliament staff		2		4
Government staff and EMBs	1	2		
FGDs				
Community leaders (Viongozi)		3	2	
<i>Wanawake Sasa</i>		3	2	

¹⁰ Convenient sampling in this instance referred to those potential respondents that were able to come to the meeting.

2.3 Data analysis

Quantitative data was drawn from project reports and other literature on the project or women's political participation in Tanzania. All data are sex-disaggregated. Where this was not possible, this is made clear in the relevant text.

Qualitative data: The evaluation team systematically analyzed, triangulated, and synthesized the data collected in each district. The Evaluation Matrix, Annex 2, provided an analysis framework for gathering and synthesizing data against the key evaluation questions. The analysis explored gendered differences in responses to specific questions of the evaluation and understood where differences exist and the possible reasons for such differences. The use of the TOC helped the evaluation to ascertain the

contribution of WW II to observed outcomes. The TOC was the bedrock of a more detailed contribution analysis, a technique that allowed the evaluation to determine the specific contribution of WW II.

All qualitative data were coded and analyzed using qualitative coding software, Nvivo. The transcripts were analyzed to identify key themes in the data. These themes were analyzed to respond to the evaluation questions. Using the software, the evaluation team conducted first-level coding to analyze the qualitative data regarding geography, respondent type, and gender. The evaluation team then conducted a second-level analysis using inductive coding to identify and explain emerging themes better.

2.4 Ethical considerations

Several considerations were made to ensure the evaluation adheres to ethical standards. All respondents provided informed consent to be interviewed. Informed consent was also extended to the recording of interviews.

The evaluation deliberately did not include survivors of GBV as no ethical clearance was sought, a requirement for including such respondents. Data collection was also undertaken at times that allowed women to undertake their roles at home, with interviews being done mid-morning and completed by early afternoon. Community

discussions were undertaken in locations that did not require the respondents to incur additional expenses to attend the FGDs or KIs.

All primary data was anonymized to ensure confidentiality. Access to this data will remain with the technical consultants. Upon completion of the evaluation, all data was handed over to UN Women as part of the consultant's contractual obligation and deleted on the servers and computers of the consultants.

2.5 Validation and evaluation outputs

The evaluation reference group (ERG) validated the inception report for evaluation. The results of the evaluation were validated through two processes: a presentation to the UN Women programme and office management on the 18th of November 2022 (12 participants (one male and 11 females); and a presentation to stakeholders (development partners, NEC, IPs, staff from NA and ZHoR) on the 13th of December 2022 (23 participants, four male, and 19 females). The second presentation (on 13th December 2022), comprising members of the Evaluation Reference Group (ERG) and others selected by UN Women, validated the

draft and sought stakeholders' views and opinions to finalize the report. UN Women Tanzania and experts from the Regional Office and Headquarters of UN Women undertook additional reviews of the findings. The ERG further reviewed the draft report before finalization.

The following outputs were produced:

- ▶ Draft evaluation report
- ▶ Final evaluation report
- ▶ Presentation to ERG
- ▶ Presentation to UN Women
- ▶ Presentation to stakeholders

2.6 Limitations to the evaluation

There were no significant limitations to this evaluation. The only challenge was as follows:

Challenges in getting MPs for FGD in the National Assembly in Dodoma: Challenges with meeting parliamentarians were experienced in Dodoma as their availability was affected by parliamentary sessions. Individual interviews were conducted in place of the planned FGDs. This had the potential to reduce the numbers reached for interviews. However, many parliamentarians were met, including male champions and

TWPG members, to offset the challenges that could be introduced by not conducting FGDs. For others, such as NEC staff, online meetings were held.

A self-administered questionnaire was planned but could not be implemented due to time constraints. This limited the scope of stakeholders that could participate in the evaluation. However, this did not significantly impact the evaluation findings as the documentary review was used to complement.



Photo: UN Women

3. FINDINGS

3. FINDINGS

This section presents the findings of the evaluation. It is organized according to the evaluation criteria.

3.1 Design

This section assesses the validity of the theory of change by exploring the strength of the

causal linkages. It also reviews the monitoring and evaluation plan for the project.

3.1.1 Project theory of change and results framework

Does the project have a clear and adaptable theory of change/logic model?

FINDING 1:

The project's theory of change was sound and demonstrates cumulative learning of UN Women through Wanawake Phase I. However, the TOC needed to address local political participation and support to women leaders at this level more explicitly to ensure effective leadership.

The theory of change was clear and addressed the main drivers of limited women's participation in leadership and decision-making, including the social norms on the role played by women in society and the related institutional and normative bottlenecks. It also addressed women's capacities – ensuring greater women's agency and confidence to participate in political leadership processes. The TOC demonstrates learning by UN Women, addressing weaknesses observed in WWI, including community-level gender transformative actions and strengthening male participation. The ToC, which was adopted from the UN Women Global Flagship, "Women Lead in Political Decision-Making" provided a comprehensive framework that outlined the necessary conditions and key actions required for the achievement of the four mutually reinforcing outcomes of the project. The broadness of the TOC allowed UN Women to establish partnerships and strengthen the influence of UN Women's global and regional initiatives, such as the African Women Leaders Network (AWLN). Partnerships included those with UNESCO and UNFPA to expand to adolescent girls and young women and with AWLN to support mentorship and women's leadership skills development.

Concerns were that the TOC leaned more towards national political positions

and ignored local-level leadership. Many respondents viewed women's participation in local elections and leadership as having untapped potential to transform women's participation in national political positions in the long term. Such an approach would require longer-term graduated thinking (beyond a project four-year cycle) about building traction at the bottom (local leadership participation) to influence women's participation in national-level political leadership processes.

The design of the community-level transformative work by the project is commendable and represents good practice. It strengthened the women's rights organizations and networks for women's right to participate in politics and leadership, with women themselves (through *Wanawake sasa champions*) and community leaders (traditional and religious) taking the lead. This was complemented by supporting greater media coverage of women's leadership and women leaders and targeting influential community members, such as elders and young men, through *boda boda* riders networks, as a strategy to engage with young men as change agents at the community level. These interventions increased women's participation in leadership positions and those vying to be elected for various political posts in their communities. While this is commendable,

the TOC did not adequately recognize or address the negative outcomes of women's participation, especially if gender norms have not been adequately addressed. This includes women's time poverty because of their expected productive, reproductive, and domestic roles. Respondents noted that there could be significant backlash for women newly installed in leadership positions if gender roles and other leadership expectations are not met. This could lead to women refusing to participate in such positions or, in worse cases, intimate partner violence (IPV).

The TOC focused on building capacities and instituting reforms. However, insufficient attention was paid to the sustainability of capacity developed and initiatives established. Training of women aspirants needed provisions for their continued training. The specifics of whom to do this require a more in-depth landscape analysis that appropriately determines institutions that can provide continued support within the political context of Tanzania. Initiatives at the local level, such as those for Social Behavior Change Communication (SBCC) messaging through *Wanawake sasa*, needed thinking about how to continue them sustainably. The evaluation found local council engagement and leadership variables across the sites visited. This speaks to an incoherent strategy for building local government leadership to support *Wanawake sasa* and community leaders.

The TWPG and UWAWAZA represent the most strategic entry point for the promotion of GEWE in the Parliament and ZHoR, as well as supporting the GEWE legislative agenda. Significant initiatives (provision of resources for implementing activities and dedicated support staff from the secretariat) have

been put in place by ZHoR to institutionalize UWAWAZA in the ZHoR, but TWPG still faces challenges. The TOC did not fully consider how to maintain its capacity sustainably. Developing a strategic plan for the institution was an important initiative. Nonetheless, the institution still faces challenges in funding.

Furthermore, most partners funding the TWPG disregarded its strategic plan to pursue their agenda. This weakens the capacity and ability of the TWPG to meet its objectives. Parliament secretariat staff seconded to the TWPG must prioritize between the TWPG and other responsibilities/funders, and the TWPG, because of low funding, is provided less attention. The TOC needed to explore how the sustainability of the TWPG could be maintained in such a context – including amplifying the small funds of UN Women to improve the coordination of support and administrative support to the TWPG.

The project's TOC was based on situation and social norms studies for women's participation in leadership conducted before project design, providing a strong foundation for the project's implementation. Despite the challenges posed by the declining multi-party democracy and the shrinking space for political reforms, the project made significant progress toward promoting women's participation in leadership. The project worked tirelessly to navigate these challenges. Although it could not work directly with political parties and electoral management bodies, the project could still influence intra-party nominations, an important process in promoting WLPP. The project's dedication to achieving its objectives, even in the face of significant obstacles, is a testament to the strength of its design and implementation.

FINDING 3:

The Steering Committee provided the opportunity for joint strategic decision-making in this difficult context.

The project had a Steering Committee. The Head of Cooperation co-chaired the Steering Committee for the Embassy of Finland and the UN Women Representative. It was com-

posed of Heads of Cooperation for Finland, Sweden, and Switzerland, Mission Director USAID, Permanent Secretaries - Ministry of Health, Community Development, Gender,

Elderly and Children and Ministry of Empowerment, Social Welfare, Youth, Women and Children- Zanzibar and Executive Director of implementing partners of the project. The committee's primary objective was to provide oversight and discuss the strategic orientation of the project and make suggestions to the project on improvements, relevance, and impact per the objectives, approach, and scope of the project as set

out in the Project Document. The Steering Committee membership allowed all primary stakeholders to contribute to project implementation. During these meetings, adjustments to the project included focusing on local government elections, strengthening the mentorship of elected women that have undergone training, and increasing support to male champions¹¹.

Is the results framework Specific, Measurable, Achievable, Realistic, and Timebound (SMART), clear and logical? Are the formulated outputs and outcomes clear and realistic? Are they measurable, and do they respond to the needs identified? Do all results have sufficient, clearly defined, measurable indicators and targets? Does baseline information exist, or what are the provisions for generating baseline information?

FINDING 4:

Overall, the results framework, including its indicators, was clear and allowed the project to measure its performance adequately.

The project's results framework had indicators and targets to be achieved by 2022. Most indicators are Specific, Measurable, Achievable, Realistic, Timebound (SMART), clear, and logical¹². All results (outcome and output level) had indicators to measure progress. Certain indicators could have been better crafted, or the project had no systems to measure them. The indicator, "*# of target community members who strongly agree that women should have the same chance of being elected to political office as men,*" is SMART. Still, the project did not have a system for collecting information on this indicator. This is a survey indicator, yet neither UN Women nor its partners undertook online surveys to measure this outcome indicator. Some indicators, such as "*# of dialogues and*

advocacy initiatives on women's political participation supported by religious and grassroots women leaders and community leaders" and "*# of CSOs, networks and academic institutions supporting women leaders,*" seem too vague to monitor.

There was no budget for the baseline. The project implemented partner-level budgets through situational studies to obtain baseline values for some community-level indicators and secondary data review for some indicators, as most depend on secondary data. At the output level, others were based on collecting indicator data at the implementation point, so these baselines were "0".

FINDING 5:

The achievability of these outcomes was variable due to the prevailing political climate.

Provisions were made to ensure Outcome 2 supported the achievement of Outcome 4. This included revising the criteria used by political parties to nominate women aspirants to undergo training that the University of Dar Es Salaam coordinated. The new criteria ensured women with greater

chances of women were nominated by their political parties instead of the past (during WWI) when parties had no specific guidance. This ensured a cohort of capable women cadres established and directly contributed to outcome four on "*Women are promoted as leaders in gender-sensitive political*

¹¹ See Steering Committee Minutes for September 2019, September 2020, and June 2021.

¹² The indicators are able to provide sufficient information to measure achievement of the result (output or outcome)

institutions". Outcome 1 was a challenge to achieve due to the political environment that persisted during the majority period of the project (2017-2021), as detailed earlier under Finding 1 and 2. There was a very limited appetite for political and electoral reforms. The government did not formally request electoral assistance, limiting the project's ability to work with electoral management bodies. Outcome 3 was achievable, given

changes observed at the community level (see Section on Effectiveness). However, the ability of the project to measure changes in attitudes and behaviour was particularly challenging, especially in the absence of a project-wide baseline and an area for improvement in the next project. Of course, this is inherently a difficult area requiring innovations in measurement and flexibility beyond "numbers".

3.1.2 Monitoring and evaluation

Does the project have a complete Monitoring, Evaluation, and Research (MER) Plan to gather and systematize the information with defined responsibilities, sources, and periodicity?

FINDING 6:

The results framework is incorporated in the Strategic Note (SN) Annual work plan as the key project delivering results under thematic area 1 of the SN 2017-2020.

The project operated within a results framework that delineates project outputs and outcomes. Being the flagship project for UN Women Tanzania Country Office's WLPP thematic area, the results framework is incorporated in the office's Development Results Framework (DRF). This provided a platform for ensuring the availability of a clear measurement framework for the

project. The assessed results framework for the project also identifies key indicators for each output and outcome. The project utilized the MER plan for the Strategic Note (SN) 2017-2022, implemented and regularly updated during the Annual work planning cycle. However, the MER plan lacked clearly defined data sources and periodicity.

3.1.3 Leaving no one behind

Does the design meet the needs of disabled/young women: were their special needs identified in the beginning and considered when designing the project?

FINDING 7:

There were initiatives to incorporate young women and women with disabilities in the project, such as the partnership with AWLN and provisions for recruiting persons with disabilities in specific training and project activities.

There was recognition from UN Women and partners on the need to include women with disabilities and young women. Conversations on this are also clear from the minutes of SC meetings. There were initiatives to include young women, such as through the partnership with UNESCO and UNFPA (through funding from Swedish

International Development Agency (SIDA)). Women with disabilities were also included in aspirant training in the project's Leaving No One Behind (LNOB) strategy.

3.1.4 Stakeholder involvement in the design

How were the stakeholders involved in the design process?

FINDING 8:

Key stakeholders were involved in the design of the WWII project.

Stakeholders (development partners and CSOs) confirmed being consulted during the design of WWII. This included a stakeholder workshop that considered the evaluation findings, recommendations, lessons learned, and the implementers' own experiences to

build a frame for the design of the second phase. Stakeholders were not called to validate the design of an area, especially those in government and CSOs thought it would have been important to refine the intervention further.

3.2 Relevance and coherence

This section measures how the program met beneficiary needs and responded to changing contexts.

3.2.1 Alignment to country needs

Has the project addressed the relevant needs in the country, including the special needs of disabled and young women and women first time entering political life?

FINDING 9:

The project outcomes directly addressed the main bottlenecks for WLPP in the country.

The need for WLPP in Tanzania was obvious. Women are disproportionately left behind in leadership (in politics and non-political spaces). Limited women's agency, leadership skills, and confidence from their marginalization from gender norms that place them in domestic and reproductive roles are bottlenecks for their participation. Male dominance in decision-making creates additional and significant barriers for women to enter and participate in political and other leadership. Due to their domestic and reproductive roles, women face significant challenges in raising the capital required to compete with their male counterparts. Legislation and policies have remained discriminatory, not fully recognizing the gender inequities in political processes. Notable legislative changes, such as introducing special seats for women, have improved the situation. However, women's

participation has largely been relegated to these special seats as their capacity to compete in general positions is limited. As a result, as noted earlier (Section 1.1.2), women make up only 9.8% of elected MPs and 6.5% of elected council representatives.

The project rightfully addresses these challenges and needs through the four outcomes:

- ▶ **Outcome 1:** Legislative Frameworks and arrangements promote gender balance in elections and decision-making bodies
- ▶ **Outcome 2:** A cadre of interested, diverse, and capable women political leaders is formed.
- ▶ **Outcome 3:** Women are perceived as equally legitimate and effective political leaders as men
- ▶ **Outcome 4:** Women are promoted as leaders in gender-sensitive political institutions

FINDING 10:

Despite the strong link between underlying causes for women's participation in politics and leadership, there remained specific challenges with fully addressing young women's unique challenges.

Throughout the project, the need to enhance the participation of adolescent girls, young women, and women with disabilities (WWD) became apparent. *Wanawake Sasa* highlighted how they faced difficulties enrolling young women or involving them in leadership positions¹³. GBV in politics and perceptions that young women who participate in politics are of loose morale was raised by partners and

Wanawake Sasa as significant barriers to young women's participation. Partnerships with AWLN, UNICEF (adolescents), UNESCO (journalists and media), and UNFPA (young women) were established to address the challenge. However, they were still significantly addressing this critical gap as the partnerships were established in the last two years of the project.

FINDING 11:

Project implementation was dynamic and relevant as the operating environment was ever-changing due to the country's global COVID-19 pandemic and political changes.

