

**An outcomes evaluation of  
Search For Common Ground's  
*The Team Tanzania***

**November 2011 – September 2013**

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## Acknowledgements

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## Abbreviations

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<b>AcT</b>	Accountability in Tanzania Programme
<b>CSO</b>	Civil Society Organisation
<b>DfID</b>	UK Department for International Development
<b>FG</b>	Focus Group
<b>FGD</b>	Focus Group Discussion
<b>FGM</b>	Female Genital Mutilation
<b>GBV</b>	Gender Based Violence
<b>M&amp;E</b>	Monitoring and Evaluation
<b>OM</b>	Outcome Mapping
<b>SFCG</b>	Search for Common Ground
<b>SMART</b>	Specific, Measurable, Achieved, Relevant and Timely
<b>SMS</b>	Short Message Service
<b>VfM</b>	Value for Money
<b>3R</b>	SFCG's Reach, Resonance and Response theory of change

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# 1 Executive Summary

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*The Team Tanzania* (hereafter *The Team*) is one of 15 completed or ongoing projects implemented in Africa and Asia by SFCG using *The Team* concept. Starting in 2008, SFCG has used *The Team* as a vehicle to tackle *polarizing societal issues by stimulating learning in a persuasive, but non-confrontational manner*. For Tanzania the issue chosen was gender equality and the goal of *The Team* was to *contribute to strengthening the implementation and enforcement of gender-sensitive legislation in Tanzania*.

*The Team* started in November 2011 and is due to end, after a no cost extension, in December 2013. It has been financed by DfID with a grant of £875K. The grant is managed for DfID by KPMG through the Accountability in Tanzania programme. Monitoring and evaluation is a component of the project and in this context an end-of-project evaluation was required to identify results and assess the project's effectiveness and value.

On many measures – legal, ratification of international declarations, representation in Parliament, women's knowledge of rights – Tanzania ranks highly in gender equality. The challenge faced by those seeking to promote gender equality is to overcome the cultural constraints and customary laws and practices that stand between high-level commitments and achieving gender equality in the real world of peoples' lives.

RDS Consulting Ltd was commissioned to undertake this evaluation during the period September 2012 – December 2013. The evaluation is expected to contribute to accountability and learning needs of SFCG, KPMG and DfID. The outcomes assessed in this evaluation occurred in the period November 2011 and October 2013.

The principal approach used in this outcomes evaluation was the identification, description and interpretation of outcomes defined following the definition of 'outcome' used in the Outcome Mapping methodology developed by the Canadian International Development Research Center: *a change in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly*. Use of this definition of outcomes sets a high bar for assessing the effectiveness of *The Team's* contributions to gender equality: we were not looking for evidence that participants in the interventions had only learned something new or had a new attitude, we were looking for observable evidence that they had actually applied their learning or demonstrated their attitude change in terms of changed behaviour. Accurate and robust data were generated using the Outcome Harvesting tool.

We evaluators identified and described – harvested - outcomes from some of the social actors the project had been seeking to influence directly: the target groups of *The Team* outreach work in 3 of the 12 rural districts where focus groups had been shown *The Team* TV show at mobile cinema screenings. We called these our 'treatment groups'. Outcomes were harvested from the treatment group during focus group discussions and interviews in Mvomero district of Morogoro region (central zone), Kilwa district of Lindi region (southern zone) and Tarime district of Mara region (northern zone) from 15<sup>th</sup> – 27<sup>th</sup> October 2013. During the same period, in Mvomero and Kilwa we also harvested outcomes from target group representatives that had not participated in the mobile screenings and focus groups. We called these our 'control groups'.

On analysis, we found that some of our data did not qualify as descriptions of observable and hence verifiable behaviour changes (outcomes) but were in fact descriptions of claimed

changes in attitude, awareness, knowledge or capability. We classified such descriptions as 'proto-outcomes' and defined outcomes and proto-outcomes together as the 'results' of the project. We described 54 outcomes and 10 proto-outcomes in total.

We expanded 9 of the 54 outcomes as case studies, each of which we substantiated with at least one and usually two or more informants. Additionally, we added a further dimension to substantiation of some outcomes through visual inspection of physical structures and documentation. Lastly, where possible we substantiated short outcome descriptions with other sources. We evaluators conclude that the outcomes are valid and as a minimum are the most significant outcomes known to the informants consulted and are very likely to be indicative of the achievements of the project overall up to October 2013.

Through the collection, analysis and interpretation of the outcomes data, informant interviews and documents analysis, the evaluators sought answers to the evaluation questions agreed with SFCG and KPMG to assess:

- The **effectiveness** of the interventions in contributing to intended or unintended outcomes relevant to the purpose of the interventions
- The validity of *The Team theory of change*
- The implied **value for money** of *The Team*
- **Obstacles** to the achievement of results

## FINDINGS AND CONCLUSIONS

### Effectiveness and validity of the Theory of Change

Considered together, the results – 54 outcomes and 10 proto-outcomes - demonstrate that the rural outreach component of The Team has generally been very effective, particularly considering the short duration of the project, having contributed to numerous examples of changes in women, men, boys and girls, that either demonstrate or are relevant to the achievement of greater gender equality.

The 9 case studies elaborated from the outcome descriptions provide convincing evidence not only of changes in behaviour but of the consequences of such changes for the economic empowerment of women, school attendance, growth of businesses, avoidance of debt, dissemination of gender equality ideas and the application of participatory approaches to planning and decision making in communities.

The outcomes demonstrate changes relevant to all 5 priority issues except rape, an issue that SFCG did not expect to find changes in at the sites where we sampled.

Assessed against the objectives of the intervention the outcomes demonstrate that the project was most effective at influencing behaviour changes at the individual level. We anticipate that there is potential for the outcomes to contribute further over time to objectives at the community level and to contribute to other initiatives beyond the CSO partners, for example through the dissemination of this evaluation and its supporting data.

The Resonance and Response elements of the Theory of Change were, insofar as it has been described, clearly validated: all the proto-outcomes demonstrate Resonance and all the outcomes demonstrate Response.

Rarely if ever was *The Team* the sole contributing factor to results but we found that *The Team* TV show and mobile screenings and focus groups made an important or very important contribution to 39 of the results we described and a useful contribution to 25. That no informants cited the radio shows as an influence is surprising and warrants further investigation.

The sustainability of the results is not clear from our data. Further investigations, including of capacity changes in CSO partner organisations, would be useful for investigating this.

### **Value for money**

The outcomes demonstrate the project has contributed to the kinds of (behaviour) changes that are likely to be necessary for the achievement of sustained higher-level outcome / impact changes in gender equality. Further, we have been able to make detailed descriptions of how the project's outputs have contributed to outcomes.

A very high proportion of treatment group informants – 63% - reported results.

The outcomes we harvested from the treatment groups were qualitatively much richer than those of the control group, suggesting the mobile cinema and focus group discussions are more effective than broadcasts of the TV show alone.

Based on our findings, participants across all 12 focus groups may be able to identify in the order of 697 outcomes, 328 (39%) of which may be monetisable.

We estimated the value for money of mobile cinema and focus groups expressed as the ratio of financial input to output to be 3.67.

The incremental cost of scaling up the mobile screenings and focus groups is approximately US\$12,000 / group of approximately 70.

It is likely that these figures underestimated the monetary value of the mobile cinema and focus group discussions and greatly underestimated the monetary value of *The Team* overall.

### **LESSONS LEARNED AND RECOMMENDATIONS FOR DISCUSSION**

The following recommendations are intended to stimulate discussion and where appropriate decisions by SFCG and relevant stakeholders:

**Scaling up:** research (i) the relative effectiveness of the focus groups compared to TV show viewing, (ii) the incremental cost of more focus groups which is relatively low now that the TV show has been produced, (iii) the useful project participant's suggestions for further dissemination.

**Choice of media:** Investigate (i) the costs and benefits of producing a second series of *The Team* compared to promoting further responses from the first series; (ii) the resonance and response of the radio audience.

**Support for other gender equality initiatives:** consider sharing this report and its supporting data.

**Sustainability:** Initiate as a priority a strategy for sustaining and building on results achieved.

**Monitoring, evaluation and action learning:** consider (i) updating SFCG guidance on how to document resonance and response to include qualitative approaches and Outcome Mapping in particular; (ii) collecting and using monitoring data from the outset of the project that will be needed for evaluations; (iii) increasing the evaluation budget for similar projects.

**Design of future work:** (i) consider describing a theory of change that articulates how a future intervention can build on the types of changes we have recorded to achieve the 5 priority issues or similarly higher-level results; (ii) include project partners in project descriptions and reporting to better reflect the SFCG contribution.

## 2 Introduction

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### 2.1 Background

Search for Common Ground's (SFCG) *The Team Tanzania* (hereafter *The Team*) project started in November 2011 and is due to end, after a no cost extension, in December 2013. It has been financed by DfID with a grant of £875K. The grant is managed for DfID by KPMG through the Accountability in Tanzania programme. Monitoring and evaluation is a component of the project and in this context an end-of-project evaluation was required to identify results and assess the project's effectiveness and value.

RDS Consulting Ltd was commissioned to undertake this evaluation during the period September 2012 – December 2013. The evaluation is expected to contribute to accountability and learning needs of SFCG, KPMG and DfID. The outcomes assessed in this evaluation occurred in the period November 2011 and October 2013.

#### Primary intended users and uses

1. SFCG in Tanzania, who wish to understand more about the effectiveness of the intervention and learn lessons for the potential new phases of the intervention.
2. SFCG Common Ground Productions, who wish to use the evaluation findings to inform SFCG's gender-related work in Tanzania, and in East Africa as a whole.
3. KPMG Advisory Limited (KPMG) Tanzania, who wish to use the evaluation findings to know more about the effectiveness of the theory of change, identify communicable stories about the project's results and gain insight into the value for money of the initiative.

#### Other evaluation users and uses

Other social actors who may be interested in the evaluation findings to enhance their understanding of the effectiveness of *The Team Tanzania* include the SFCG-Tanzania partners and other social actors involved in this evaluation, and DfID who is the major funder of this initiative.

**Process uses** – The evaluation was undertaken using a participatory methodology involving partners and other informants in the process of outcome description and substantiation. This activity is expected to help to enhance *The Team Tanzania*'s partners' understanding of the links between their activities and outcomes achieved. Substantiation can serve as a way of strengthening connections between SFCG and the external partners who are invited to participate in the evaluation process.

### 2.2 Evaluation team

The evaluation team was co-led by Richard Smith (Director, RDS Consulting Ltd), John Mauremootoo and Dunstan Kishekya. Richard is an international consultant based in the UK, with expertise in the use of Outcome Mapping for evaluation and planning and with experience of policy advocacy and advocacy evaluation. John is an international consultant based in the UK, with expertise in the use of Outcome Mapping for evaluation and planning. Dunstan Kishekya, is a consultant based in Arusha, Tanzania with experience and expertise in applying Outcome Mapping in evaluation.

## 3 Evaluation Approach

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### 3.1 Data collection

The principal approach used in this outcomes evaluation was the identification, description and interpretation of outcomes defined following the definition of ‘outcome’ used in the Outcome Mapping methodology developed by the Canadian International Development Research Center<sup>1</sup>: *a change in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly*. Informant interviews and document analysis supplemented the outcomes data. The supplementary information has been used to understand the project, its outcomes and their context and as sources of data for Value for Money analyses.

Use of this definition of outcomes sets a high bar for assessing the effectiveness of *The Team’s* contributions to gender equality: we were not looking for evidence that participants in the interventions had only learned something new or had a new attitude; we were looking for observable evidence that they had actually applied their learning or demonstrated their attitude change in terms of changed behaviour.

Inspired by Outcome Mapping, Outcome Harvesting<sup>2</sup> is a monitoring and evaluation tool which we used it to guide the identification and description of outcomes. Outcome Harvesting helps generate accurate and robust data because it requires descriptions of outcomes and programme contributions to be precisely formulated such that it is clear **who** changed in **what** way, **when** and **where**, and **how** the change agent – in our case, SFCG and their contracted implementing partners - contributed to each outcome. The outcome and contribution statement must be sufficiently specific to be **verifiable**.