The project operated in a dynamic context requiring flexibility in implementation. This included the restricted space for civic participation, multiparty politics, and women's participation in politics (2018-2020), the COVID-19 pandemic, which slowed implementation (2020 – 2021), and the new political dimension that removed many of the restrictions in the democratic space (2021). The project's agility in addressing this changing context was reflected in its ability to adjust interventions during COVID-19,

including the use of innovative approaches for reaching communities, such as the *Wanawake Sasa* mobile application. The project took advantage of UN Women's clout and respect in government and strong collaborations with the women's rights organizations and academic institutions to facilitate training of women aspirants, EMB staff, and support for legislative reviews, something that CSO partners would have found challenging during the restrictive period.

Have new, more relevant needs emerged that the project should address? Did UN Women take stock of the lessons learned during the project and take any actions?

FINDING 12:

Several new areas or needs emerged during implementation, including the need for emphasis on local-level political participation, opportunities brought by the presence of a female president, and the need to incorporate young women and adolescent girls.

The focus on local government is the most significant new need arising from the project implementation. UN Women have used the lessons from WWII, particularly the need to invest in local leadership and address social norms undermining women's participation in leadership processes. These lessons have led to a new project financed by Finland promoting WLPP at the local level.

In addition, advocacy interventions were implemented in 2020 during COVID-19 working with AWLN Tanzania Chapter to promote the protection and safety of women as caretakers and healthcare providers and the need to ensure gender-responsive prevention and recovery. AWLN published seven articles in the national newspapers to promote women's participation in leadership

13 See Minutes of Steering Committee, September 2019

and GEWE on the following topics: i) the Importance of women's leadership in COVID-19 response and recovery; ii) Unpaid domestic care work during COVID-19; iii) the Role of women in peace and security; iv) Women, peace and security (Web editorial article); v) Agriculture as a key sector for women's empowerment; vi) Need to prioritize women's leadership and political participation in the 2020 General Elections (Opinion editorial); and vii) Advocacy for gender-equal cabinets (Opinion editorial).

Other new needs emerging and need to be harnessed in a new project include:

- ▶ **The presence of a woman president who is passionate about GEWE and WLPP, as one respondent put it, “We have the catalyst for change; we just need to push”.** There was consensus among stakeholders that the current regime presents the greatest opportunity for Tanzania to advance WLPP and needs to be taken advantage of. This includes using the current atmosphere to speed up legislative reforms, organizational policies, and guidance for political parties and electoral management bodies.
- ▶ **Training of TWPG members and UWAWAZA is important but needs to be complemented by mentorship support.** TWPG and UWAWAZA members appreciated

the individual capacity development support provided through the project. Still, they required mentorship support, a role that can be played by senior women MPs past and present. It seems the challenge is not the presence of a mentorship programme but the structure of the mentorship support. There are no review processes to measure the performance of different mentees. Although action plans are developed, they are rarely followed up. A system that can improve oversight on implementing the mentorship programme will enhance its effectiveness.

- ▶ **Male champions have been active in both parliaments. Still, they lacked a coherent strategy to support them in reaching out to other men:** It was clear that male champions were engaging other men, as noted in KIIs with male champions in the National Assembly. They also raised motions in Parliament on women's issues during budget or other legislative debates. What was clear was that the level of engagement varied among male champions. Given their motivation, support with tools and guides for them to use in engaging their male counterparts coupled with monitorable action plans will greatly improve the effectiveness of this strategy.

“Now more men are raising motions in parliament. I have seen a big rise since the first male champions were enrolled.” **KII with a male champion in the ZHoR**

“I have been talking to other men about the importance of ensuring gender is mainstreamed in policy and legislation, but I have not been consistent, to be honest. Sometimes if you are debating on a certain issue, you need the information to make your argument for gender strong, but this is not always available.” **KII with the male champion in the NA.**

- ▶ While the project tried to include young women and WWD, there was still a gap in ensuring this was achieved across the project. Respondents noted the need for enhanced focus on adolescent girls and young women to support long-lasting change for women's individual capacity for leadership. This gap was also noted in the midterm review of the United Nations Development Assistance Plan

II (UNDAP) in 2019, leading to the review of the WLPP outcome of the UNDAP to incorporate adolescent girls' capacity for leadership.

- ▶ **Throughout the project, there was an increase in agencies working on WLPP in the country targeting the same stakeholders and implementing close to similar interventions, with, in many cases, similar objectives:** It was reported during KIIs

that the change in the political environment in Tanzania led to an increase in funding and the diversity of women rights organizations supporting WLPP. This calls into action enhanced coordination of these actors by UN Women to improve coherence and remove

duplication. For example, while UN Women supported legislative reviews, other women's rights organizations did the same. CSOs were also working with political parties to enhance their gender responsiveness.

3.2.2 Align with beneficiary requirements.

To what extent the project results are consistent with beneficiary requirements, that is, women's leadership and Political Participation, including Leaving No One Behind (LNOB) and the needs of young people?

FINDING 13:

The project has managed to establish a cohort of capable women leaders

Changes were observed at the community level regarding shifting perceptions and attitudes on women's participation in leadership and politics (see Section 3.3.1 and 3.3.2 for specific evidence of these changes). Both have led to more women aspiring to be candidates and competing in various

elections and leadership positions. Women parliamentarians in women's caucuses in both the Zanzibar and mainland Parliament viewed the project as particularly useful in enhancing their capacity to advance women's issues in parliament.

3.2.3 UN Women positioning

How is UN Women positioning itself within the national needs, UNDAP priorities, and other UN agencies?

FINDING 14:

UN Women has played a central role in promoting WLPP within the UN, leading to other UN agencies (UNFPA, UNESCO, and UNICEF) mainstreaming it in their programmes.

Most IPs, development partners, and UN agencies consider UN Women to be strategically positioned. UN Women was leading an Outcome on WLPP within the UNDAP II. The Outcome was delivered by four agencies – UN Women as the lead, UNFPA, UNESCO, and UNICEF. Through this platform, UN Women has ensured coordination of WLPP within the UN. Such coordination has enhanced participating agencies' focus on WLPP, which was not of traditional focus. This has expanded the

target groups and reach of WLPP by the UN. UNICEF implemented some initiatives to build adolescent girls' leadership skills through the "Speak up" project (*Tuseme* project). As noted earlier, the joint WLPP project between UN Women, UNFPA, and UNESCO targeting adolescent girls provides the potential for scaling the targeting of adolescents, a key gap in WLPP programming in the country. The coordination role of UN Women was noted as effective.

FINDING 15:

UN Women was the go-to institution for normative dialogue because of its convening power that emanates from being a UN agency.

UN Women had a strong technical in-country capacity (with several specialists contributing to the project), with the potential to draw from its regional and international skills pool. This placed it at a significant advantage for advancing WLPP in the country. One respondent said, *“They always look at the available opportunities – they are known and credited with skills in normative dialogue.”* The country office also adapted the UN Women global training manual for women aspirants and a Handbook to the Tanzanian context, which enhanced the quality of training, demonstrating

the strength of the local, regional, and international linkages within UN Women. Internally UN Women leveraged its portfolio to support the project. This included linkages between the project and other normative work of the organization, e.g., high-level policy advocacy using the AWLN as a tool for raising the voices of women, use of the technical assistant seconded to the TWPG to support UN Women’s entry into parliament as well as supporting the TWPG in its initiatives; and link with GBV portfolio to address GBV in politics among others.

3.2.4 Ownership of stakeholders

FINDING 16:

There was evidence that stakeholders took up project concepts to demonstrate ownership.

CSOs working on community-level gender transformation (WiLDAF and TGNP) have secured funds to replicate the interventions implemented under WWII. However, communities still view the interventions as IP activities and were looking forward to interacting with the IP, who would help them to continue the work. k. The IPs worked closely with local councils, but ownership is variable, with some community development officers still viewing this as an IP project. Despite this, working in politics is challenging for community development officers (CDOs) as there is a risk of being perceived as supporting one party than the other. Thus, the level of disengagement by some CDOs could be from attempts to avoid this risk.

The women caucuses displayed different levels of ownership towards the project. The TWPG in the National Assembly, in addition to receiving support from other partners, actively collaborated with UN Women to enhance their capacity. Although there were challenges in securing funding for their activities, they have demonstrated a commitment to implementing their strategy. The Zanzibar House of Representatives had a resource mobilization plan and made significant efforts towards raising funds to implement their strategic plan. Similarly, UWAWAZA demonstrated its intent to diversify its funding sources through the development of a resource mobilization plan, which is expected to yield positive results in the

3.3 Effectiveness

3.3.1 Achievement of outputs and outcomes

Did the project make sufficient progress toward its planned outputs and outcomes spelled out in the AWP? Did the project achieve its planned outputs upon completion?

FINDING 17:

WWII met most of its targets with significant progress achieved in Outcomes 2, 3, and 4. While political will to make the wholesome changes envisaged in Outcome 1 remained a significant bottleneck, the project achieved significant progress.

Table 6 presents the project's progress on planned output and outcome targets. This was validated through interviews with stakeholders and the two validation meetings of the evaluation report. Per the targets, the project performed well in Outcomes 2 and 3, with most targets being met. Progress in Outcome 1 was undermined by slow processes within political parties to adopt new provisions in the Political Parties (Amendment) Act of 2019 and to amend elections-related laws to ensure gender responsiveness. A symptom of the hostile political landscape in the country. The Act integrates provisions promoting women's leadership and political participation, including preventing Violence Against Women in Politics (VAWP). The Act now requires political parties to adhere to principles of non-discrimination, gender equality, and social inclusion. Specifically, Section 6A (5) requires political parties to

ensure gender and social inclusion in 1) formulation and implementation of policies, 2) nomination of candidates for elections, and 3) election of leaders. The political will to do so remains weak. Significant work was done by Women Fund Tanzania (WFT) in reviewing the legislation. This included a review of five laws: the National Elections Act, the Zanzibar Election Act, the Local Government (Elections) Act, the Local Government (District Authorities) Act, and the Local Government (Urban Authorities).

Under Outcome 2, training women political aspirants was severely constrained by COVID-19-induced restrictions on gatherings, resulting in unmet targets.

Further details on UN Women's contribution to observed outcomes are described in Table 7. The evaluation did not observe any unintended effects of the project.

Table 6:
Progress on outcome and output targets

Output	Indicator	Baseline	Target Dec 2021	Achieved	Status (%)
					Red - off target (below 50%) Yellow – some progress but off target (51-80%) Green – target met (above 81%)
Outcome 1 - Legislative Frameworks and arrangements promote gender balance in elections and decision-making bodies.	Outcome 1: Status of integrating gender and PWD responsive provisions in the following legislative frameworks: Election Expenses Act, Political Parties Act, National Elections Act, Local Government Election Legislation, New Constitution	The principle of 50-50 representation of women were integrated into the new proposed Constitution, as well as gender equality and social inclusion principles within the proposed reviews of the Elections Expenses Act (EEA) and the Political Parties Act (PPA)	No Target	As a baseline	
Output 1.1. The capacity of key stakeholders to review and integrate gender equality principles in laws and regulations is strengthened	1.1: # of initiatives undertaken to promote women's political participation and decision-making	8	11	7 ¹⁴	63.6%

14 (i) capacity of NEC and ZEC was strengthened; (ii) a position paper and a matrix with recommendations on gender principles; (iii) gender analysis of the Elections Regulations and Code of Conduct; (iv) 2019 the capacity and knowledge of 289 (232 female and 57 male) key stakeholders were strengthened from both Mainland and Zanziba;(v) advocacy initiatives informed by the findings and recommendations of the gender analysis of the five election laws were implemented; (vi) awareness of 38 members of the Zanzibar House of Representatives (26 female, 12 male champions) was strengthened; (vii) supported the NEC to develop its first Gender Strategy (Source: Wanawake Wanaweza II Final Project Report To: The Ministry for Foreign Affairs of Finland, 2021 pp.15-18).

Output	Indicator	Baseline	Target Dec 2021	Achieved	Status (%)
Output 1.2: Enhanced capacity of political parties to promote gender balance in political leadership.	1.2: # of political parties that develop/adopt tools (policies, procedures, manifestos) to promote women's participation	22	22	19	86%
	1.2B: # of initiatives undertaken by women wings to promote gender-responsive leadership	0	3	0 ¹⁵	0%
Output 1.3: Strengthened capacities of key stakeholders (Police, Judiciary, EMBs, ORPP, Political Parties, CSOs) to design and implement initiatives to mitigate Violence Against Women in Politics (VAWP)	1.3. # of new initiatives developed and/ or being implemented to monitor and mitigate Violence Against Women in Politics (VAWP) with UN Women's support	3	6	6 ¹⁶	100

15 No initiative taken by women wings is reported. Instead, a study on the functioning and effectiveness of women wings was conducted and key challenges facing the wings identified (Ibid pp. 19-20). Since the aim of the study was to trigger dialogues within and outside political parties and inform the restructuring needed to make the women's wings stronger and better able to implement their mandate to promote women's effective leadership within political parties and beyond, initiatives by the wings will only be realized in the future probably in the next project phase i.e WLPP III.

16 The capacity of 450 key stakeholders was strengthened through training; (ii) The stakeholders discussed and developed critical actions, including the need to raise awareness on the impact of VAWP; (iii) strengthen laws against domestic and gender-based violence; (iv) incorporate issues of GBV and VAWP in electoral related laws; (v) introduce legislation to prevent, prosecute and eradicate VAWP; (vi) provide quality response services for victims and survivors (Wanawake Wanaweza II Final Project Report To: The Ministry for Foreign Affairs of Finland, 2021 p.20).

Output	Indicator	Baseline	Target Dec 2021	Achieved	Status (%)
					Red - off target (below 50%) Yellow – some progress but off target (51-80%) Green – target met (above 81%)
Output 1.4 Strengthened capacities of electoral stakeholders to promote gender balance in elections	1.4: # of tools (guidelines, codes of conduct, policies, and training) developed and adopted by the EMBs to promote GE	6	6	1 ¹⁷	16.6%
Outcome 2: A cadre of interested, diverse, and capable women political leaders is formed.	Outcome 2: % of political party leaders who are women (disaggregated by PWD and youth)	No baseline	No Target	No data collected	N/a
Output 2.1 Increased technical capacity of women to engage in leadership contests	2.1: # of women aspirants and candidates for Parliament and Council who report an increased capacity in leadership (disaggregated by PWD and youth)	845 aspirants and 713 candidates	1000 ¹⁸	733 ¹⁹ (26.7% MPs) and 537 (73.3% Councilors)	127%

17 NEC gender strategy developed, and Gender Analysis of 2020 Gen Election Regulations conducted.

The following was further done: (i) the capacities of eight senior staff (7 females and 1 male) strengthened; (ii) policy level advocacy to ZEC conducted; (iii) a position paper and a matrix with recommendations on gender principles to be integrated in the Election Regulations and Code of Conduct were presented; (iv) NEC committed to address the gaps and recommendations and suggested establishment of a taskforce comprised of key electoral stakeholders, including EMBs, to advocate for the revision of the regulations to reflect GEWE principles for the next elections (Ibid pp20-21).

18 UDSM as an implementing partner targeted to train 1,300 political aspirants this is in contrast to what the Results Framework Targeted, 1,000. The target was not met due to covid-19 which restricted gatherings and ongoing general election that made it hard to get participants as they were in campaigns and delay of funds (Aspirants Training Report, 2021).

19 Aspirants only. PWD (8(1%) Youth (139 (19.2%).

Output	Indicator	Baseline	Target Dec 2021	Achieved	Status (%)
					Red - off target (below 50%) Yellow – some progress but off target (51-80%) Green – target met (above 81%)
Output 2.2: Diverse network of support for women leaders created and sustained	2.2: # of CSOs, networks, and academic institutions supporting women leaders	0	5	5 ²⁰	100%
Outcome 3: Women are perceived as equally legitimate and effective political leaders as men	# of target community members who strongly agree that women should have the same chance of being elected to political office as men	TBD	TBD	No data. The indicator was not collected.	N/a
Output 3.1: Community and civil society understanding of gender equality and women's right to political participation is promoted.	3.1: # of dialogues and advocacy initiatives on women's political participation supported by religious and grassroots women leaders and community leaders	30	50	N/A ²¹ 125 ²²	125%

20 AWLN Network with 205 WROs in different parts of the country.

21 UN Women report only describes interventions such strengthening the capacities of influential and religious leaders, as well as the media, on GEWE, including gender-responsive reporting and monitoring of women's political participation and leadership as well as increasing community awareness on the importance of women's leadership. A total of 636 wards (67 in Zanzibar, 569 Mainland) gained better understanding about gender equality and women's right to political participation through the implementation of media programs and dialogues and advocacy initiatives at the grassroots level. But the number of these media programs, dialogues and initiatives is not stated (UN Women Report 2021 pp 27-28).