To be verifiable, outcome descriptions need to be SMART:

- **Specific** – someone lacking specialised subject or contextual knowledge will be able to understand and appreciate the description
- **Measurable** - contains objective, verifiable quantitative and qualitative information
- **Achieved** - a plausible relationship and logical link between the outcome and the change agent’s actions
- **Relevant** - a significant step towards the impact that the change agent seeks
- **Timely** - the outcome occurred within the time period being evaluated

### Identifying, describing and analysing the 54 outcomes and 10 proto-outcomes

Typically, Outcome Harvesting starts with the evaluators screening reports, websites and other materials and recording outcomes. SFCG advised from the outset that the potential for identifying outcomes from reports was limited as a key objective of the evaluation was to

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<sup>1</sup> Earl, S, Carden, F & Smutylo, T (2001). Outcome Mapping. Building learning and reflection into development programs, IDRC, Ottawa.  
<http://www.idrc.ca/EN/Resources/Publications/Pages/IDRCBookDetails.aspx?PublicationID=121> (accessed 22 November 2013)

<sup>2</sup> Outcome Harvesting, 2012, Ricardo Wilson-Grau & Heather Britt, Ford Foundation. Available from  
<http://www.outcomemapping.ca/resource/resource.php?id=374> (accessed 22 November 2013)

collect and interpret such data. Nonetheless, we evaluators sought to identify and describe outcomes by examining the documents we were provided with by SFCG. We examined a total of 10 documents (Annex G for a list of information sources consulted) and found them entirely lacking in evidence about outcomes that the project may have contributed to. Concerning the monitoring data in particular, the mobile phone response reports of PUSH Mobile provided data on attitudes but none on outcomes. The data on Facebook responses contained many claims of changes in knowledge and attitudes but lacked information sufficient to describe one or more outcomes i.e. behaviour changes (see Annex H for a collation of the claimed changes).

SFCG identified the outreach component of the project as a potentially rich and accessible source of outcome information. It was therefore agreed that we evaluators would seek to harvest outcomes from some of the social actors the project had been seeking to influence directly: the target groups of *The Team* outreach work in the rural districts where focus groups had been shown *The Team* TV show at mobile cinema screenings. We also agreed, depending on opportunities available in the field and resources, to convene and harvest outcomes from people that had not participated in the mobile screenings in order to have the opportunity to make observations on any qualitative differences between these informants and those who had participated in focus groups. With the sampling strategy agreed, we conducted focus group discussions and interviews in Mvomero, Kilwa and Tarime from 15<sup>th</sup> – 27<sup>th</sup> October 2013.

Our informant groups were convened with the assistance of SFCG's partners in the three locations:

**Central zone:** Mvomero district, Morogoro region: Mvomero Organisations Coalition

**Southern zone:** Kilwa district, Lindi region: Women and Girls Fight illiteracy and Poverty Organisation

**Northern zone:** Tarime district, Mara region: Save the Children Tanzania

Locations for data collection were selected to be as representative as possible with available resources of (a) the 12 districts in 6 regions where the mobile screenings took place, (b) of Tanzania as a whole. Our sampling approach was therefore sensitive to some of the major cultural, social and economic regional variations in Tanzania. However, a more wide ranging sampling design would cover more of the diversity but this was beyond the scope of this evaluation.

We worked with two sets of informants: **treatment groups** and **control groups**. In each case, the groups convened were gender-balanced and representative of the four target groups: adults, youth, teachers and community leaders. The treatment group members had participated in *The Team* focus groups and watched the TV show at mobile screenings. The control group members were citizens from the same target groups in the same locality who had not participated in any part of the project. They were not true controls, however, as *The Team* intended that focus group participants would share messages and initiate discussions around key gender equality issues with others outside the focus group.

In Mvomero and Kilwa we harvested outcomes from both treatment and control groups; in Tarime because of resource constraints we agreed with SFCG to harvest outcomes only from the treatment group. On average, our informant treatment groups contained about 30%

of the members of each target group (ca. 6-9 people). The informant control groups were of similar sizes.

Following the informant group work, individuals who had described outcomes were consulted further as necessary on a one-to-one basis to obtain the data needed to complete a precise and verifiable outcome description.

The evaluators then formulated the outcomes so they met the criteria of SMART outcome descriptions, that is they each contained a precise description of the change the project had influenced and a concise description of how it had contributed to the change. On analysis, we found that some of our data did not qualify as descriptions of observable behaviour changes but were in fact descriptions of claimed changes in attitude, awareness, knowledge or capability. We consider the proto-outcomes to have credibility as they were described, in each case, by the social actor who claimed to have changed. However, they are not as credible as observable, hence verifiable, outcomes. We classified such descriptions as 'proto-outcomes' and **defined outcomes and proto-outcomes together as the 'results' of the project.** The number and location of outcomes and proto-outcomes we described as summarised in Table 1.

**Table 1 The number and locations of the outcomes and proto-outcomes**

	Results - total	Outcomes	Proto- outcomes
Mvomero	36	28	8
Kilwa	15	14	1
Tarime	13	12	1

### 3.2 Credibility of outcomes

The credibility of outcomes as evidence for the evaluation depends on what the intended users require to consider the outcomes to be accurate. The outcomes we described meet four criteria that support their credibility:

- Informants were knowledgeable about the outcomes. For all outcomes, the informant was the social actor that had changed or had a close relationship with the social actor.
- Informants agreed to go on record with the information they provided about outcomes.
- The description of outcomes and how the intervention contributed are specific enough to be verifiable.
- The relationship between how *The Team* contributed and the outcomes was judged by the evaluators to be plausible.

In order to further enhance the credibility of the outcomes, we agreed with SFCG that we would seek substantiation of a proportion of the outcomes with independent sources. To do this, we expanded 9 of the short outcome descriptions into case studies with sections on the outcome, its significance and the contribution of *The Team*. Results of the substantiation are summarised in Table 2.

Additionally, we sought substantiation of short outcome descriptions opportunistically. In each case, the source consulted confirmed the outcome described.

In conclusion, we evaluators consider that the outcomes are valid because they meet the credibility criteria described above and, furthermore, because most were described by the social actors who changed, not by the change agents who may have claimed to have

influenced them. We also consider that as a minimum the most significant outcomes have been identified from the informants consulted and that the outcomes are indicative of the achievements of the project in the 12 rural locations where outreach work was focused up to October 2013.

**Table 2 Results of substantiation of case studies**

Case study	Location	Outcome	Substantiation
1	Mvomero	School girl truancy falls after girls' football team is created	Outcome and contribution fully substantiated by three sources
2	Mvomero	School building construction becomes significantly more effective by using a participatory approach	Outcome and contribution fully substantiated by four sources
3	Mvomero	Widows' group's new planning process boosts income and savings	Outcome and contribution fully substantiated by three sources and outcome substantiated by observation.
4	Mvomero	One woman's business grows as she gains confidence and ambition	Partially substantiated by two sources. Both confirmed the business had grown during the period described but were not know the detail of how much it had grown nor how <i>The Team</i> was said to have contributed.
5	Kilwa	Self-awareness as the result of <i>The Team</i> motivates Hamidi to rejoin schooling	Outcome fully substantiated by two sources; contribution fully substantiated by one source, the second source did not know
6	Kilwa	Mobilising fellow school children to fight together for gender equality	Outcome fully substantiated by one source; source was unaware of the contribution
7	Kilwa	A woman's realisation that it is unacceptable to marry school age girls leads to a marked reduction in her conspicuous consumption	Outcome and contribution fully substantiated
8	Kilwa	A widow's enhanced self-reliance and financial freedom	Outcome and contribution fully substantiated by one source and outcome substantiated by observation.
9	Tarime	A wife enjoys greater well-being and income after her husband grants her shared ownership of assets and income	Outcome fully substantiated by two sources; contribution partially substantiated – lack of knowledge

### 3.3 Analysis

Short descriptions of outcomes / proto-outcomes and contributions (about 2 sentences each) together with details on the source, location and date of the outcome harvest were entered into an MS Excel database. Each outcome and proto-outcome was then coded according to its relevance to answering the evaluation questions. Additionally, we assessed a subset of case studies for value for money. The analysis is presented in Chapter 6.

### 3.4 Limitations

For reasons stated above – see: **Identifying, describing and analysing the 64 outcomes and proto-outcomes** - all the outcome descriptions used in the evaluation came from information sources in the locations targeted by the outreach component of *The Team*, a component of the project that was delivered entirely in rural areas. As a result, we were unable to consider any outcomes to which *The Team* may have contributed in urban areas. An implication of this is that contribution of the social media component of *The Team*, work that was directed largely at urban populations, is not assessed in this evaluation.

An inherent limitation on the data we could collect is the very short time between the start of the project and the evaluation. Achieving a major shift in gender equality is almost certain to take longer than 18 months. The results that may be observed after a short intervention are therefore likely to be lower level awareness, attitude, knowledge and behaviour changes. An assessment sometime in the future will be needed to determine if any changes initiated by *The Team* lead to further, deeper and sustained changes.

It is typically challenging to identify negative outcomes. People are reluctant to mention them and organisations tend not to record them, although SFCG informed us they do not exclude them from their monitoring data. We were only able to describe two.

The time required to move between sites whilst maximising use of available resources for the evaluation limited the potential to sample more widely.

The lack of existing monitoring data or reports that described outcomes meant that all data for the evaluation had to be collected from scratch, therefore limiting the potential to sample more widely.

We did not, by design, harvest outcomes from sources internal to *The Team* i.e. SFCG and its CSO implementing partners. Our data therefore does not support an analysis of capacity development or any other changes that may have occurred during implementation.

While we were able to record data on some highly sensitive issues including GBV and ‘sugar mummies’ we recorded very little on probably the most sensitive issues of all: we had only one data point on FGM and did not record any data related to rape.

## 4 Project Description

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### 4.1 The Team

*The Team Tanzania* is one of 15 completed or ongoing projects implemented in Africa and Asia by SFCG using *The Team* concept<sup>3</sup>. Starting in 2008, SFCG has used *The Team* as a vehicle to tackle *polarizing societal issues by stimulating learning in a persuasive, but non-confrontational manner*<sup>4</sup>. For Tanzania the issue chosen was gender equality and the goal of *The Team*<sup>5</sup> was to *contribute to strengthening the implementation and enforcement of gender-sensitive legislation in Tanzania*.

Implementation of *The Team* is guided by the project's mission statement:

*To champion women's rights in Tanzania by highlighting and modeling locally-rooted solutions to: 1) The customary and traditional attitudes that undermine the country's gender-sensitive laws; and 2) The prevailing attitudes of men that are a barrier to women's rights in Tanzania.*

SFCG intended to use five types of activity to realise the mission:

1. Consultation workshops and baseline assessment. These aimed at developing key messages and themes of specific relevance to Tanzania and establish current knowledge and attitudes.
2. The television series of 13 episodes. Intended for national broadcast, this was set in a secondary school aimed to catalyse discussion of key gender equality issues.
3. The radio series of 50 episodes, also called *Wamoja*. This aimed to challenge gender norms and is set in a rural area as most of its intended audience.
4. Outreach campaign. This used screenings, focus groups, SMS, social media and other tools and events to motivate the target audience to watch and listen and engage with the programmes.
5. Monitoring and evaluation. This has comprised the baseline study, collection and analysis of SMS and Facebook responses and this evaluation.

Implementation of key components of the project was subcontracted to:

- 11 local partners to organise mobile cinema screenings and facilitate focus group discussions in 12 districts across 6 regions covering southern, central and northern zones of Tanzania. SFCG selected the partners, organised training for the facilitators and provided an experienced trainer and advice.

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<sup>3</sup> <http://www.sfcg.org/programmes/cgp/the-team.html> (accessed 29.11.13)

<sup>4</sup> A proposal from Search for Common Ground in Tanzania to The UK Department for International Development, July 2011.

<sup>5</sup> In this report, we use *The Team* to refer to the *The Team Tanzania* intervention as a whole not just the TV and radio shows.