22 WIDAF Final Quarterly Report 1st April to 31st August 2021.

Output	Indicator	Baseline	Target Dec 2021	Achieved	Status (%)
					Red - off target (below 50%) Yellow – some progress but off target (51-80%) Green – target met (above 81%)
Output 3.2: Increased capacity of the media to report positive portrayals of women leaders and gender equality as a social goal	3.2: # of media outlets and journalists that report increased capacities on gender-responsive media coverage	75 media outlets and 150 media practitioners	75 media outlets and 200 media practitioners	-106 media outlets -254 media practitioners	141%
Output 3.3 The capacity of male politicians and public figures to promote GE and women's leadership is strengthened.	3.3: # of male MPs, political leaders, public figures, and opinion makers committed to taking action through the "HeForShe" campaign	TBD	TBD	197 MPs 0 Political leaders 0 Public figures 0 opinion makers	100%
Outcome 4. Women are promoted as leaders in gender-sensitive political institutions	% of leaders selected or appointed as Heads of selected Parliamentary Committees who are women (disaggregated by PWD and youth)	33%	50%	40%	80%
	# of motions and GEWE issues/discussions initiated by women MPs	1	20	11 ²³	55%

23 3 private motions & 8 GEWE issues raised in Parliament

Output	Indicator	Baseline	Target Dec 2021	Achieved	Status (%)
Output 4.1 Enhanced capacities of elected women to apply leadership skills	4.1 % of female members of Parliament attest to increased leadership capacities and skills as a result of mentoring/ coaching sessions supported by UN Women (disaggregated by PWD and youth)	0	100%	33%	Red - off target (below 50%) Yellow – some progress but off target (51-80%) Green – target met (above 81%)
Output 4.2. The capacity of key legislative institutions (Parliamentary Committees, Women Caucus, Speaker of Parliament's Office, Secretariat of the Parliament, National Assembly) to advance women's leadership is strengthened.	4.2. # of initiatives adopted by parliamentary bodies (Legislative Parliamentary Committees/ Women Caucus/ Speaker of Parliament's Office/ Secretariat of the Parliament, National Assembly) to advance women's leadership	0	15	15 ²⁴	

24 Conducted a comprehensive gender audit and gender capacity assessment of the institutions; (ii) adoption of a Gender Strategy for the NA and ZhoR; (iii) adoption Action Plan for the NA and ZhoR; (iv) Developed a Handbook on Gender Mainstreaming for the NA; (v) a Draft Handbook on Gender mainstreaming for ZHoR is under development; (vi) a gender analysis of NA Standing Orders; (vii) identified Critical GEWE principles to be included in the parliamentary Orders (viii) GEWE principles debated in the Parliament and submitted to the Office of Speaker for further processing; (ix) conducted, gender responsive scrutiny of two bills (Plant Health and Pesticides Bill, 2020, and the Deep- Sea Fisheries Management and Development Bill, 2020); (x) TWPG was supported to conduct a comprehensive review of their 2015 – 2020 Strategic Plan (SP) (xi) TWPG supported develop SP 2022 – 2026; (xii) TWPG identified discriminatory laws and policies that they should target over the coming five years (xiii) TWPG has set four ambitious goals to improve the selected discriminatory laws and policies, aiming to integrate women's rights and gender equality provisions that align with CEDAW principles and other global commitments to advance GEWE; (xiv) TWPG also committed to influence national and sectoral policies, plans, and budgets with the aim of making them gender transformative (xv) TWPG committed to increasing women's leadership and participation in decision making through the legislative, budgetary, and policy frameworks (NU Women Report 2021 pp. 32-4).

The following sections highlight the project's key achievements under each outcome.

Outcome 1: Legislative frameworks and arrangements promote gender balance in elections and decision-making bodies.

FINDING 18:

The project progressed in engendering political party legislation, NEC, and supporting political parties in kickstarting discussions and actions on Violence Against Women in Politics (VAWP). Challenges include political parties' reluctance to implement gender-responsive strategies fully, and the capacity of EMBs for gender-responsive planning and implementation of programmes remain.

The project supported the development of a Gender Strategy for the National Electoral Commission (NEC). This is accompanied by an analysis of the 2020 Election Regulations. At the time of doing this evaluation, plans were underway to launch the gender strategy. However, NEC raised concerns about the capacity to fully implement the gender strategy, which will require investments to shore up internal capacity. NEC also committed to addressing the gaps and recommendations from the analysis results of the 2020 Election Regulations. It promised to set up a task force to revise the election regulations to reflect Gender Equality and Women Empowerment (GEWE) principles during the next elections 2025.

The project provided capacity-building support to political parties to promote gender balance in political leadership, including the importance of adopting policies and reforms that advance women's leadership and political participation. As a result, three political parties (CCM, CHADEMA, and ACT-Wazalendo) adopted measures to promote WLPP and GEWE in their Election Manifestos²⁵ in 2020, including provisions that specifically promote WLPP.²⁶ While these changes are noted among the three biggest political parties in Tanzania, political parties in the country are still reluctant to fully adopt and implement gender-responsive policies in

their constitutions, policies, procedures, and practices. One respondent working with political parties noted that highly male-dominated parties are unwilling to make meaningful policy changes to ensure gender equality, as this would mean allowing women to take these men's power positions.²⁷ One political analyst summed up the context: *"Where there is power, women are not"*.²⁸

Although there are still bottlenecks for women's participation in political leadership positions within political parties, there was an increase in women candidate nominations in political parties from 19% in 2015 to 24% (298 nominated women) in the 2020 general elections.²⁹ Despite this general increase, some political parties have lagged. CCM nominated only 25 women out of 264 constituencies in the 2015 and 2020 elections.³⁰ CHADEMA, on the other hand, nominated 58 women out of 264 constituencies in 2020, an increase from only 13 women candidates in 2015. CCM is particularly important as the party most likely to win elections. The lack of increase in women nominated to compete in elections calls for enhanced support, especially working with women's wings and party leadership. Regardless of the political context, women's nominations increased from 19% in 2015 to 24% in 2020. While the various capacity-building interventions at the party level and

25 Although these parties' manifestos included principles of GEWE including promising a 50-50 representation once elected such as ACT Wazalendo, these have remained on paper and most statements remain to be general lacking specific practical commitments. For a detailed gender analysis of the three party manifestos, see report by TGNP Mtando , 2020.

26 UN Women Wanawake Wanaweza II Final Project Report: Report To: The Ministry for Foreign Affairs of Finland 2021 (p. 18).

27 Interview with IP from CSO.

28 Alexander Makulilo (2020) "Where There Is Power, Women Are Not": Rethinking Women and Politics in Tanzania, [The African Review](#) Online Publication 21 Jan 2020.

29 Ibid p. 18. See also Report of the National Electoral Commission on the 2020 general elections in Tanzania.

30 Report of the National Electoral Commission on the 2020 general elections in Tanzania.

individual women aspirants contributed to the increase in women nominations, it is challenging to attribute the increase in candidate nominations to this alone. An interview with a woman aspirant and candidate from CHADEMA revealed that the party encouraged its women to contest for direct seats in return for being considered for Special Reserve Seats (SRS).³¹

WWII laid the foundation for actions that addressed VAWP. This included principles of the Political Parties (Amendment) Act 2018 and the inclusion of VAWP in the NEC policy. Stakeholders also discussed and developed critical actions, including the need to raise awareness on the impact of VAWP; strengthening laws against domestic and gender-based violence as well as election-related laws to incorporate issues of GBV and VAWP; the introduction of legislation to prevent, prosecute and eradicate VAWP; and providing critical services to victims

and survivors.³² However, more still needs to be done to enhance monitoring of the implementation of action plans developed by stakeholders and further capacity building at the organizational and institutional levels to address VAWP in the country.

The project also strengthened the capacities of electoral stakeholders to promote gender balance in elections. The fact that NEC accepted to develop its gender Strategy was a significant milestone. Another notable achievement was that four women were included in the Zanzibar Election Ethical Committee for the first time in history because of policy-level advocacy to ZEC conducted by TAMWA Zanzibar with financial and technical support from UN Women.³³ While this was a significant change by the project, it remains to be institutionalized through reforms of appointment procedures that would ensure such gains are protected and sustainable.

The plurality of achievements under this outcome are summarized in Box 1.

Box 1: Summary of WWII achievements under Outcome 1

Results under this outcome included:

- ▶ The Political Parties (Amendment) Act that was adopted in 2019 and integrates principles for promoting WLPP and mitigating VAWP;
- ▶ A gender analysis of the 2020 Elections Regulations and Code of Conduct was conducted. Findings and recommendations were shared with NEC, ORPP, and other stakeholders;
- ▶ The 2020 National Gender Policy was developed by the Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC), with UN Women providing substantive technical and financial support;
- ▶ Gender Mainstreaming Guidelines for Public Service were developed with technical and financial support from UN Women in collaboration with The United Nations Development Programme (UNDP);
- ▶ Policy-level advocacy by women's rights organizations (WROs) in collaboration with the African Women Leaders Network (AWLN) Tanzania Chapter led to the acceptance of the 40% allocation of women Members of Parliament (MPs) for special seats, 10% more than the percentage provided in the Constitution which is significant progress towards the goal of 50/50;
- ▶ Three of the main Political Parties (CCM, CHADEMA, and ACT- Wazalendo) adopted measures to promote WLPP and GEWE in their 2020 General Elections Manifestos; and
- ▶ Increased nomination of women for Parliament positions from 19% in 2015 to 24% (298 nominated women) in 2020.

31 Interview with a woman aspirant and candidate, 10 November 2022, Dodoma, Tanzania.

32 Women's Leadership and Political Participation (WLPP) Wanawake Wanaweza Phase Two, Tanzania Country Office Report Number IV, UN Women Donor Report, 2021 p. 13; UN Women Wanawake Wanaweza II Final Project Report p. 18

33 UN Women Wanawake Wanaweza II Final Project Report: Report To: The Ministry for Foreign Affairs of Finland 2021 (p. 21).

Outcome 2: A cadre of interested diverse, and capable women political leaders is formed.

FINDING 19:

Many women political aspirants and candidates were trained, creating a large pool of capable women. Creating the AWLN Tanzania Chapter provides opportunities for taking advantage of a conducive environment to promote WLPP.

The project managed to train 733 women political aspirants. Aspirants' training reports show that 349 (48%) of all trained women picked up the form compared to 40% of trained aspirants in 2015. Among these, 196 (56.16%) of those who picked up the forms were planning to run as councilors, while 152 (43.3%) were planning to run as MPs. Also, two trained aspirants picked up forms to contest as presidential candidates; NEC nominated one to be among 14 presidential candidates. Among those who picked up the forms, 71% were nominated by their respective political parties.

Moreover, out of 22 directly elected women MPs, 19 were trained, equivalent to 86.3%. The status of four elected women MPs on whether they were trained is yet to be established. Of the 67 special MPs seats, 28 were trained (42%).³⁴ This created a pool of capable women cadres that could compete for elections. While the training was at the national level, the focus on local councils may need a different cost-effective approach to training due to the large numbers of candidates compared to parliament positions.

Notable past participants of MP training programmes were the Tanzanian female president at the time of the evaluation, the speaker of the National Assembly who was female, and the head of the TWPG at the time of the evaluation.

The project also aimed to create and sustain a diverse support network for women leaders. Through the project, UN Women established and operationalized the AWLN Tanzania chapter. The network has a diverse

membership comprising: 257 members from 205 Women's Rights Organizations (WROs) in different parts of the country.³⁵ This diversity and magnitude of AWLN chapter membership is key to bringing women together and promoting their rights as one. As noted earlier, the intergenerational dialogues, advocacy roles, etc., held and played by AWLN are important. While the chapter was established, it was still in its infancy and needed support to entrench further institutional capacities and influence in the Tanzania political space. Opportunities exist with a conducive environment for WLPP mainly due to a female president who wants to see more women participating in political leadership, as exemplified by the increase in female ministers, including the first-ever female minister of defence. Here mere presence at the helm of political leadership in the country was also inspiring women on the ground and has become a reference point for the capacities of women to lead. In discussions with *Wanawake Sasa* in Mwanza, they noted challenges with the communities accepting women leaders. However, they would use the reference of the female president, which in many cases, made communities understand the possibilities easier. This context presents AWLN with a challenge as well as opportunities. The challenge is ensuring leaders' engagement at the highest level, including in political parties, to advance WLPP through legislative and organizational reforms. The opportunity is to use the current conducive environment to engage and build a mass of women – including adolescents and young women – that are inspired to take up leadership posts in and outside politics.

34 Women's Leadership and Political Participation Project (WLPP) II, Aspirants Training Report, 2021 pp. 21-23.

35 UN Women *Wanawake Wanaweza* II Final Project Report p.25.



A team of Wanawake Sasa champions. Photo: Courtesy of WILD AF

Outcome 3: Women are perceived as equally legitimate and effective political leaders as men.

FINDING 20:

The project managed to change attitudes toward women's participation in leadership in targeted communities. This was supported by community mobilization and positive portrayal of women and gender issues in the media.

Under Outcome 3, comprehensive, diverse, and context-specific community sensitization programs and media advocacy were conducted in both Mainland and Zanzibar. These community outreach and advocacy programs ensure women are perceived as legitimate and effective leaders. Diverse campaign strategies were designed and helped to change societal perceptions. The Wanawake Sasa Champions in Mainland Tanzania and Wanaume wa Mabadiliko (Male

Change agents) in Zanzibar were notable campaign strategies.

By 2021, community members in 636 wards (67 in Zanzibar, 569 Mainland) better-understood gender equality and women's right to political participation by implementing media programs, dialogues, and advocacy initiatives at the grassroots level).³⁶

36 Wanaweza II Progress Report 2021 to: The Ministry for Foreign Affairs of Finland p. 17

Table 7:
Community outreach and media advocacy per IP

IP program	Total	Female	Male
WiLDAF outreach	261,750	128,000	133,750
TAMWA Mainland activities, except for Radio	5,368	2,959	2,409
TAMWA Mainland- Radio outreach	12M	4.2M	7.8M
TAMWA ZANZIBAR	1,930	1,055	875
HeForShe male Champions	197	-	197
Media personnel	264	120	134
Total	12,269,302	4,332,134	7,937,365

Source: Data from all UN Women Trainings on Outcome Three.

As presented in Table 7 above, over 12 million people were reached by the community and radio sensitization programs.

Community interventions have significantly impacted increasing women's willingness to take up political and other community-level leadership positions. Discussions with *Wanawake Sasa* and *Wanaume wa Mabadiliko* in all three regions visited (Pemba [Zanzibar], Mwanza, and Dodoma) showed how community mobilization impacted women's aspirations for political leadership. In Misungwi, Mwanza, more women had contested for CCM local leadership positions. Previously, women would not pick up the nomination forms to contest the district chairmanship. In 2022 after support from the project through *Wanawake Sasa*, six women could do so. Although none won the position, they were incorporated into

the district committee, with one being the branch chairperson. In the village of Mwambola of Misungwi, a woman was elected as village chairman for the first time. *Wanawake Sasa* noted that selecting the woman was difficult and required persistent community engagement on the possibility of women in leadership. These examples were commonplace in Mkoka Dodoma and Pemba, where the evaluators visited. In Mkoka, Dodoma region, 9 of 25 village assembly committee members were women. Previously, just having a woman aspiring to be a leader was a challenge. Having nine women on the village committee was an extraordinary achievement within the two years of operation for the *Wanawake Sasa*. Past challenges noted by respondents were that husbands could not let their wives participate as they feared they might become stubborn or promiscuous.

"When CCM held its elections of district leaders, for the first time, a woman won the secretary position. Among the youth, their chairman is a woman, while the village council leader is now a woman. More women were contesting these elections than in the past. In the previous years, women were not allowed to contest; if they did, they were seen as prostitutes or women of loose morals." **FGD with Wanawake Sasa group, Usagala, Mwanza.**

Male attitudes were changing due to the engagement by *Wanawake Sasa* and *Wanaume wa Mabadiliko*. The ability of the project to engage influential males (*Viongozi* group)

in communities (general men with influence, community leaders, and *Boda Boda*³⁷ drivers) and raise a group of committed women volunteers were key in facilitating change.

37 Motorcycle taxis.

“Difficult at the beginning – using these different categories, e.g., men talking about women’s issues, was a plus.” FGD with Community leaders, Mkoka, Dodoma.

“The previous village chair was a man and did not support women to be leaders (idetemya³⁸), but after we engaged him before the new elections, he completely changed his mind and supported the women candidate. The woman candidate won the CCM elections and is now the new village chair.” FGD with Wanawake Sasa group, Usagala, Mwanza.

Another driver for change was ensuring effective collaboration between the Wanawake Sasa, Wanaume wa Mabadiliko, and Viongozi groups (including agreeing on joint action plans and regular meetings on progress on the action plans). Such collaborations kept *Wanawake Sasa* motivated despite the variable engagement of the CDOs³⁹. However, there is a need to standardize the model through appropriate manuals and guidelines to ensure the model is implemented in similar ways across the project.