- A TV production company to produce the 13 episodes. SFCG led development of the 'curriculum' of key messages and themes through a consultative process in three regions.
- A radio production company to produce the 50 episodes. The radio shows were similarly guided by the curriculum developed by SFCG.
- Marketing and media partners to promote the shows through multiple strategies.

## 4.2 Context for gender equality interventions in Tanzania

On many measures – legal, ratification of international declarations, representation in Parliament, women's knowledge of rights – Tanzania ranks highly in gender equality. DfID's operational plan for Tanzania 2011-15<sup>6</sup> states that:

*Tanzania has undertaken substantial policy and legal reforms to address gender inequality and empower girls and women. As a result, Tanzania has achieved gender parity in primary education and increased the participation of women in politics and decision making authorities, particularly in the public sector. However, despite these achievements, the majority of women in Tanzania are still locked into traditional roles and [...] have limited participation in economic activities so have benefitted very little from growth.*

In a 2011 assessment mission, SFCG recorded evidence of the gaps between high-level concern for gender-equality and reality:

- Girls' low retention rates in secondary schools.
- Barriers to women owning property e.g. land inheritance.
- High incidences poverty and its consequences among women.
- High rates of gender based violence (GBV) and rape.
- Barriers to participation in political decision-making.

The challenge faced by those seeking to promote gender equality is to overcome the cultural constraints and customary laws and practices that stand between high-level commitments and achieving gender equality in the real world of peoples' lives.

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<sup>6</sup>[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/67404/tanzania-2011.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/67404/tanzania-2011.pdf) (accessed 29.11.13)

## 5 Findings: Effectiveness of *The Team* and validity of the theory of change

This chapter answers two evaluation questions:

1: Do the outcomes indicate that the project was effective in terms of: i. Contributing to pre-defined objectives and results and ii. Contributing to unintended objectives and results consistent with the purpose of the project?

2: Do the outcomes and their associated contribution descriptions validate the Team (TV and radio)'s theory of change (3R approach)?

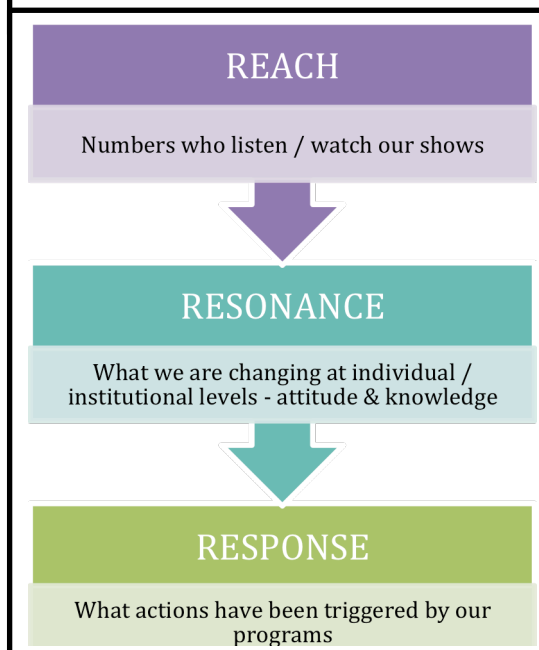
### Box 1 Pre-defined objectives of *The Team*\*

1. To foster an enabling environment to advance female roles in decision-making at the community level
2. To promote knowledge and attitudes favourable to women's well-being at the individual level; and
3. To contribute to local and international initiatives aimed at advancing gender equality.

\* SFCG proposal for *The Team*, page 8.

### Figure 1 The SFCG Three Rs framework for media\*

\*Adapted from: *Telling the story of The Team: A framework*. SFCG.



Most of the 54 outcomes and 10 proto-outcomes identified (see section 3.1 for definitions) are relevant to the pre-defined objectives (Box 1 and Table 3) and theory of change (Figure 1). Considered together, they demonstrate that *The Team* has generally been very effective, particularly considering its short duration, having contributed to numerous examples of changes in women, men, boys and girls that are relevant to the achievement of greater gender equality. However, there are three caveats:

- (a) While the project has contributed to an impressive number of outcomes relevant to its pre-defined objectives, the outcomes suggest there is a marked difference in the extent to which each of the three objectives have been realised: the great majority of outcomes identified are relevant to pre-defined Objective 2 and very much fewer relate to Objectives 1 and 3 (Table 3)<sup>7</sup>. Despite this imbalance, we do not, as explained below, consider the effectiveness overall to have been compromised.

<sup>7</sup> We interpreted results relevant to Objective 1 as changes related to female roles in decision making at the community level i.e. groups of people, villages or other administrative unit.

- (b) All but 8 of the outcomes and proto-outcomes (results) were identified from the treatment groups<sup>8</sup>. Nonetheless, the fact that our sampling identified results from the two control groups indicates that *The Team* has had effects beyond the focus groups. For further discussion of the relative effectiveness of the treatment and control groups see section 6.3.2.
- (c) As agreed with SFCG, we did not set out to determine who has seen the show in the population at large hence did not seek to validate the Reach element of the theory of change. To do so would require, as SFCG recognise<sup>9</sup>, a representative survey on a regular basis.

The 6 outcomes and 1 proto-outcome not relevant to the pre-defined objectives are nonetheless positive changes hence should be viewed as achievements.

**Table 3 Relevance of results to the pre-defined objectives<sup>10</sup>**

	Total number of results identified	Results relevant to the pre-defined objectives			Unintended results
		1	2	3	
<b>Outcomes</b>	<b>54</b>	<b>5</b>	<b>45</b>	<b>7</b>	<b>6</b>
Mvomero	28	3	23	4	4
Kilwa	14	1	11	1	2
Tarime	12	1	11	2	0
<b>Proto-outcomes</b>	<b>10</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>1</b>
Mvomero	8	2	4	0	1
Kilwa	1	0	1	0	0
Tarime	1	0	1	0	0

Examples of results demonstrating an enabling environment to advance female roles in decision-making at the community level – Objective 1 - include the male teacher who now accepts that new ideas should be judged by their qualities not by who puts them forward (Mvomero 32) and behaviour changes such as the leadership shown by a woman in creating a new women's group to support ten women farmers (Mvomero 9).