In addition to focusing on WLPP, the groups (*Wanawake Sasa* and *Viongozi*) were branching out into other important areas in the community, including Gender Based Violence (GBV), early marriage, and Female Genital Mutilation (FGM), in particular in Mkoka, Dodoma. While this is positive and provides a window into how these groups could function beyond WLPP, there would

be a need to ensure their coordination with other community-level structures working on the same issues.

While the groups were motivated by seeing more women getting into leadership – as this was the primary reason for them joining the groups – they complained of limited visits by the WWII implementing partners. Such visits would help them get answers to the questions that had emanated from their engagement with communities. It would also make them feel important and recognized, an issue that would enhance their motivation. On the partners’ side, their inability to do this was due to limited financial resources to do it as regularly as required by the groups. In the future, partnerships with Community-Based Organisations (CBOs) with IPs of WWII would enhance the interaction with these groups – something that IPs based in the district center would not be able to do.



Focus group discussion with Women Champions and Male Change Agents in Zanzibar, 24 November 2022.



Focus Group Discussion with community influencers in Kongwa, Dodoma, 11 November 2022

38 It means terrifying – he was a terrifying and feared man in the community. One that did not want to hear about women leaders.

39 The level of engagement of CDOs with *Wanawake Sasa* was variable across the five districts, with some engaging more than others.

Through this outcome, UN Women also intended to strengthen the capacity of male politicians and public figures to promote GE and women's leadership. The HeforShe campaign was central to this endeavour. Male champions were recruited in both the National Assembly and the ZHoR. A total of 197 male members of parliament (183 NA and 14 ZHoR) were identified, trained, and voluntarily agreed to become champions to promote GEWE. In 2021, the project's capacity of 46 male MPs (26 NA and 20 ZHoR) was further strengthened on transformational leadership, including CEDAW principles and

gender-responsive budgeting, to enable them to promote GEWE. Male champions have been able to raise motions on gender issues. MP male champions in Dodoma and Zanzibar have taken some initiatives to advance women in parliament, but no specific motion was cited. The Speaker of the Zanzibar House of Representatives, also a male champion, acknowledged women MPs raising private motions⁴⁰ and a substantial increase in women MPs requesting to contribute during sessions due to capacity-building training from UN Women.

“UN Women training has increased the number of female MPs contributing during sessions to the extent in some occasions, the women top the list of contributors that if I use a principle of first come, first served, I will end up having only women MPs contributing”. **Interview with a male champion in ZHoR.**

Male change agents and religious leaders in Zanzibar have made progress in supporting women's leadership and political participation. One key result was the translation of some Quran phrases that were misinterpreted to prevent women's engagement in public spaces.

Under this outcome, a manual on training media personnel on their role in promoting women's leadership and participation in decision-making and a media monitoring framework was developed in collaboration with UNESCO. About 30 selected media practitioners were trained to use the manual and monitoring framework. In addition, the project reached out to 106 media outlets and 254 media practitioners. This included working with 56 community radio stations, 30 mainstream/national radio stations, ten newspapers, and ten television stations across 17 regions to ensure increased media coverage of women leaders and leadership. Additionally, the project trained journalists

and editors from media houses on reportage of women's issues. The training of journalists equipped them with how to cover stories in a gender-responsive way and women's engagement during interviews. This support increased the coverage of women leaders and leadership across media houses at different levels. The project's success was also built on continuing activities from Phase 1. TAMWA, the implementing partner responsible for the media component, was able to use its database of women trained in leadership and media engagement in the previous phase to select women whom the media would engage with. This negated the need to build additional capacities for women to engage with the media, which was also recognized as a challenge. There was an increased positive portrayal of women as leaders, with stories of their actions published in the mainstream and community-level media (see pictures below and links in the footnote)⁴¹.

40 The speaker cited a private motion on Constituency Development Fund for Special Seats MPs raised by Hon. Mwantatu Mbarak Khamis as an excellent example strong women MPs who benefited from UN Women trainings.

41 <https://docsend.com/view/3g8cmzqe8e9u3vt7> (radio and TV coverage of women issues).
<https://drive.google.com/file/d/1VAFwKQVZXN7TnRHMzKhAYBooesl2FPHV/view> increased newspaper coverage.



Newspaper articles showing increased coverage of women in a positive way in Tanzania

While there has been a marked increase in positive coverage of women, journalists still face challenges in getting women confident enough to provide interviews and

contribute to stories. This is not only limited to individual women but WROs as well. This area still needs support in a new phase of a similar project.

Outcome 4: Women are promoted as leaders in gender-sensitive political institutions.

FINDING 21:

There was some progress nationally on this outcome. The direct contribution of the project can be seen at the Parliament level, especially in the ZHoR, where initiatives have been put in place to ensure women take leadership posts in committees.

The project undertook several initiatives to enhance women’s promotion in the NA and ZHoR which included:

- ▶ Gender Strategy and Action Plan for the NA and ZHoR;
- ▶ Gender audit and capacity assessments of NA and ZHoR;
- ▶ Gender Mainstreaming Handbook for the NA was adopted;
- ▶ HeForShe Strategy for the NA was adopted; and
- ▶ Gender-responsive scrutiny of two bills.

Gender analysis of the Parliamentary Standing Orders, 7 GEWE issues identified.

These actions directly contributed to women being leaders of sensitive positions. In the ZHoR, through the initiatives of the Speaker of

the ZHoR, a male champion, the Parliament changed appointment regulations of chairpersons and vice chairpersons to ensure a 50-50 representation between men and women. The National Assembly committed to establishing a gender desk with the Parliament secretariat to support coordinating all its gender-related activities and implementing the gender strategy.

About 100% of MPs and 84.8% of Members of ZHoRs attest to increased leadership capacities and skills from mentoring/coaching sessions supported by UN Women. All female MPs spoken to during the evaluation acknowledged the immense contribution of leadership skills organized by TWPG and UWAWAZA in Mainland and Zanzibar, respectively.

“We did not know anything as women MPs. UN Women training has equipped us with knowledge and skills on our roles as MPs; we are now confident and capable of contributing to sessions to the extent that male MPs are jealous of us and also at times afraid of us” Interview with female MP in the ZHoR.

Have the quantity and quality of the outputs produced so far been satisfactory? If not, what were the bottlenecks encountered?

FINDING 22:

The performance of the project is satisfactory. It made significant achievements under difficult circumstances, including the COVID-19 pandemic and restrictive political space.

WWII made significant progress in achieving its targets despite a challenging operating environment. As discussed under relevance, the restrictive and often hostile political environment before 2020 made it difficult for the project to engage effectively with political institutions and push for legislative reforms. The refusal of the Tanzanian government to request electoral assistance hamstrung UN Women and, indeed, other UN agencies to work with electoral bodies. All this was overlaid on movement restrictions because of the COVID-19 pandemic, which severely affected the training of women aspiring cadres and candidates for local council and MP elections. The progress is also satisfactory in that regardless of this context majority of the outcomes (outcomes 2, 3, and 4) progress was made on expected outputs.

Regarding the quality of outputs, learning from WWI, the UN made steps to improve some interventions. In collaboration with PSPA-U DSM, UN Women developed a methodology to identify and train women aspirants. The current methodology developed criteria for parties to follow instead of the previous methodology that left political parties with the liberty to identify and propose trainees. The revised methodology proposed the following categories of women for the training:

a. Women who actively sought elective posts in the earlier elections by filling and returning nomination forms;

- b. Women candidates during the earlier elections (both winners and losers);
- c. Women holding leadership positions in political parties, including political parties' secretaries and leaders of women wings at the national and regional levels;
- d. Women party leaders in institutions of higher learning as newcomers;
- e. Women holding (parliamentary/councillorship) special seats.

The evaluation found the methodology to identify aspirants well thought out and targeted relevant women. This notwithstanding, the methodology was biased towards experienced women and might have left out women newcomers except those from category (d) above.⁴²

Drawing from its global expertise and standards, UN Women was able to develop and contextualize a training manual for women political aspirants, which has become the resource for the project and used by other WROs training political aspirants. This ensured the quality of the training process and, in turn, the outputs. Past graduates of the training at U DSM, where the manual was used, testified of the quality of training and how it opened their eyes to what it takes to win and be an effective leader. They noted how they were now more equipped to be leaders in their communities and nation. However, most of the graduates could not win leadership positions and therefore had not put the training to the test to help gauge their level of efficacy.

42 U DSM quarterly report January-March 2021.

Do the benefits accrue equally to men and women?

FINDING 23:

The project, by design, predominantly benefited women. However, men also benefited through training, being part of the HeforShe campaign, and being Wawake Sasa members.

As discussed above, the project had various benefits for women, including increasing their confidence to participate in leadership processes, equipping them with improved knowledge and skills for leadership, and more positive attitudes towards participating in community leadership processes. These have enabled more women to participate in leadership processes than before the project at the community level. At the parliament level, while there were increased motions related to gender issues in both houses (the NA and ZHoR), the limited progress on legislative and programmatic reforms undermined the anticipated benefits for women. Limited political will among the mainly male elite in positions of power in political parties has slowed the implementation of political party commitments on gender-responsive reforms and implementation of

the amended Political Parties Act, which calls for enhanced participation of women in political party leadership.

Men benefited through participating in the *Wananwake Sasa* and *Viongozi* groups. For some men, their group participation gave them a renewed sense of purpose. As one male put it, *“I never knew I could be this important in the community. I am now doing this to ensure my daughter has an equal chance with male counterparts to be in a position to lead”*. At the Parliament level, male champions in the National Assembly highlighted how the training through the programme had enhanced their capacity to analyze issues from a gender perspective. Male champions in Dodoma attested increased knowledge and skills on GEWE, gender-responsive budgeting, and violence against women.⁴³

3.3.2 Male engagement strategy

How effectively has the project engaged males?

FINDING 24:

The male engagement strategy transformed the attitudes of individuals targeted as male champions. Furthermore, community-level male champions have enabled wider-scale attitude changes about women in leadership. The large-scale effectiveness of male champions was lower in Zanzibar due to deep-rooted religious beliefs.

As indicated in the discussions on outcomes three and four, the project ensured the engagement of diverse categories of males from influential political figures as the President of Zanzibar and Speaker of the House of Representatives to including religious, traditional, and influential community leaders in both Mainland and Zanzibar. Changes were more challenging in Zanzibar, given the entrenched religious belief.

As noted earlier, as a male champion, the Speaker of the ZHoR has led initiatives to engender the Parliament in Zanzibar. In the National Assembly, these initiatives have been slower, with the most significant being allocating full-time staff to the TWPG to support its administration. Male champions focused mainly on raising motions in parliament and had inconsistent engagement with other males to change their attitudes on women's issues. This challenge resulted from limited accompaniment and mentorship of the

⁴³ Interviews with male champions in parliament in Dodoma 9 November 2022.

male champions, including providing the necessary tools and information to help them during engagements with their counterparts. The project only targets males willing and showing interest in advancing gender equality – but there was a missed opportunity to identify male blockers within Parliament that could be specially targeted to enhance their support.

Male engagement at community levels has been transformative. As noted earlier, male attitudes about women's involvement in leadership changed due to male members in *Wanawake Sasa*, *Wanaume wa Mabadiliko* in Zanzibar, and *Viongozi* groups' involvement in community mobilization

and awareness raising. The involvement of influential male members and those from the *Boda Boda* leadership was unique, ensuring the message for women's participation in leadership was accepted in the communities. Seeing these males portray women positively greatly influenced the attitudes of males in the community. In Zanzibar, the influence of the project on religious leaders, which led to the translation of Quran verses used by Imams and Muslim men to undermine women's leadership and political participation, was a testament to the immense transformative effect of the project.

3.3.3 Stakeholder participation, ownership, and empowerment

How have stakeholders been involved in project implementation?

FINDING 25:

The project was based on sound stakeholder engagement from design to implementation.

As noted in Finding 8, UN Women engaged stakeholders from the project's conceptualization. This ensured buy-in and co-ownership from the stakeholders (Government, implementing partners, funders, Parliament, and EMBs) in the project design. During implementation, as noted in

Finding 3, the Steering Committee provided a platform for joint decision-making among all project stakeholders, allowing co-ownership of decisions. The engagement was varied across the sites visited for the evaluation – see more in Finding 16.

How did the project help empower stakeholders or prevent further discrimination and worsening existing power relations?

FINDING 26:

The project put measures to prevent further discrimination embedded in organizational and institutional reforms. The political will to fully implement reforms was limited.

As demonstrated earlier, the project has influenced attitudes toward women's participation in leadership and decision-making. This has helped increase the number of women vying for community leadership positions. Such results, if sustained, will reduce gender inequality in leadership. *Wanawake Sasa*, *Wanaume wa Mabadiliko* in Zanzibar, and *Viongozi* groups have continued to support changes in attitudes towards women's participation in leadership, helping to sustain this trajectory (decreasing inequality in leadership). Their

ability to continue even without the project's support demonstrates their empowerment to continue (see more discussion on the sustainability of these groups under Sustainability).

Political parties, as the main drivers for gender equality in political leadership, remain reluctant to implement provisions of the amended Political Parties Act fully and, indeed, their gender mainstreaming strategies (see earlier discussion). This undermines the ability of these organizations

to deal with deep-rooted gender inequalities in leadership and political participation.

Significant progress has been made in the ZHoR in mainstreaming gender, including the following initiatives: (1) Gender audit and gender capacity assessment for the ZHoR and designing of Gender Strategy and Action Plan for the ZHoR; and (2) The inclusion of four women in the Zanzibar Election Ethical Committee is another initiative that is supporting progress toward gender equality in electoral management. However, as noted earlier, these initiatives need to be backed by statutes that would make them permanent. The development of NEC's gender strategy also provides a foundation for addressing

3.4 Efficiency

This section presents an analysis of the project activities determining whether they were cost-effective. It also assesses measures

3.4.1 Resource use and cost-effectiveness

Have resources been used efficiently? Have the project activities been cost-effective?

FINDING 27:

Resources have been used efficiently; however, there are some variations across activities.

Delivery rates for partners and UN Women were high despite the challenges with COVID-19 and some delays in training women political aspirants (mainly due to a longer than anticipated recruitment process as the project aimed to refine the selection criteria for aspirants). The evaluation found that the output delivery rate was 94% for partners, while the delivery rate for UN Women averaged 96%.⁴⁴ TWG underperformed in output realization with an estimated 65% compared to other IPs. The second least performing implementer was UDSM; they realized 89% of their targeted outputs.

Furthermore, UN Women exercised strong audit mechanisms with action plans and provided technical support to implementing partners to comply with results-based and financial reporting. Although most IPs noted cumbersome and bureaucratic

discrimination against women in electoral processes.

On young people and WWD, as noted in Finding 7, the project did incorporate these groups in the training of aspirants but was weak in the programme-wide inclusion of these groups. This is an area for improvement in a future project.

How has the project enhanced ownership and contributed to national capacity development?

This question is sufficiently addressed in Finding 16 under Relevance and 35 under Sustainability.

to ensure cost-effectiveness, timeliness, and adequacy of project resources.

reporting procedures, they could cope and comply, albeit with some delays, which affected receiving the next disbursement. The delays were caused by a combination of factors, including bureaucracy within UN Women and delayed submission of reports or acquittals from the partners. For instance, one IP reported signing a contract with UN Women around September 2019, just a year before the 2020 elections. Thus, they had only about a year to accomplish all election-related project activities, especially training political aspirants. Another reported delay in activity reporting also affected the timely disbursement of funding. Some activities, such as training of MPs, were to be conducted only when Parliament was in session, during which MPs were also busy with Parliament business.⁴⁵

44 Calculated from IPs final quarterly reports indicating budget per activity allocation for all outputs and overall output realisation. These were taken from five IPs whose reports were made available to the evaluators at the time of reporting.

45 Interview with an IP.

Further analysis of cost efficiency vis a vis other similar projects shows that WW II reached many beneficiaries compared to the WW I project. For instance, WW II reached 272,136⁴⁶ direct beneficiaries, whereas WLPP I reached 2,166 direct beneficiaries.⁴⁷ These include political aspirants, political party leaders, and members of parliament. Furthermore, the findings show that WW II reached 12 million indirect beneficiaries through mass media and community sensitization programs compared to only 10,000 indirect beneficiaries of WW I. However, WW I reached 1,282 political aspirants compared to only 733 during WW II. The lower numbers for WWII resulted from more refined criteria for selecting aspirants for training, leading to better targeting and improved enrollment quality. The training

also adopted the UN Women global political aspirants training manual, which increased training time. Lastly, the training of aspirants in WW I was made using CSOs compared to WW II, where UDSM implemented the training. The stricter recruitment process and increased training time and approach led to higher unit costs for WLPII than WW I. Comparatively, the average cost for training of political aspirants and political leaders was higher for WW II, estimated at TZS 590,000 and TZS 826,050, respectively, which is about three times more compared to WW I, trained at an average of TZS 166,000.117 and TZS 302,616.7318. of Dar es Salaam (UDSM) against different CSO implementing partners in the WW I. Nonetheless, the increased costs are offset by the improved quality of aspirants that underwent training.