It is perhaps not surprising that there are relatively few results relevant to advancing female roles in community-level decision-making (Objective 1) because these can be expected to come some time after changes at the individual level (Objective 2), once more women have

<sup>8</sup> Mvomero: 4 outcomes and 2 proto outcomes; Kilwa: 1 outcome, 1 proto; Tarime – no control.

<sup>9</sup> Telling the story of *The Team*: A framework. Internal SFCG document.

<sup>10</sup> Some results are relevant to more than one objective so the total number of results may not equal the sum of the other columns in each case.

the confidence and freedom to identify with community-level decision-making roles and more men and women accept women in such roles.

The relatively low number of outcomes demonstrating *The Team* contributing to other local and international gender equality initiatives - Objective 3 – is at least partly a factor of the short duration of the project. That we found changes at the individual if not many at the institutional level is a sign of good progress. A further factor limiting the number of outcomes about influencing other initiatives is that the principal sources that SFCG agreed we use for the evaluation was individual members of the communities we sampled in. With more time, we could have systematically assessed the influence of *The Team* on other initiatives. Instead, the data we collected on this was opportunistic, as part of our outcome harvesting from target groups. This explanation aside, we did succeed in identifying and describing 7 outcomes that demonstrate different ways in which *The Team* has contributed to local initiatives concerned with gender equality. We also suggest that it is quite possible that the project will contribute further to gender equality initiatives if its results and lessons learned – such as those described in this report - are shared.

Examples of outcomes contributing to Objective 3 include the significant way SFCG's partner in Mvomero, The Mvomero Organizations Coalition, has changed its strategy for working on gender equality by involving women much more and engaging a woman to coordinate gender issues (Mvomero 25), and a number of outcomes that show women joining or reviving business or savings groups (Tarime 4, Kilwa 4), starting a group to support income generation through crop growing (Mvomero 9) and introducing groups to participatory approaches to income generation (Mvomero 8).

It is the influence the project has had on promoting knowledge and attitudes favourable to women's well-being at the individual level<sup>11</sup> (Objective 2) where the project has excelled, as demonstrated by 45 outcomes and 6 proto-outcomes.

Outcomes and proto-outcomes are now explored to exemplify how the results validate the Resonance and Response elements of the theory of change.

## 5.1 Resonance and Response

By definition, proto-outcomes are changes in awareness, understanding or attitude. Therefore we consider that all proto-outcomes relevant to the pre-defined objectives are examples of **resonance** as defined by the SFCF theory of change i.e. evidence that the audience has related to, understood, engaged, or gained new knowledge from the show.

Similarly, outcomes are behaviour changes hence all those that are relevant to the pre-defined objectives are examples of **response** as defined by the SFCF theory of change. Because a response first requires a change in awareness, understanding or attitude, all response-related outcomes are also illustrations of resonance.

The outcomes demonstrate a number of behavioural change patterns. In this section we look at the relative frequency of outcomes among males and females, how the outcomes did or did not contribute to SFCG's five priority issues and other themes displayed by the outcomes.

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<sup>11</sup> We interpret 'well-being' as having multiple dimensions including satisfaction with the health, physical, emotional and financial dimensions of life.

### 5.1.1 Relative frequency of outcomes among males and females

Not so predictable is the roughly even split between outcomes concerning behaviour changes in females and males. Disaggregating the outcomes by the gender of the social actor that changed shows that 24 of the outcomes concern changed behaviour of girls and women and 30 changes in boys and men (Table 4). There is clearly resonance and response with both genders.

**Table 4 Relative frequency of outcomes by gender**

	Female	Male
<b>TOTAL</b>	<b>24</b>	<b>30</b>
Mvomero	12	15
Kilwa	9	6
Tarime	3	9

Looking first at the theme of **gender and football**, it is interesting to note that not all football related outcomes were about enabling girls to play football. In a notable example of female leadership, a woman farmer in Kilwa led the formation of a male football team (Kilwa 12).

Several of the outcomes describing male changes of behaviour concern **violence**, including efforts by men to stop others from beating their wives (Tarime 1, 11 & 13), men who have stopped beating their wives (Tarime 2 & 10) and a man who sent his daughter to participate in the Catholic Church's *Tohara Mbadala* programme that provides an alternative to FGM (Tarime 6).

Another set of outcomes concerns men and boys acting to **resolve conflicts** in the home by **sharing responsibility** for duties (Mvomero 11, Tarime 12), involving wives in decision making (Mvomero 12, 22, 24, 29) and taking time to learn with children (Mvomero 18).

**Self-improvement** of men features in an outcome in which a 26 year old man who re-joins a secondary school with the acceptance of his family in an area where madrasa schools are common (Kilwa 14) and another where a man has started to listen to his wife and stopped his habit of staying out late drinking (Mvomero 21).

### 5.1.2 SFCG's 5 priority issues

Through an assessment prior to the design of *The Team* project, SFCG has identified the following as the priority issues around gender equality in Tanzania that it is seeking to address:

- 1) Inheritance and women's consideration in inheritance issues
- 2) Women's leadership
- 3) Gender-based violence
- 4) Rape
- 5) Retention of girls in secondary school

Classifying the outcomes and proto-outcomes by these issues, we found a low number of related outcomes indicating that the changes represented by the results are generally not at the level of *directly* influencing these five issues (Table 5)<sup>12</sup>. However, although limited in number, there were some notable outcomes relevant to inheritance, leadership, violence and schooling; these are highlighted below.

**Table 5 Relevance of outcomes and proto-outcomes to five priority issues**

	<b>Inheritance and women's consideration in inheritance</b>	<b>Women's leadership</b>	<b>Gender based violence</b>	<b>Rape</b>	<b>Retention of girls in secondary schools</b>
<b>Outcomes</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>2</b>
Mvomero	3	3	0	0	2
Kilwa	0	3	0	0	0
Tarime	1	0	6	0	0
<b>Proto- outcomes</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>
Mvomero	0	1	0	0	2
Kilwa	0	0	0	0	0
Tarime	0	0	0	0	0

### 5.1.3 Clustering of outcomes by location

It is clear from the data that there is a tendency for outcomes concerned with particular issues or themes to originate from one location. For example, violence (Tarime) and retention of girls in school (Mvomero). These patterns reflect (a) differences between sites and hence differences in the issues of importance to informant groups; (b) a tendency of some informants to follow the example of others when presenting outcomes, perhaps because they are stimulated to do so, perhaps because they are not as articulate at thinking of examples as others; and (c) characteristics / specific interests of each group.