Table 8:
Reach and cost per unit for the selected activities

Category	Unit	WW I	WW II
Reach			733
Direct Beneficiaries	Persons	2,166	272,136.00
Indirect Beneficiaries	Persons	10,000	12,000,000
Training Capacity	Cost per Political aspirant (TZS)	166,000.117	590,000
	Cost per political party leader (TZS)	302,616.7318	826,050
	Cost per Woman MP (TZS)	1,208,992.719 -3,585,414.820	1,034,407.05

Sources: WW I Final Evaluation and UDSM Quarterly Report 1st January– 24th February 2022.

46 WW II data from all trainings.

47 WW I End Project Evaluation p. 52.

3.4.2 Project monitoring and cost-effectiveness

How has the project monitored the cost-effectiveness throughout the project cycle?

FINDING 28:

The project put in place measures to monitor project results and manage fiduciary risk but lacked cost-effectiveness monitoring.

UN Women used results-based management (RBM) and rights-based approaches widely considered effective in monitoring large-scale community development projects. All implementing partners, including TAMWA, TGNP, UDSM, WFT, and WiLDAF, used results-based monitoring for reporting project implementation. IP reports were produced quarterly, while UN Women reported to donors annually throughout the project cycle. All these reports show progress based on the indicators and targets assigned at different levels ranging from outcome, output, and activity. These indicators and targets are both qualitative and quantitative.

On top of that, UN Women use monitoring reports to establish lessons learned to

improve or design similar projects. For instance, WW II was developed from a similar programme which was referred to as WW I. Besides, the findings show that UN Women has an internal policy to continuously strengthen the internal M&E capacities of IPs. UN Women also strengthened monitoring and data collection systems through regular technical support to partners.

While UN Women put sound fiduciary management provisions, including selecting partners, it lacked cost-effectiveness monitoring. This included monitoring of cost per beneficiary and cost-benefit variables. This area can be improved for the future using the performance of WWI and WWII as the basis for setting the comparators.

3.4.3 Timeliness of implementation and adequacy of resources

FINDING 29:

While significant investments were made, they were inadequate to implement the scale required for the comprehensive and ambitious theory of change.

For activities that needed continuous interventions, such as community sensitizations by groups such as *Wanawake Sasa Champions* in Mainland Tanzania and *Wanaume wa Mabadiliko* in Zanzibar, it was challenging to do the work without support

beyond the training they received from IPs. The budgetary allocations for this component limited the comprehensive monitoring required for such an initiative, especially during the early days of establishing the structures.

Have project funds and activities been delivered promptly? If not, what were the bottlenecks encountered?

FINDING 30:

Resources were delivered promptly, albeit some noted delays in delivering some outputs, especially under Outcomes 1 and 3. As noted, most delays in fund disbursement were mainly because of late reporting from IPs. There was, however, regular communication between UN Women and IPs explaining reasons for delays.

Annual work plans⁴⁸ show the project started on time. Project activities were largely delivered promptly after IPs signed contracts (Partner Agreements) with UN Women. There were, nonetheless, several factors that undermined the timely and smooth delivery of project activities. The first was COVID-19 pandemic-related restrictions. Activities such as training, community sensitization gatherings, and meetings with beneficiaries could not be delivered due to COVID-19 restrictions. The second bottleneck related to the restrictive political landscape of the time. The WWII project was implemented when civic space was highly limited. From 2015 to 2021, Tanzania enacted restrictive laws to shrink civic space and constrain political activity. In September 2018, for instance, the government of Tanzania amended the 2015 Statistics Act, 'resulting in new regulations for implementing project activities entailing research components and data collection. This has caused delays in implementing certain activities under outcome three related to changing social norms to promote WLPP. For example,

delays in the situation analyses by partners and under Output 3.1, which entails mapping community stakeholders to benefit from training on WLPP, were delayed due to the requirement to obtain permissions from the National Bureau of Statistics (NBS).⁴⁹

Implementation of Outcome 1 was also delayed due to the following reasons. First, restructuring and challenges within the TWPG affected its engagement and opportunities to advance WLPP within political parties by strengthening the capacities of political party women's wings. Until the last reporting period of the project, party women's wings had not managed to conduct any advocacy activity within political parties as envisaged. This is even though a comprehensive study on the effectiveness of women's wings was conducted in the last year of the project, 2021. Second was the absence of an official request for UN electoral assistance and support by the government of Tanzania in 2019. Hence, some direct engagement with the EMBs was affected.⁵⁰

FINDING 31:

Adopting various implementation approaches enabled the project to remain on track in a difficult environment.

To address the above bottlenecks, UN Women developed a risk analysis plan, including ways to handle risks such as a constraining political environment. One was to use a participatory approach that included many key stakeholders, especially the government. This helped in getting buy-in for project interventions. IPs engaged in continuous dialogues with the government and other political stakeholders. At some point, IPs

used government venues to conduct activities such as training and workshops. This way, they were seen as partners rather than competitors.⁵¹ This was made possible through UN Women's strategic partnerships with both governmental and non-governmental actors. With COVID-19 challenges, multiple approaches, such as online meetings and media outreach programs helped when direct contact and

48 Project work plans from 2018 to 2021.

49 UN Women, *Wanawake Wanaweza II Progress Report 2018* too Ministry for Foreign Affairs of Finland, p. 26.

50 See Project Annual reports 2018 to 2021.

51 Interviews with IPs.

physical gatherings could not be held. Specific to challenges with the TWPG, UN Women continued discussions with TWPG on institutional reform and supported the

development of a new Strategic Plan, 2017-2022, to promote WLPP through political parties.⁵²

Are sufficient resources (financial, time, people) allocated to integrate human rights and gender equality, including the needs of disabled and young women, in project design, implementation, monitoring, and evaluation?

FINDING 32:

Human rights and gender equality were central to the project's implementation approach. The lack of a coherent strategy for WWD and young women, including adolescents, limited project investments for these groups.

Indeed, a human-rights-based approach focused on strengthening the voice of women and girls. They seek to remove structural barriers to gender equality and women's empowerment.⁵³ Although the approach considered human rights and gender equality generally, it was limited in covering the needs of those with disabilities and young women. Interventions in the community sensitization training of trainers and political aspirants involved women of

different categories. But this approach was limited, and resources to consider such women's specific needs were insufficient. Findings from KIIs and FDGs revealed that resources were insufficient to reach young women and women with disabilities at a scale sufficient to support meaningful involvement. Of the 733 trained political aspirants, young women and women with disabilities constituted 19% and 1%.⁵⁴

3.5 Sustainability

5.5.1 Appropriateness of sustainability strategy

Does the project design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in gender and human rights after the end of the project?

To what extent were stakeholders involved in the preparation of the sustainability strategy?

FINDING 33:

Despite the absence of a documented exit strategy, the project had provisions for sustaining the interventions.

As noted under Section 3.1.1, the project had measures to sustain interventions. Capacity building of CSOs resulted in increased funding and continuation of interventions. Parliaments (National Assembly and ZHoR) have seconded secretariat staff to the women's caucuses to support continued

support beyond the project (including coordinating the implementation of the strategic plans). The project also had the strategy of developing knowledge products that could continue to be used by project recipients. Challenges with the sustainability strategy are noted and detailed in Section

52 *Wanawake Wanaweza II* Project Report To: The Ministry for Foreign Affairs of Finland, 2019 Annual report p. 34.

53 *Wanawake Wanaweza II* Final Project Report To: The Ministry for Foreign Affairs of Finland, 2021 p. 10.

54 *Women's Leadership and Political Empowerment Project: Aspirants Training Report* September, 2021 pp. 17-19.

3.1.1. The excellent work undertaken at the community level was good practice and required a strategy for documentation, profiling, and influencing take-up in Tanzania and beyond to ensure sustainability.

Overall, an exit strategy is still premature as results achieved under the project must be nurtured, e.g., support for legislative reforms, political party institutional reforms and building capacity of Parliament, and establishing a standing training programme for women aspirants. This also includes taking advantage of the conducive political environment for advancing WLPP in Tanzania to scale initiatives with political parties, the legislature, and legislation. At the corporate level, UN Women under the new SP, 2022-2027, TZCO Strategic Note 2022-2027, and UNSDCF prioritize WLPP. These operational frameworks provide a good basis for continuing and scaling up initiatives started under WW II.

The project did not have a separate sustainability strategy from what was

contained in the proposal. As noted in Section 3.1.4, development partners, the government, and UN Women were involved in developing the project proposal.

Despite a standalone sustainability strategy, the project explored sustainability in various ways, including developing various training tools to enable the IPs to continue using them beyond WW II and at different levels. For example, the aspirants' training manual and handbook, media training manual and monitoring framework, community sensitization manuals, manual of training on VAWP, etc., have the potential for continued by partners enhancing the quality of WLPP work in the country.

The knowledge transferred to men and political leaders will continue to be used. Community volunteers and leaders have continued supporting WLPP, including awareness-raising and transformation activities in their communities to ensure women remain a priority for leadership positions.

3.5.2 Sustainability of benefits

How do stakeholders show ownership of the project? What interventions have continued after 2021?

FINDING 35:

There are signs that stakeholders have taken ownership of the project activities. Partners have taken up interventions supported by the project and are implementing them using alternative funding.

As noted earlier, IPs have continued with interventions under UN Women with alternative funding sources. This allowed them to scale up interventions. Various knowledge products developed as part of the project will continue to be used by recipients. These include the training manual on Violence Against Women in Politics (VAWP), training manual for journalists and handbook on WLPP (which TAMWA has continued to use in other funded projects). The Gender Strategy for NEC will need additional capacity strengthening of NEC to implement it fully. The Women's Political Leadership: Training Manual for Trainers and the Training Workbook were used by UDSM

but needed promotion for widescale use by other partners undertaking training of women aspiring candidates. Other training manuals implemented by UDSM include:

- ▶ Training manual for Political Parties to promote WLPP;
- ▶ Training manual for women MPs and members of ZHoR on transformational leadership and GEWE principles.

It is unlikely that UDSM will continue with this training outside funding from UN Women unless specific provisions are made to create a programme for WLPP capacity

building for long-term support for women aspiring for leadership positions.

A Gender Mainstreaming Handbook for the National Assembly and associated training on its use will enhance the ability of MPs to ensure the effective mainstreaming of GEWE in budgets, law-making, and oversight. The intention of the National Assembly to have a gender desk will support implementation oversight for the handbook, which was still nascent at the time of the evaluation.

Women Parliamentarians will continue to raise motions in parliament. In Zanzibar, the Speaker of the ZHoR noted a significant number of women raising motions. Male MPs and the leader of the TWPG also noted this. The ability of members of the TWPG to make

submissions to the Law Reform Commission on the need for reforms of the Elections Act and Political Parties Act and having the institution consider them demonstrates a capacity that is likely to continue. However, further engagement, including outside Parliament, will be undermined by financial constraints. The chair of the TWPG of the National Assembly highlighted how they had plans for community outreach as part of their strategy but had no funding.

Positive coverage of WLPP has continued in newspapers and radios targeted by the project despite the closure of the project. Over 100 reports were noted by the partner TAMWA.

How has UN Women capacitated the Women's Rights Organizations that were the implementing partners in WWII?

FINDING 36:

Support for financial management and results monitoring has improved the appeal of funded partners to other funders, as noted by the partners themselves.

UN Women supported the training of WROs in financial and results-based management. Additional technical support was provided for specific activities. As noted earlier, the capacity building significantly improved the capacity, and for some (e.g., WILDAF,

TGNP, TAMWA) led to increased funding for activities implemented through WWII. IPs also reported improved results reporting from the training. As noted earlier, this capacity will continue beyond the project, particularly through additional funding.

To what degree did partners change their policies or practices to improve human rights and gender equality fulfilment (e.g., new services, greater responsiveness, resource re-allocation, improved quality, etc.) If not, why not, and what are the major obstacles?

FINDING 37:

There were commitments to improve institutional practices to enhance gender responsiveness. However, political will and sometimes funding and expertise were weak to put these commitments into action.

The programme facilitated the development of gender mainstreaming strategies or guidelines for the National Assembly, ZoHR, and NEC. A HeforShe male engagement campaign was developed for the National Assembly. This support was accompanied by training of ZHoR members of staff. As noted earlier, the Gender Strategy for NEC has just been completed and therefore requires

technical and financial support to be fully implemented. The Gender Strategy in the National Assembly has led to commitments to establish a gender desk in the National Assembly. However, far-reaching changes (organizational policies and procedures) in gender mainstreaming have been slow. Parliaments (the National Assembly and ZHoR) agree to the importance of

these initiatives, but the political will and prioritization of these issues have been low resulting in slow implementation.

Political parties' pace of adopting gender-responsive policies, measures, and procedures to create space for WLPP, particularly

through nominations, has been quite slow. Leadership challenges Tanzania Women's Cross-Party Platform (TWCP) undermined engagement and opportunities to advance WLPP within political parties by working with women's wings of political parties.



Members of the Tanzania National Assembly at a Transformational Leadership workshop. Photo: UN Women



Photo: UN Women

4. CONCLUSION, LESSONS LEARNED, AND RECOMMENDATIONS

4. CONCLUSION, LESSONS LEARNED, AND RECOMMENDATIONS

4.1 Conclusion

Design: WWII was an important project to address bottlenecks for WLPP in Tanzania. Its ability to address the multiple drivers of limited WLPP in the country, while ambitious, provided the bedrock for the success of the project. Coupled with selecting the right implementing partners supported with capacity strengthening (e.g., financial management and results-based monitoring), the project raised the population of trained and capable women leaders. It facilitated community social transformation in support of WLPP. While the M&E system was good, there were areas for improvement. Certain indicators could have been better crafted, or the project had no systems to measure them. Some indicators-especially those requiring survey data – required a data collection system to be set up from the onset, which was not the case with the project.

Relevance and coherence: The project's interventions were aligned with national needs and those of beneficiaries. While the project did enrol young people and WWD on, for example, the training of political aspirants, there was a significant gap in addressing young women and women with disabilities coherently. The project was also implemented in a dynamic context characterized by the first three years (2017-2020) of shrinking civic engagement space. This was overlaid with the COVID-19 pandemic that slowed the implementation of activities due to restrictions on movement. The change in the president in 2020 resulted in a change in political willingness for reforms and enhancing WLPP introducing new opportunities for the project. While the first and second phases significantly affected the achievement of results related to legislative frameworks, political parties, and training of aspiring political candidates, UN Women was able to explore opportunities

within this context to advance interventions. Joint decision-making through the Steering Committee enabled WWII to make strategic changes to remain aligned or overcome bottlenecks.

UN Women led the outcome of WLPP for the UNDAF II. Such coordination improved UN intervention on WLPP, targeting groups identified as gaps in WWII, e.g., young women and adolescent girls. Nonetheless, the increasing number of CSOs working in WLPP requires improving the coordination of WLPP interventions among CSOs – a critical role that UN Women can play.

Effectiveness: The project made significant progress in outcome 2, “*creating a cadre of interested, diverse, and capable women political leaders*”, and outcome 3, “*women are perceived as equally legitimate and effective political leaders*”. Progress on outcomes 1 and 4 was stalled by the restrictive political environment and limited political will for legislative reforms to support WLPP. However, the project continued to support reviews of relevant legislation, building capacities of individuals in political parties. To pursue activities under Outcome 2, UN Women had to navigate a treacherous political environment. This was not made easier by the Government of Tanzania not formally requesting electoral assistance. This meant UN Women could not work with EMBs as envisaged. At the community level, the project has significantly and positively influenced power relations between men and women, with women increasingly having the space to take up leadership positions. However, more still needs to be done at all levels as political party policies and systems still favour men, and institutions of power such as Parliament are still to fully implement measures that ensure equality between male and female leaders.

By design, the project predominantly benefited women. However, men also benefited through training. At the Parliament level, male champions in the National Assembly highlighted how the training through the programme had enhanced their capacity to analyze issues from a gender perspective. Male champions in Dodoma attested increased knowledge and skills on GEWE, gender-responsive budgeting, and violence against women. Men benefited through participating in the *Wananwake Sasa* and *Viongozi* groups. For some men, their group participation gave them a renewed sense of purpose.

Efficiency: UN Women use mechanisms to manage fiduciary risk, including partner financial management capacity assessments, annual audit reports, and technical support to IPs to strengthen their financial management capacity. However, the project's ambitious nature meant resources were inadequate for some activities, e.g., low resources undermine

4.2 Lessons learned

The following lessons have been identified from the implementation of WWII.

- ▶ **Lesson 1: Addressing challenges for WLPP requires a multi-pronged approach that addresses the multiple barriers embedded in the societal, institutional, and organizational context and women's capacities.** However, the risk of spreading too thinly must be overcome through a prioritization process informed by evidence on the main drivers of limited WLPP. By being multi-pronged, the WWII project effectively addressed the multiple problems influencing WLPP in the process, improving its prospects for success.
- ▶ **Lesson 2: Training needs to be accompanied by systematic mentorship support to increase the chances of recipients using the new capacity.** The mentorship support should be accompanied by action learning sets to enhance the accountability of mentors. Mentorship was a critical component of the project, especially for women parliamentarians. Such accountability improves the use of new knowledge and skills. However, the effectiveness of this

the level of monitoring and scale of community-level work. COVID-19 significantly contributed to the delay in implementing activities and attaining some results. The timely delivery of interventions was affected by COVID-19.

Sustainability: IPS capacity will continue as some receive additional funding to support initiatives funded under WWII. Various knowledge products developed by the project can potentially improve the capacity building of individual women aspirants, those in leadership positions, political parties, etc. Without facilitating the institutionalization of these knowledge products within targeted institutions, it won't be easy to ensure their continued use. Political parties, women's caucuses in the National Assembly, and ZHoR, EMBs supported to develop gender mainstreaming strategies and guidelines have shown little progress in supporting the implementation of these initiatives.

mentorship support was undermined by limited attention to systems for ensuring the mentorship took place.

- ▶ **Lesson 3: Women's WLPP requires long-term investments because of the many challenges that must be overcome to avoid political sensitivities and achieve buy-in from relevant actors in state and non-state institutions (including ruling and opposition political parties).** As noted in WWII, results can be slow, especially those associated with legislative and institutional changes (political parties and EMBs). Planning for WLPP should therefore be long-term.
- ▶ **Lesson 4: Supporting participation of women in leadership and political life needs to address potential backlash from women's inability to fulfil gender roles in the home and expected leadership outcomes.** Strengthening family and community support for women leaders or aspirants is key. The evaluation found the high risk for GBV is that women cannot fulfil their roles in the home or fail to deliver as political leaders.

4.3 Recommendations

This section presents recommendations that should be considered for a future and similar project. These recommendations

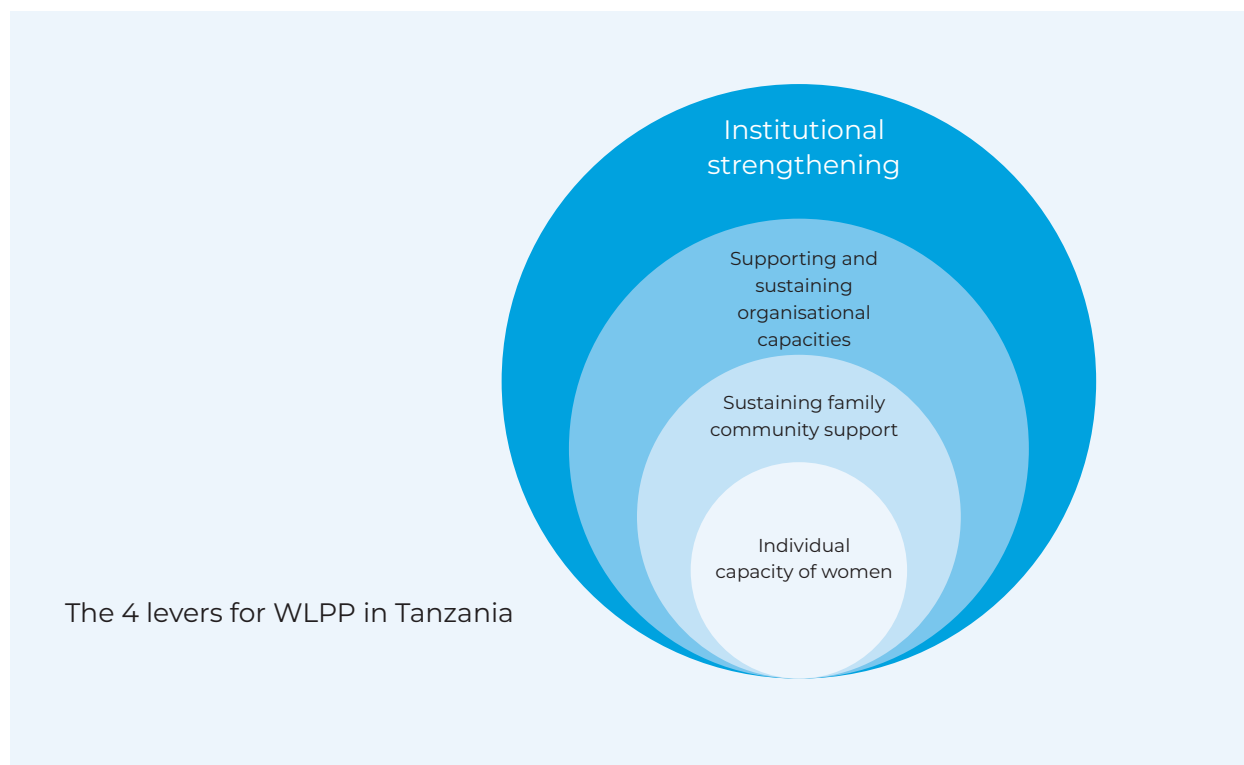
4.3.1 Strategic recommendations

Based on the evaluation's findings and the project's theory of change, strategic recommendations were identified within what the evaluation calls the four levers for WLPP in Tanzania (see Figure 1). Lever 1 is the building of the **"Individual capacity of women"**. This lever focuses on building women's agency, motivation, confidence, skills, and knowledge to compete for political leadership positions and balance the home and leadership responsibilities. Lever 2 is concerned with **"Sustaining family and community support for women leaders and aspirants"**. In this lever, women are supported by their

are divided into strategic and operational recommendations.

families and communities to participate in leadership positions. This includes addressing women's time poverty by engaging their intimate partners. The third lever is that of **"Supporting and sustaining organizational capacities"**. Organizations in this lever refer to all organizations that influence WLPP and include: IPs, EMB, political parties, and women's caucuses in the National Assembly and ZHoR, among others. The fourth and last level is **"Institutional strengthening"**. This relates to all normative support and coordination.

Figure 1:
The four levers for WLPP in Tanzania



Recommendations for each lever are presented in Table 11 below. These recommendations were developed first by the evaluators. The initial recommendations were discussed with UN Women, funders

of WWII, and implementing partners and recipients of the support in NEC, Parliament, and Government.

Table 9:
Strategic recommendations

Lever and findings	Recommendation	Responsibility	Time frame
<p>Lever 1: individual capacity women</p> <p>R1. Support for building the capacity of women political aspirants has successfully contributed to building a critical mass of capable cadres. There is still a need to do more to ensure the pool of eligible cadres is available. (see <i>Finding one and Finding 13</i>)</p> <p>R2. While the mentorship programme has provided opportunities to deepen learning and translate knowledge to use by women parliamentarians, there has not been a similar focus for women in local councils. (see <i>Finding 1, Finding 12, and Finding 20</i>)</p> <p>R3. While the project tried to include young women and WWD, there was still a gap in ensuring this was achieved across the project. This was mainly due to the limited availability of a coherent strategy and, at times, the capacity for ensuring the participation of young women, adolescents, and WWD. (see <i>Finding 10</i>)</p>	<p>Recommendation 1: A new project should continue building a critical mass of capable women at all levels (balancing local government elections) and upstream (national elections) aspirants) through:</p> <p>a. Through a deliberate design that makes the training a sustainable programme that can mobilize additional resources</p> <p>b. Localizing training for women aspiring for local council positions</p>	UN Women CO Tanzania	1-5 years
	<p>Recommendation 2: A new project needs to expand the mentorship programme of parliamentarians and introduce one for women at local councils by ensuring that mentees have measurable action plans. The project can also specifically support the mentorship of women local councilors by women MPs.</p>	UN Women CO Tanzania	1-3 years
	<p>Recommendation 3: A new project must strengthen reach for adolescent girls, young women, and women with disabilities. This will need to be achieved in two ways: 1) develop a specific strategy for Leaving No One Behind (emphasizing young women, adolescent girls, and WWD); 2) explore partnerships that provide UN Women with capacities to expand and effectively support these groups.</p>	UN Women CO Tanzania	1-3 years

Lever and findings	Recommendation	Responsibility	Time frame
<p>Lever 2: Sustaining family community support</p> <p>R4. The <i>Wanawake Sasa</i> and <i>Viongozi</i> groups were a success and needed to be profiled for influencing their adoption by others. In the short to medium term, they can lead to the scale-up of these models, as was already done by partners. (see <i>Finding 20</i>)</p> <p>R5. Support for women to take up leadership positions at the local government level can potentially bring negative results for women - especially when gender roles are not fulfilled or leadership expectations are not realized. (see <i>Finding 1</i>)</p> <p>R6. While male champions at the national level (mainly Parliament) have shown motivation for gender issues, not much was done to reach out to other men to help shift attitudes toward women as leaders. (see <i>Finding 12 and Finding 24</i>)</p>	<p>Recommendation 4: A new project should document these models and create a dissemination and influence plan. The project should also ensure that when such models are identified, their documentation occurs during implementation.</p>	UN Women CO Tanzania	One year
	<p>Recommendation 5: A new project should explore several initiatives:</p> <ul style="list-style-type: none"> ▶ Linking new women leaders to experienced women leaders for mentorship and advice ▶ Engage partners of women leaders in a dialogue on WLPP in general and provide opportunities for peer-to-peer support. 	UN Women CO Tanzania	1-2 years
	<p>Recommendation 6: A new project needs to strengthen the male champions model at the national level by (as well as drawing lessons from ZHoR):</p> <ul style="list-style-type: none"> a. supporting them with tools that include information packs that can help them engage; b. supporting the development of action plans and maintaining regular contact to get feedback on the action plans; c. providing mechanisms for technical support to male champions on the call to enhance effectiveness. d. not only focusing on males willing to be champions but those men who are also blockers for WLPP in parliaments and political parties. Such an approach will likely aid in increasing the pace of change in parliaments and political parties. 	UN Women CO Tanzania	1-2 years

Lever and findings	Recommendation	Responsibility	Time frame
<p>Level 3: Supporting and sustaining organizational capacities</p> <p>R7&8. Implementation of gender principles by political parties has been slow. EMBs have also faced similar challenges but mainly due absence of technical expertise. (see Finding 18, Finding 30, and Finding 37)</p> <p>R9. There is to enhance coordination of development partner support to Parliament and, by extension, to the TWPG. (see Finding 1)</p> <p>R10. The level of interaction between community-level volunteers in the <i>Wanawake Sasa</i>, <i>Wanaume wa Mabadiliko</i>, and <i>Viongozi</i> was irregular due to limited resources. Such interaction is important to maintain motivation and a sense of belonging and importance among the community groups, which helps in their effectiveness and sustainability. (see Finding 20)</p>	<p>There is a need to focus on the following:</p> <p>Recommendation 7: Engaging the women's wings of political parties through the TWCP to pursue gender mainstreaming in political parties</p> <p>Recommendation 8: Provide technical assistance to EMBs on gender mainstreaming. This could involve the secondment of experts to build the institutions' capacity and a clear results framework for the support.</p>	UN Women CO Tanzania	1-3 years
	<p>Recommendation 9: UN Women should engage other funders of Parliament to explore the possibility of establishing a Projects Management Unit to ensure all support to Parliament is aligned with the strategic plan. This will enhance the coordination of support to the TWPG and enable the institution to implement its strategic plan.</p>	UN Women CO Tanzania and Parliament	3-5 years
	<p>Recommendation 10: Institutional capacity strengthening of CSOs needs to continue in the next phase to enhance the ability to mobilize funding outside Wanawake Wanaweza</p> <p>a. A new project should consider enrolling CBOs for community-level work. This also increases the potential for the Wanawake Sasa, Wanaume wa Mabadiliko, and Viongozi groups to continue receiving support even after the project.</p> <p>b. There would be a need to increase resource allocation for regular review meetings with the community groups to provide technical support and address any issues they may have relating to their work.</p>	UN Women CO Tanzania	1-3 years

Lever and findings	Recommendation	Responsibility	Time frame
<p>Level 4: Institutional strengthening</p> <p>R11. AWLN still needs support to deepen its institutional capacity. Intergenerational dialogues allow expanding its visibility while filling a critical gap in reaching young people. (see <i>Finding 19</i>)</p> <p>R12. UN Women was commended for its good work in coordination with other UN agencies for enhancing WLPP. However, there were lost opportunities to leverage this coordination to create participation that improves the incorporation of adolescents, young women, and WWD into the project. (see <i>Finding 14 and Finding 15</i>)</p> <p>R13. Women's poverty (wealth and time) was recognized as a major drawback for WLPP and social norms-related barriers. (see <i>Finding 1</i>)</p>	<p>Recommendation 11: Strengthen partnerships with AWLN to support intergenerational mentorship and high-level policy dialogue. This could include incorporating provisions in a new project that support AWLN to establish a long-term programme for intergenerational mentorship.</p>	UN Women CO Tanzania	Immediate
	<p>Recommendation 12: Ensure coordination of UN agencies provides opportunities for UN Women to extend reach to adolescent girls, young women, and women with disabilities. UN Women should continue to leverage, through the gender coordination platforms and including joint projects, the partnerships and increasing interests of UNICEF, UNESCO, and UNFPA to mainstream WLPP in their areas of work.</p>	UN Women CO Tanzania	Immediate
	<p>Recommendation 13: in a new project, UN Women needs to implement mechanisms to leverage its country portfolio to ensure linkages between interventions on women's economic empowerment and WLPP. Some areas to consider are:</p> <ul style="list-style-type: none"> ▶ In addition to electoral reforms, there is a need to support the review of sectoral policies that have a direct impact on women's poverty; and ▶ Where possible, support linking women aspirants with potential economic enterprises. 	UN Women CO Tanzania	Immediate

4.3.2 Operational recommendations

The following recommendations are operational.

- ▶ **Recommendation 14:** Consider individualized financial management support for partners with serious weaknesses (see *Finding 27 and 28*). **Responsibility: UN Women CO Tanzania, Time frame: medium term**
- ▶ **Recommendation 15:** Explore including qualitative indicators for behaviour change at the community level. (see *Finding 4 and Finding 5*). **Responsibility: UN Women CO Tanzania, Time frame: Immediate**
- Support with small-scale perception/opinion surveys – innovations include using Interactive Voice Response (IVR). This is already in use in Tanzania.
- ▶ **Recommendation 16:** Consider conducting a midterm review of the strategic plan for TWPG. (see *Finding 1*) **Responsibility: UN Women CO Tanzania, Time frame: medium term**



Photo: UN Women

ANNEXES

Annex 1: An evaluation framework

Evaluation Criterion	Evaluation questions	Issues/Indicators	Sources of data	Methods
Design	<ul style="list-style-type: none"> Does the project have a clear and adaptable theory of change/logic model? 	<p>Causal linkage is based on evidence of causality in Tanzania</p> <p>Evidence of changes in the logic as a result of changes in the political context</p> <p>Assumptions were valid and monitored during the implementation</p>	<p>Theory of change</p> <p>Programme document</p> <p>Annual reports</p> <p>Steering committee minutes</p> <p>UN Women programme manager and Monitoring and Reporting Analyst</p> <p>Programme stakeholders (DPs, IPs)</p> <p>Male champions, women aspirants, and elected women leaders</p>	<p>Secondary data review</p> <p>KIIs, Case studies, FGDs</p>
	<ul style="list-style-type: none"> Overall, is the results framework SMART, clear, and logical? 	<p>The link between programme results and indicators</p> <p>Adequacy of indicators for all results of the theory of change</p>	<p>Theory of change</p> <p>Programme document</p> <p>Results Framework</p> <p>Annual Reports</p> <p>M&E Specialist</p> <p>UN Women programme manager and Monitoring and Reporting Analyst</p> <p>Programme stakeholders (DPs, IPs)</p>	<p>Secondary data review</p> <p>KIIs</p>
	<ul style="list-style-type: none"> Are the formulated outputs and outcomes clear and realistic? Are they measurable and do they respond to the needs identified? 	<p>Perceptions on whether outcomes were achievable</p> <p>Data availability for chosen indicators for outcomes</p> <p>Ease of measurement of outcomes vis a vis capacity of UN Women and partners</p>	<p>Results Framework</p> <p>Annual Reports</p> <p>M&E Specialist</p> <p>UN Women programme and office management and Monitoring and Reporting Analyst</p> <p>Programme stakeholders (DPs, IPs)</p>	<p>Secondary data review</p> <p>KIIs</p>