### 5.1.4 Financial benefits & inheritance

A very high proportion of results - 20 outcomes and 1 proto-outcome - demonstrated changes contributing to gender equality that had financial implications. These fall into four groups: economic empowerment, sharing responsibility, inheritance and conspicuous consumption.

#### 5.1.4.1 Economic empowerment

**Women starting a business growing and selling vegetables** (Mvomero 9, 26; Kilwa 5), including a jobless woman now growing vegetables for sale and pursuing her interests by joining art and drama groups (Kilwa 9);

<sup>12</sup> SFCG advised that we may have found results relevant to reducing rape if we had sampled in some of the other outreach locations.

**Women reviving or re-committing to their businesses** or business groups and using their profits for their interests, not giving everything to their husbands (Tarime 3 & 4; Mvomero 14, Annex D);

**Husbands involving their wives in business**, resulting in growing income and home improvements including construction of a well (Tarime 5, Kilwa 10).

#### **5.1.4.2 Sharing responsibility**

Women being involved in decision making including family finances (Mvomero 2 & 12); a man giving money to wife (Mvomero 5).

#### **5.1.4.3 Inheritance and women's consideration in inheritance**

Assuming that sharing of responsibility, income and decisions on finances are steps towards recognising women in inheritance, then the previous three examples of outcomes should be seen as contributions to addressing the inheritance issue. Particularly striking is the example of the joint ownership of assets and division of income that followed a discussion of inheritance in a focus group (Tarime 5).

#### **5.1.4.4 Conspicuous consumption**

A woman who made a substantial reduction in expenditure on clothes and jewellery (Kilwa 2, case study).

### **5.1.5 Schooling**

Retention of girls in secondary school is a priority issue for SFCG. We identified 3 related outcomes and 2 unrelated proto outcomes on this issue, all in Mvomero. Two of the outcomes are part of the same story: an elder sister fought with her parents (Mvomero 16) for her 14 year old sister's right to go to school, a fight that she won (Mvomero 17). The third shows how the formation of a girls' football team led to a dramatic rise in attendance (Mvomero 7 and Annex D)

The two proto-outcomes are striking as each concern women whose attitude to girls attending school has been dramatically changed: the first, Mvomero 37, no longer thinks it is right for parents to deny a girl the right to go to school; the second, has decided to save for her future children to go to school as she now realises that it is useful for everybody.

### **5.1.6 Participatory approaches to decision making and planning**

A striking set of outcomes exemplify ways in which *The Team* has encouraged people to try participatory approaches to reach their goals. Anecdotally, we suspect that the strapline used to promote the TV show – *Better Together* – has been highly effective. Numerous times informants talked about the show as *The Team – Better Together*, making the concepts inseparable. It may also be that this was a key message promoted by the facilitators.

Although the use of participatory approaches is not an explicit contribution to gender equality, we interpret the introduction of participatory processes as an achievement of the project that is consistent with promoting gender equality because participatory processes help to empower the marginalised. However, some of the outcomes exemplifying the

introduction of participatory processes, whilst seemingly positive changes, do not clearly relate to **pre-defined objectives**:

A female farmer who has been able to help resolve a conflict between her neighbours by using a consultative, participatory approach (Kilwa 13).

A male teacher who has introduced participatory approaches to his teaching (Mvomero 3).

Use of a participatory process to solicit community contributions to a school construction project with remarkable results (Mvomero 6; Annex D).

The application of participatory methods in football coaching that has improved results (Mvomero 13).

Other examples are **in line with objectives**:

A female community leader who has started to sensitise the community on the importance of planning together as families (Mvomero 10).

The leader of a widow's groups who has started using a participatory approach to planning with significant income earning results (Mvomero 8; Annex D).

### 5.1.7 Football

There were a total of 8 outcomes related to football. For instance, 6 outcomes from Mvomero show that *The Team* has (a) inspired and given confidence to girls resulting in them joining football teams and (b) inspired women and men to form girls' teams and encourage girls to join. A remarkable consequence of one of these outcomes is the increase in school attendance of over 30% that has followed formation of a girls' team at Hembeti Secondary School (Mvomero 7). That there are outcomes about girls playing football for the first time, a theme central to the storyline of *The Team*, is perhaps unsurprising. Nonetheless, the pace at which these changes have happened and the enthusiasm evident is notable although how long the motivation will be sustained remains to be seen.

## 5.2 Unintended results

In addition to the 4 examples of participatory planning and decision-making described above, only two further outcomes or proto-outcomes do not conform to the theory of change or pre-defined objectives. Again, we view both as achievements as they appear to be positive changes:

**Protecting community resources** – Hedge planting was undertaken to protect school grounds from encroachment, as in *The Team* (Mvomero 4).

**Self-improvement** – one man reported having a renewed determination to progress in life, no matter what problems he encounters (Mvomero 33).

## 5.3 Negative outcomes

Negative outcomes are typically under-reported because informants generally assume that evaluators want to learn about successes, negative outcomes may involve a host of

sensitive issues and organisations tend to under-report negative outcomes hence limiting the knowledge base available to evaluators. In this evaluation we succeeded in identifying only one negative outcome: a **loss of freedom** suffered by a school girl when her father took away his daughter's telephone because he felt that it promoted bad behaviour (Kilwa 1). His action was promoted by seeing girls using phones to communicate with men in *The Team*. We do not think this is a particularly significant outcome; rather it is symbolic of the struggles between parents and teenagers that are common in much of the world.

We also learned of a potentially significant and negative type of change that was linked by several informants to *The Team*: the growing prevalence of '**sugar mummies**', economically empowered women who have intimate relations with much younger men (Tarime 19). One woman recounted in detail the story of a woman over 50 who had a lasting sexual relationship with an 18-year old man. Another woman cited the very recent case of a husband who fled his house after his wife brought a young man to stay. Following a conflict with the husband, the youth beheaded one of the couple's sons and fled. We did not classify either of these as outcomes as the precise link to *The Team* was not clear and we were not able to substantiate this possible outcome.