Evaluation Criterion	Evaluation questions	Issues/Indicators	Sources of data	Methods
Design	<ul style="list-style-type: none"> Do all results have sufficient, clearly defined, and measurable indicators and targets? 	<p>Perceptions on the measurability of indicators</p> <p>Clear indicators with data available</p> <p>Availability of systems for data collection</p> <p>Perceptions on whether targets were achievable</p>	<p>Results Framework</p> <p>Annual Reports</p> <p>M&E Specialist</p> <p>UN Women programme management and Monitoring and Reporting Analyst</p> <p>Programme stakeholders (DPs, IPs)</p>	<p>Secondary data review</p> <p>KIIs</p>
	<ul style="list-style-type: none"> Does baseline information exist, or what are the provisions for generating baseline information? 	<p>The baseline was undertaken for the programme</p> <p>Baseline values for all indicators</p>	<p>Results Framework</p> <p>Baseline report</p> <p>UN Women programme management and Monitoring and Reporting Analyst</p> <p>M&E Specialist</p> <p>Programme stakeholders (DPs, IPs)</p>	<p>Secondary data review</p> <p>KIIs</p>
	<ul style="list-style-type: none"> Does the project have a complete Monitoring, Evaluation, and Research (MER) Plan to gather and systematize the information with defined responsibilities, sources, and periodicity? 	<p>MER plan available</p> <p>Strength of link between MER, results framework, and theory of change</p>	<p>MER Plan</p> <p>Results Framework</p> <p>Theory of Change</p> <p>UN Women programme management and Monitoring and Reporting Analyst</p> <p>M&E Specialist</p>	
	<ul style="list-style-type: none"> Does the design meet the needs of disabled/young women: were their special needs identified in the beginning and considered when designing the project? 	<p>Provisions for women with disabilities and youth in programme design</p>	<p>Programme design document</p> <p>Annual reports</p> <p>UN Women programme management</p>	<p>Secondary data review</p> <p>KIIs</p>
Design	<ul style="list-style-type: none"> How were the stakeholders involved in the design process? 	<p>Perceptions of stakeholder involvement in programme design</p>	<p>Programme stakeholders (DPs, IPs, benefiting institutions, women leaders, aspiring leaders, etc.)</p> <p>UN Women programme management</p>	<p>KIIs</p>

Evaluation Criterion	Evaluation questions	Issues/Indicators	Sources of data	Methods
Relevance and coherence	<ul style="list-style-type: none"> To what extent are the project results consistent with beneficiary requirements, such as women's leadership and Political Participation? 	<p>Needs of beneficiaries to achieve the programme outcome</p> <p>Alignment of programme interventions to the needs of beneficiaries</p>	<p>Studies on women's political participation and leadership in Tanzania</p> <p>Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions)</p> <p>Other programme stakeholders (Government, MDAs)</p> <p>UN Women programme management</p>	<p>Secondary data review</p> <p>KIIs, FGDs</p>
	<ul style="list-style-type: none"> How are UN Women positioning itself within the national needs and the UNDAP priorities? 	<p>Comparative Advantage of UN Women</p> <p>Role of UN Women in implementation of UNDAP priorities</p> <p>Collaborations with other UN agencies</p>	<p>UN Women programme and office management</p> <p>Other UN agencies (e.g., UNDP, UNFPA, etc.)</p> <p>Resident Coordinator's Office</p> <p>Programme stakeholders (DPs and IPs)</p>	<p>KIIs</p>
	<ul style="list-style-type: none"> Has the project addressed the relevant needs in the country, including the special needs of disabled and young women? 	<p>Perceptions of women with disabilities and young women on the appropriateness of interventions of the programme</p>	<p>Women with disabilities and young women (representative organizations and individuals)</p>	<p>KIIs, and FGDs</p>
	<ul style="list-style-type: none"> Have new, more relevant needs emerged that the project should address? 	<p>New needs for advancing women's political participation and leadership (normative, organizational, and individual needs)</p>	<p>Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions)</p> <p>Other programme stakeholders (Government, MDAs, DPs, IPs)</p> <p>UN Women programme and office management, M&E Analyst</p>	<p>KIIs and FGDs</p>
	<ul style="list-style-type: none"> Have the stakeholders taken ownership of the project concept? 	<p>Ownership as reflected in institutions continuing project interventions</p> <p>Adoption of programme concept by other actors</p>	<p>Annual Reports</p> <p>Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions)</p> <p>Other programme stakeholders (Government, MDAs, DPs, IPs)</p> <p>UN Women programme and office management, M&E Analyst</p>	<p>Secondary data review</p> <p>KIIs and FGDs</p>

Evaluation Criterion	Evaluation questions	Issues/Indicators	Sources of data	Methods
Efficiency	<ul style="list-style-type: none"> Have resources been used efficiently? 	<p>Perceptions on the cost efficiency of chosen approaches</p> <p>Disbursement rates</p> <p>Unit costs of activities against those of similar programmes⁵⁵</p>	<p>Annual Financial reports</p> <p>Annual reports</p> <p>Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions))</p> <p>Other programme stakeholders (Government, MDAs, DPs, IPs)</p> <p>UN Women programme and office management, M&E Analyst</p>	<p>Secondary data review</p> <p>KIIs and FGDs</p>
	<ul style="list-style-type: none"> Have the project activities been cost-effective? 	<p>Cost per benefit vis a vis other similar programmes</p> <p>Perceptions of cost-effectiveness of programmes (<i>do cost justify the benefits?</i>)</p>	<p>Annual Financial reports</p> <p>Annual reports</p> <p>Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions))</p> <p>Other programme stakeholders (Government, MDAs, DPs, IPs)</p> <p>UN Women programme and office management, M&E Analyst</p>	<p>Secondary data review</p> <p>KIIs and FGDs</p>
	<ul style="list-style-type: none"> How has the project monitored the cost-effectiveness throughout the project cycle? 	<p>Indicators of cost-effectiveness of the programme</p> <p>Reporting on cost-effectiveness</p> <p>Programme management decisions made based on cost-effectiveness analysis</p>	<p>Annual reports</p> <p>UN Women programme management and Monitoring and Reporting Analyst</p> <p>M&E Specialist</p> <p>Programme stakeholders (IPs and DPs)</p>	<p>Secondary data review</p> <p>KIIs</p>
	<ul style="list-style-type: none"> Have project funds and activities been delivered promptly? If not, what were the bottlenecks encountered? 	<p>Timeliness of delivery (time against budget expenditure)</p> <p>Bottlenecks encountered</p> <p>Measures to overcome bottlenecks</p>	<p>Annual reports</p> <p>UN Women programme management and Monitoring and Reporting Analyst</p> <p>M&E Specialist</p> <p>Programme stakeholders (IPs and DPs)</p>	<p>Secondary data review</p> <p>KIIs</p>

55 Compare with WW I and others such as UNICEF and UNDP training of parliamentarians

Evaluation Criterion	Evaluation questions	Issues/Indicators	Sources of data	Methods
	<ul style="list-style-type: none"> Are sufficient resources (financial, time, people) allocated to integrate human rights and gender equality, including the needs of disabled and young women, in project design, implementation, monitoring, and evaluation? 	<p>Perceptions on the sufficiency of resources to meet human rights and gender equality (including reaching women in remote areas)</p> <p>Perceptions of young women and women with disabilities on the adequacy of resources to meet their needs</p>	<p>Programme document</p> <p>Annual reports</p> <p>Women with disabilities and young women (representative organizations and individuals)</p> <p>UN Women programme management and Monitoring and Reporting Analyst</p> <p>M&E Specialist</p> <p>Programme stakeholders (IPs and DPs)</p>	<p>Secondary data review</p> <p>KIIs, FGDs</p>
Effectiveness	<ul style="list-style-type: none"> Did the project make sufficient progress towards its planned outputs and outcomes spelled out in the AWP? 	<p>Outcomes achieved by the programme</p> <p>Outstanding outcomes</p> <p>Contributions of UN Women to the Outcomes</p> <p>Reasons for success or failure</p>	<p>Annual reports</p> <p>Project completion report</p> <p>UN Women programme management and Monitoring and Reporting Analyst</p> <p>M&E Specialist</p> <p>Programme stakeholders (IPs and DPs)</p> <p>Male champions, women aspirants, elected women</p>	<p>Secondary data review</p> <p>KIIs, FGDs,</p>
	<ul style="list-style-type: none"> Did the project achieve its planned outputs upon completion? 	<p>Percentage achievement of outputs</p> <p>Reasons for success or failure</p>	<p>Annual reports</p> <p>Project completion report</p> <p>UN Women programme management and Monitoring and Reporting Analyst</p> <p>M&E Specialist</p> <p>Programme stakeholders (IPs and DPs)</p>	<p>Secondary data review</p> <p>KIIs</p>
	<ul style="list-style-type: none"> How have stakeholders been involved in project implementation? 	<p>Stakeholder involvement</p>	<p>Annual Reports</p> <p>Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions)</p> <p>Other programme stakeholders (Government, MDAs, DPs, IPs)</p> <p>UN Women programme and office management, M&E Analyst</p>	<p>Secondary data review</p> <p>KIIs and FGDs</p>

Evaluation Criterion	Evaluation questions	Issues/Indicators	Sources of data	Methods
	<ul style="list-style-type: none"> Have the quantity and quality of the outputs so far been satisfactory? If not, what were the bottlenecks encountered? 	Perceptions of quality of training and support	Annual reports Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions) Other programme stakeholders (Government, MDAs, DPs, IPs) UN Women programme and office management, M&E Analyst	Secondary data review KIIs and FGDs
	<ul style="list-style-type: none"> Do the benefits accrue equally to men and women? 	Benefits accruing to men Benefits accruing to women Equality in outcomes of the programme	Annual reports Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions) Other programme stakeholders (Government, MDAs, DPs, IPs) UN Women programme and office management, M&E Analyst	Secondary data review KIIs and FGDs
	<ul style="list-style-type: none"> How effectively has the project engaged males? 	Measures to engage males Male participation in programme interventions Changes in male behavior in support of women's participation in politics and leadership	Annual reports Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions) Other programme stakeholders (Government, MDAs, DPs, IPs) UN Women programme and office management, M&E Analyst	Secondary data review KIIs and FGDs,

Evaluation Criterion	Evaluation questions	Issues/Indicators	Sources of data	Methods
	<ul style="list-style-type: none"> How did the project help empower stakeholders or prevent further discrimination and exacerbation of existing power relations? 	<p>Examples of programme effects on shifting power between men and women</p> <p>The extent to which the programme has positively or negatively influenced power relations between men and women and women's empowerment.</p> <p>How does the programme influence any differences in benefits between genders?</p> <p>The extent to which the programme is benefiting those excluded groups, including people with disabilities and youth.</p>	<p>Annual reports</p> <p>Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions)</p> <p>UN Women programme and office management, M&E Analyst</p>	<p>Secondary data review</p> <p>KIIs and FGDs,</p>
	<ul style="list-style-type: none"> How has the project enhanced ownership and contributed to the development of national capacity? 	<p>The significant contribution of programme to national capacities</p> <p>Contribution of the programme to national ownership</p>	<p>Annual reports</p> <p>Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions)</p> <p>UN Women programme and office management, M&E Analyst</p>	<p>Secondary data review</p> <p>KIIs and FGDs,</p>
Sustainability	<ul style="list-style-type: none"> Does the project design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in gender and human rights after the end of the project? 	<p>Presence of exit strategy (explicit and implicit)</p> <p>Appropriateness of exit strategy (promoting national/local ownership, use of national capacity)</p> <p>Perceptions of stakeholders on the adequacy of the exit strategy</p> <p>Implementation of the exit strategy by stakeholders</p>	<p>Annual reports</p> <p>Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions)</p> <p>UN Women programme and office management, M&E Analyst</p>	<p>Secondary data review</p> <p>KIIs and FGDs,</p>

Evaluation Criterion	Evaluation questions	Issues/Indicators	Sources of data	Methods
	<ul style="list-style-type: none"> To what extent were stakeholders involved in preparing the sustainability strategy? 	Contribution of stakeholders to sustainability strategy	Annual reports Beneficiaries (benefiting institutions (parliament, political parties, EMBs) UN Women programme and office management, M&E Analyst	Secondary data review KII
	<ul style="list-style-type: none"> How do stakeholders show ownership of the project? 	Actions by stakeholders to continue programme interventions Examples of ownership by stakeholders	Annual reports Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions) UN Women programme and office management, M&E Analyst	Secondary data review KII and FGDs,
	<ul style="list-style-type: none"> To what degree did partners change their policies or practices to improve human rights and gender equality fulfillment (e.g., new services, greater responsiveness, resource reallocation, improved quality, etc.) If not, why not, and what are the major obstacles? 	Changes to policies or practices to improve human rights and gender equality fulfillment by partners (new services, greater responsiveness, resource reallocation, improved quality) Reasons for not changing Obstacles faced	Annual reports Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions) UN Women programme and office management, M&E Analyst	Secondary data review KII and FGDs,

Annex 2: List of people met

Name	Position	Organisation
Timo Voipio	Head of Cooperation	Embassy of Finland
Maiju Palosaari	Program Coordinator	Embassy of Finland
Nasieku Kisambu	National Program Manager, Governance, Gender Equality and Rule of Law	Embassy of Sweden
Florida Henjewe	Senior Democracy, Human Rights and Governance Specialist	USAID
Hodan Addou	Country Representative	UN Women
Erasmina Massawe	Project Coordinator WW II	UN Women
Racheal Boma	Program Specialist	UN Women
Philip Francis	Finance Associate	UN Women
Marilyn Dominick	Operations Manager	UN Women
Ongagwa Gwambaye	M & E Specialist	UN Women
Stella Manda	Gender Expert-Parliament	UN Women
Tulanoga Matimbwi	Gender Programme Specialist	UNICEF
Tausi Hassan	Program Analyst	UNFPA
Hon. Zubeir Ali Maulid	Speaker and Male Champion	The House of Representatives Zanzibar
Hon. Mgeni Hassan Juma	Deputy Speaker and former Chairperson-UWAWAZA	The House of Representatives Zanzibar
Raya Issa Msellem	Clerk	The House of Representatives Zanzibar
Mwanaidi Kassim Mussa	Representative-Special Seats	The House of Representatives Zanzibar (ZHoRs)
Hon. Machano Othman Said	Representative and Male Champion	The House of Representatives Zanzibar
Hon. Dr. Pius Stephen Chaya	MP and Male Champion	National Assembly
Hon. Innocent Seba	MP and Male Male Champion	National Assembly
Mwantatu Mbaruk Khamis	Representative-Special Seats & Vice Chairperson	UWAWAZA
Nasra Awadhi Samin	Secretariate	UWAWAZA
Monica Laurent		NEC
Lutfia Faida Haji	Head, Planning, Research, and Monitoring	ZEC
Lucy Augustino	Program Officer	Tanzania Centre for Democracy
Prof Bernadeta Killian	Project and Team Leader	PSAP-UDSM
Dr. William Walwa	Project Coordinator	PSPA-UDSM
Dr. Richard Sambaiga	Project M & E Officer	PSPA-UDSM
Hon. Shally Josepha Raymond	MP and Chairperson	TWPG
Hon. Agnes Elias Hokororo	MP and Secretary	TWPG

Name	Position	Organisation
Angelina Sanga	Coordinator	TWPG
Hon. Cecilia Daniel Paresso	MP, Secretariate	TWPG
Salome Anyoti	Former Coordinator/Technical person	TWPG
Mzuri Issa Ali	Executive Director	TAMWA-Zanzibar
Sabrina Yusuf Mwintanga	Program Officer	TAMWA-Zanzibar
Rose Reuben	Executive Director	TAMWA-Mainland
Mary Rusimbi	Executive Director	WFT
Anna Meleiya Kulaya	National Coordinator	WILDAF
Rehema Maro	Head of Programs	WILDAF
Bertha Mwanitu	Community Development Officer	Kongwa-Dodoma
Khatib Suleiman	Male change agents-Journalist	Zanzibar
Dadi Kombo Maalim	Male change agent	Zanzibar
Abikhalid Mohamed	Male change agent-Religious leader	Zanzibar
Amina Salum Khalfan	Woman Change agent-Religious leader	Zanzibar
Mohamed Jabir	Chairperson of Male change agents	Zanzibar
Yumna Mwango Omar	Change agent- CSO-JUWAUZA, CCM & Candidate SRS (MP) 2020	Zanzibar
Rahma Suleiman	Change agent-Journalist	Zanzibar
Halima Ibrahim Mohamed	Change agent-ACT-Wazalendo and candidate (MP) 2020	Zanzibar
Asha Abood	Facilitator for TAMWA-Zanzibar training	Zanzibar
Huzaima Ali Hamdani	Change agent-CHADEMA and Candidate (MP) 2020	Zanzibar
Ummi Thambrat Said	Change agent-CSO Zanzibar Gender Coalition	Zanzibar

Annex 3: Project's theory of change

Goal	<p align="center">Women Lead in Political Decision-Making <i>Key indicators: % women in local governments; % women in national parliaments.</i></p>			
Goal TOC statement	<p>If (1) electoral frameworks and arrangements promote gender balance in elections; and if (2) a cadre of interested, diverse and capable women political leaders is formed; and if (3) women are perceived as equally legitimate political leaders as men in society; and if (4) women are promoted as leaders in gender sensitive political institutions, then (5) women will be politically empowered and realize their rights, because (6) women will have political agency and lead in decision-making.</p>			
Outcomes	<p>1. Legislative frameworks and arrangements promote gender balance in elections and decision-making bodies <i>Indicator: Status of integrating gender and PWD responsive provisions in legislative frameworks</i></p>	<p>2. A cadre of interested, diverse and capable women political leaders is formed. <i>Indicator: % of political party leaders who are women (disaggregated by PWD and youth)</i></p>	<p>3. Women are perceived as equally legitimate and effective political leaders as men. <i>Indicator: # of target community members who strongly agree that women should have same chance of being elected to political office as men.</i></p>	<p>4. Women are promoted as leaders in gender sensitive political institutions. <i>Indicators: % of leaders selected or appointed as Heads of selected Parliamentary Committees who are women (disaggregated by PWD and youth)</i></p>
Outcome TOC statement	<p>If (1) women's participation is enabled through policy and legal frameworks, electoral arrangements and selection processes, and if VAWP is mitigated, then (2) women will run for election because (3) there will be a more level playing field</p>	<p>If (1) women have increased technical capacity to engage in leadership contests, and (2) a diverse network of support for women leaders is created and sustained, then a cadre of interested, diverse and capable women political leaders will be formed because (3) there will be sufficient numbers of skilled women for gatekeepers to select from</p>	<p>If (1) Community and civil society understanding of gender equality and women's right to political participation is promoted, and if (2) the capacity of the media to report positive portrayals of women leaders and gender equality as a social goal is increased, and if (3) The capacity of male politicians and public figures to promote GE and women's leadership is strengthened, then Women are perceived as equally legitimate and effective political leaders as men. because (3) discriminatory attitudes will be removed</p>	<p>If (1) the capacities of elected women to apply leadership skills are enhanced, and (2) the capacity of key legislative institutions to advance women's leadership is strengthened, women will be promoted as leaders in gender sensitive political institutions because (3) they will act as role models</p>
Outputs	<p>1.1. The capacity of key stakeholders to review and integrate gender equality principles in laws and regulations is strengthened</p> <p>1.2: Enhanced capacity of political parties to promote gender balance in political leadership.</p> <p>1.3 Strengthened capacities of key stakeholders (Police, Judiciary, EMBs, ORPP, Political Parties, CSOs) to design and implement initiatives to mitigate Violence Against Women in Politics (VAWP)</p> <p>1.4 Strengthened capacities of electoral stakeholders to promote gender balance in elections</p>	<p>2.1 Increased technical capacity of women to engage in leadership contests</p> <p>2.2: Diverse network of support for women leaders created and sustained</p>	<p>3.1: Community and civil society understanding of gender equality and women's right to political participation is promoted</p> <p>3.2: Increased capacity of the media to report positive portrayals of women leaders and gender equality as a social goal</p> <p>3.3 The capacity of male politicians and public figures to promote GE and women's leadership is strengthened</p>	<p>4.1 Enhanced capacities of elected women to apply leadership skills</p> <p>4.2. The capacity of key legislative institutions (Parliamentary Committees, Women Caucus, Speaker of Parliament's Office, Secretariat of the Parliament, National Assembly) to advance women's leadership is strengthened.</p>
Key Assumptions	<p>There is political will to adopt reforms. Some technical knowledge already exists among key national stakeholders. Providing technical support will result in reformed legal frameworks. Political party nomination procedures discriminate against women.</p>	<p>A select group of women are willing to enter politics and lead. Most women are outside moneyed networks. Political parties will nominate skilled and resourced women candidates National stakeholders and donors willing to support women's networks and GE advocates The capacities of women to run innovative and well-resourced campaigns can be strengthened.</p>	<p>Media shapes public perceptions Lack of understanding of gender equality leads to discriminatory behavior Raising awareness about gender discrimination will lead to transformation in attitudes Leading my example has positive effect in communities</p>	<p>Institutions are historically gendered but open to change Newly elected leaders require capacity building/skills development Creating forums for women aids in creating a supportive environment Women are interested in supporting other women</p>
Risks/Barriers	<p>Political upheavals stall parliamentary and legislative processes Gender equality not considered a priority in electoral administration Amended legislation not adopted National partners have limited capacities to apply knowledge Ineffective oversight of the Parliament and lack of accountability</p>	<p>Parties may nominate women but voters don't elect them Male incumbents are able to raise more money than women</p>	<p>Deeply ingrained mentalities impossible to change Men benefit from, and perpetuate, status quo Combating discriminatory attitudes is insufficient without additional structural changes</p>	<p>Limited capacity of partners to put in place systems for gender responsive planning and policy making Institutions are slow to reform.</p>

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Annex 5: Data collection tools

5.1: KII tool for UN Women, IPs, DPs, other UN agencies, Resident Coordinator's Office, MDAs

Criterion	Question	Probes	UN Women Programme management	UN Women Management	M&E analyst	M&E Specialist	DPs and IPs	Other programme stakeholders (Government, MDAs)	Other UN agencies (e.g. UNDP, UNFPA, etc.)	Resident Coordinator's Office
Design	Does the project have a clear and adaptable theory of change/ logic model?	Causal linkage is based on evidence of causality in Tanzania. Evidence of changes in the logic as a result of changes in the political context Assumptions were valid and monitored during the implementation.	X		X		X			
	Overall, is the results framework SMART, clear, and logical?	The link between programme results and indicators Adequacy of indicators for all results of the theory of change	X		X	X	X			
	Are the formulated outputs and outcomes clear and realistic? Are they measurable, and do they respond to the needs identified?	Perceptions on whether outcomes were achievable Data availability for chosen indicators for outcomes Ease of measurement of outcomes vis a vis capacity of UN Women and partners	X	X	X	X	X			

Criterion	Question	Probes	UN Women Programme management	UN Women Management	M&E analyst	M&E Specialist	DPs and IPs	Other programme stakeholders (Government, MDAs)	Other UN agencies (e.g. UNDP, UNFPA, etc.)	Resident Coordinator's Office
Design	Do all results have sufficient, clearly defined, measurable indicators and targets?	Perceptions on the measurability of indicators Clear indicators with data available Availability of systems for data collection Perceptions on whether targets were achievable	X		X	X	X			
	Does baseline information exist, or what are the provisions for generating baseline information?	The baseline was undertaken for the programme Baseline values for all indicators	X		X	X	X			
	Does the project have a complete Monitoring, Evaluation, and Research (MER) Plan to gather and systematize the information with defined responsibilities, sources, and periodicity?	MER plan available Strength of link between MER, results framework, and theory of change	X		X	X				

Criterion	Question	Probes	UN Women Programme management	UN Women Management	M&E analyst	M&E Specialist	DPs and IPs	Other programme stakeholders (Government, MDAs)	Other UN agencies (e.g. UNDP, UNFPA, etc.)	Resident Coordinator's Office
Design	Does the design align with the needs of disabled/ young women: were their special needs identified in the beginning and considered when designing the project?	Provisions for women with disabilities and youth in programme design	X		X					
	How were the stakeholders involved in the design process?	Perceptions of stakeholder involvement in programme design	X				X	X		
Relevance and coherence	To what extent are the project results consistent with beneficiary requirements, that is, women's leadership and Political Participation?	Needs of beneficiaries to achieve the programme outcome Alignment of programme interventions to the needs of beneficiaries	X					X		
	How is UN Women positioning itself within the national needs and the UNDAP priorities?	Comparative Advantage of UN Women Role of UN Women in implementation of UNDAP priorities Collaborations with other UN agencies	X	X			X		X	X

Criterion	Question	Probes	UN Women Programme management	UN Women Management	M&E analyst	M&E Specialist	DPs and IPs	Other programme stakeholders (Government, MDAs)	Other UN agencies (e.g. UNDP, UNFPA, etc.)	Resident Coordinator's Office
Relevance and coherence	Has the project addressed the relevant needs in the country, including the special needs of disabled and young women?	Perceptions of women with disabilities and young women on the appropriateness of interventions of the programme								
	Have new, more relevant needs emerged that the project should address?	New needs for advancing women's political participation and leadership (normative, organizational, and individual needs)	X	X	X		X	X		
	Have the stakeholders taken ownership of the project concept?	Ownership as reflected in institutions continuing project interventions Adoption of programme concept by other actors	X	X	X		X	X		
Efficiency	Have resources been used efficiently?	Perceptions on the cost efficiency of chosen approaches Disbursement rates Unit costs of activities against those of similar programmes	X	X	X		X	X		
	Have the project activities been cost-effective?	Cost per benefit vis a vis other similar programmes Perceptions of the cost-effectiveness of programmes (do cost justify the benefits?)	X	X	X		X	X		

Criterion	Question	Probes	UN Women Programme management	UN Women Management	M&E analyst	M&E Specialist	DPs and IPs	Other programme stakeholders (Government, MDAs)	Other UN agencies (e.g. UNDP, UNFPA, etc.)	Resident Coordinator's Office
Efficiency	How has the project monitored the cost-effectiveness throughout the project cycle?	Indicators of cost-effectiveness of the programme Reporting on cost-effectiveness Programme management decisions made based on cost-effectiveness analysis	X	X			X			
	Have project funds and activities been delivered promptly? If not, what were the bottlenecks encountered?	Timeliness of delivery (time against budget expenditure) Bottlenecks encountered Measures to overcome bottlenecks	X	X			X			
	Are sufficient resources (financial, time, people) allocated to integrate human rights and gender equality, including the needs of disabled and young women, in project design, implementation, monitoring, and evaluation?	Perceptions on the sufficiency of resources to meet human rights and gender equality (including reaching women in remote areas) Perceptions of young women and women with disabilities on the adequacy of resources to meet their needs	X	X	X		X			

Criterion	Question	Probes	UN Women Programme management	UN Women Management	M&E analyst	M&E Specialist	DPs and IPs	Other programme stakeholders (Government, MDAs)	Other UN agencies (e.g. UNDP, UNFPA, etc.)	Resident Coordinator's Office
Effectiveness	Did the project make sufficient progress toward its planned outputs and outcomes spelled out in the AWP?	Outcomes achieved by the programme Outstanding outcomes Reasons for success or failure	X		X		X			
	Did the project achieve its planned outputs upon completion?	Percentage achievement of outputs, Outputs achieved, and those not achieved Reasons for success or failure	X		X		X			
	How have stakeholders been involved in project implementation?	Stakeholder involvement	X	X	X		X	X		
	Have the quantity and quality of the outputs produced so far been satisfactory? If not, what were the bottlenecks encountered?	Perceptions of quality of training and support	X	X	X		X	X		
	Do the benefits accrue equally to men and women?	Benefits accruing to men Benefits accruing to women Equality in outcomes of the programme	X	X	X		X	X		

Criterion	Question	Probes	UN Women Programme management	UN Women Management	M&E analyst	M&E Specialist	DPs and IPs	Other programme stakeholders (Government, MDAs)	Other UN agencies (e.g. UNDP, UNFPA, etc.)	Resident Coordinator's Office
Effectiveness	How effectively has the project engaged males?	Measures to engage males Male participation in programme interventions Changes in male behavior in support of women's participation in politics and leadership	X	X	X		X	X		
	How did the project help empower stakeholders or prevent further discrimination and/or exacerbation of existing power relations?	Examples of programme effects on shifting power between men and women	X	X	X		X	X		
	How has the project enhanced ownership and contributed to national capacity development?	The significant contribution of programme to national capacities Contribution of the programme to national ownership	X	X	X		X	X		

Criterion	Question	Probes	UN Women Programme management	UN Women Management	M&E analyst	M&E Specialist	DPs and IPs	Other programme stakeholders (Government, MDAs)	Other UN agencies (e.g. UNDP, UNFPA, etc.)	Resident Coordinator's Office
Sustainability	Does the project design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in gender and human rights after the end of the project?	Presence of exit strategy (explicit and implicit) Appropriateness of exit strategy (promoting national/local ownership, use of national capacity) Perceptions of stakeholders on the adequacy of the exit strategy Implementation of the exit strategy by stakeholders	X	X	X		X	X		
	To what extent were stakeholders involved in the preparation of the sustainability strategy?	Contribution of stakeholders to sustainability strategy	X	X	X		X	X		
	How do stakeholders show ownership of the project?	Actions by stakeholders to continue programme interventions Examples of ownership by stakeholders	X	X	X		X	X		

Criterion	Question	Probes	UN Women Programme management	UN Women Management	M&E analyst	M&E Specialist	DPs and IPs	Other programme stakeholders (Government, MDAs)	Other UN agencies (e.g. UNDP, UNFPA, etc.)	Resident Coordinator's Office
Sustainability	To what degree did partners change their policies or practices to improve human rights and gender equality fulfillment (e.g., new services, greater responsiveness, resource re-allocation, improved quality, etc.) If not, why not, and what are the major obstacles?	Changes to policies or practices to improve human rights and gender equality fulfillment by partners (new services, greater responsiveness, resource re-allocation, improved quality) Reasons for not changing Obstacles faced	X	X	X		X	X		

5.2: KII and FGD Guide for Beneficiaries (benefiting institutions (parliament, political parties, EMBs, women leaders and aspiring leaders, male champions)

Design

1. Were you involved in any way during programme formulation?
 - ▶ What ways?
 - ▶ Do you feel your input was recognized?
-

Relevance and coherence

2. What are the most significant challenges you/women face in competing or getting selected for leadership positions in politics and government?
 - ▶ Do the interventions of the programme address these significant challenges sufficiently for you? Why?
 3. Are there any new bottlenecks that you/women are facing in increasing their participation in politics and leadership?
 - ▶ What are these?
 - ▶ How best do you think they can be resolved?
 - 4. Institutional beneficiaries:** Have you adopted or taken up any programme initiatives?
 - ▶ Do you feel that there were sufficient measures for you to own the programme's interventions?
 - ▶ Why do you say so?
-

Efficiency

5. When you consider how the programme worked/supported you/your organization, do you think the programme utilised the most optimum way to use resources?
 - ▶ Why do you say so?
 - ▶ What could have been the alternative ways?
6. When you look at the project interventions, cost, and benefits, do you think this was the best use of money?
 - ▶ Why do you say so?
 - ▶ Could there have been alternatives? If so, which ones?
7. Did the support you received come at the most appropriate time?
 - ▶ Why do you say so?
 - ▶ Were there any delays in receiving the support? What were the effects of the delays, if any?

Effectiveness

8. What have been the most important changes brought about by the project for you?
 - ▶ Why do you say so?
 9. Are there results that were challenging to achieve?
 - ▶ Which ones?
 10. As aspiring women leaders/women with disabilities/ young women, were these changes sufficient to increase your potential to participate in politics and leadership?
 - ▶ Why do you say so?
 - ▶ What else could have been done?
 11. Do you think the support provided was enough to facilitate the change needed to ensure more women participate and are competitive in politics and leadership?
 - ▶ Why do you say so?
 12. Looking back at the project, do you think it has been enough to break the power balance between men and women?
 - ▶ Was there sufficient involvement of males?
 - ▶ Could other ways exist to engage males and strengthen their support for women?
 13. How did the project help empower stakeholders or prevent further discrimination and/or exacerbation of existing power relations? **PROBE: Examples of programme effects on shifting power between men and women**
 14. How has the project enhanced ownership and contributed to national capacity development? **PROBE: Significant contribution of programme to national capacities; Contribution of the programme to national ownership**
-

Sustainability

15. Were you informed of any exit plans?
 - ▶ If so, did it have sufficient support for promoting national/local ownership and use of national capacity?
 - ▶ Were you involved in the development of the exit strategy?
 - ▶ Are you implementing any aspects of the exit strategy? Which ones?
 - ▶ Are there specific areas of the exit strategy that are difficult for you?
16. Do you think the gains you have made through the project will continue beyond the project?
 - ▶ Why do you say so?
 - ▶ What may need to be done to support you?

17. What actions have you taken to sustain the project benefits? **PROBE: Actions by stakeholders to continue programme interventions; Examples of ownership by stakeholders.**
18. Have you changed any of your policies or practices (or introduced new ones) to improve human rights and gender equality fulfillment (e.g., new services, greater responsiveness, resource reallocation, improved quality, etc.)
- ▶ If not, why not, and what are the major obstacles?

UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



UN Women Tanzania
Plot 392, Toure Drive
P.O. Box 8640
Dar es Salaam, Tanzania

africa.unwomen.org

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