#### **5.4 How The Team has contributed to changes in attitudes and behaviours**

There will be many contextual factors – personal, financial, cultural, etc. – contributing to how important the ideas and role models introduced through *The Team* have been to realising the outcomes for particular people and organisations. Other factors may include existing attitudes and receptivity to ideas of the target groups and other gender equality initiatives past and present. We did not set out to assess the relative importance of the various contributing factors to the outcomes but did aim to characterise as precisely as possible the contribution of *The Team* to each outcome. In all cases it was possible to identify the component(s) of *The Team* intervention that had contributed to the outcome, whether it be the mobile screenings, TV shows, or other. In a number of cases, as we shall see below, it was possible to specifically link outcomes to scenes, characters or themes from *The Team* TV show and / or discussion of them during focus groups.

People in the control groups described just 4 outcomes and 3 proto-outcomes out of the 54 outcomes and 10 proto-outcomes described. Each of these cited seeing *The Team* on TV as the contribution *The Team* had made to their change. Although few in number, the control group results illustrate how *The Team* has had effects outside of the focus groups. Some sources were able to give particularly specific examples of what had motivated their change (Table 6).

For a very small proportion of results – 3 of the 65 outcomes and proto-outcomes - it was difficult to be confident about what aspect of *The Team* had contributed during the time available for informant interviews. However, we did in each case obtain the informant's confirmation that *The Team* had contributed and an expression of the contribution that was not implausible.

The contribution descriptions of the great majority of outcomes and proto-outcomes indicate, unsurprisingly, that most responses to *The Team* are to be found among those receiving the most intensive engagement with the project: the target groups that viewed the mobile screenings and participated in the focus groups. More surprising is that none of our

informants identified the radio broadcasts or any other media such as Facebook through which *The Team* has been disseminated and discussed.

**Table 6 Contributions of *The Team* to control group results**

Summary examples of outcomes and proto-outcomes from the control group	Summary descriptions of how <i>The Team</i> contributed
Man who has reduced his drinking (Mvomero outcome 21)	The notion of being open to ideas of women
Man who now involves his wife and children in planning and decision making (Mvomero outcome 22)	Discussions catalysed by <i>The Team</i> about GBV, violence against children and lack of involvement of women in decision-making
Woman who no longer thinks it is right for parents to deny a girl a secondary school education (Mvomero proto-outcome 37)	Portrayal in <i>The Team</i> of girls running away from home or getting pregnant or even committing suicide if prevented from enrolling in secondary school.
Woman who decided to save to send her future children to secondary school (Mvomero proto-outcome 38)	Seeing girls playing football showed the woman that anybody can do anything.

The illustrations in Table 7 give a real taste for how, exactly, the TV shows and associated FGD contributed to outcomes. They do not tell us, however, how important *The Team* contribution was to the person who changed. Estimating the importance of contributions is not a precise exercise. We asked each informant how important he or she felt *The Team* had been to the result they identified. We then categorised the contributions as: useful contribution, important contribution and very important contribution; the results are presented in Table 8. We defined these categories as follows: **useful contribution** – one that strengthened and / or brought forward changes that may have happened to some extent anyway; **important contribution** – one that helped realise a change that may not otherwise have happened or would have happened very much more slowly; and **very important contribution** – one that was either essential to the change or greatly accelerated it. The contribution importance results show a more or less even spread of outcomes for which *The Team* contribution was useful, important or very important.

**Table 7 Contributions of *The Team* to focus group results**

Summary examples of outcomes and proto-outcomes from the focus groups	Summary descriptions of how <i>The Team</i> contributed
Male farmer counsels neighbours the change attitude to beating women after having previously believed beating of women to be acceptable (Tarime 11)	Viewing the scenes in which Kalalu, a male teacher, harassed female teachers when drunk, together with FGD on GBV, changed this farmer's beliefs about GBV.
A man who sent his daughter to participate in the Catholic Church's <i>Tohara Mbadala</i> programme that provides an alternative to FGM (Tarime 6)	The Tohara Mbadala programme was discussed in FG after a screening.
Moribund women's business groups revived (Tarime 4)	Seeing the girls play as a team convinced the business group members they can do anything if they do it together.
Man stops beating his wife (Tarime 2)	Friends of the man were inspired to advise him to use peaceful reconciliation approaches after episodes featuring GBV and FGD on negative consequences of GBV.
Woman substantially reduces expenditure on clothes and jewellery (Kilwa 2)	Seeing Waridi to leave school to marry a rich man to repay husband's loan.
Woman farmer joins saving and borrowing group (Kilwa 4)	Watching <i>The Team</i> and discussing it in FG helped her realise she also had economic responsibilities as a mother.
Male sub-village chair mobilises women to try various strategies to fight poverty (Kilwa 8)	Seeing how the teacher Wito used different strategies to achieve her goal showed him that confident women can succeed.
Wife convinces husband to enrol child in international school (Mvomero 1)	The determination and success of Wito in overcoming ridicule of men was inspirational.
Leader of widow's group initiates participatory planning of income generation activities (Mvomero 8)	She learned about participatory planning and how it brings efficiency for the first time watching <i>The Team</i> .
Special seat councillor starts women's group to support farming (Mvomero 9)	Watching the cinema screenings and participating in the focus group strengthened the councillor's capacity in gender equality awareness-raising and she went on to use <i>The Team</i> DVD in this work.
Girl fights parents to allow her sister to go to school (Mvomero 16)	The episode about girls being taken from school for marriage and the FG discussion on girls' identity motivated her.
Man consults wife and learns with children (Mvomero 18)	Viewing and discussion taught him the negative consequences of chauvinism.

**Table 8 Importance of *The Team* contributions to outcomes and proto-outcomes**

	Useful contribution	Important contribution	Very important contribution
Mvomero	9	10	17
Kilwa	6	3	6
Tarime	10	1	2
<b>TOTAL</b>	<b>25</b>	<b>14</b>	<b>25</b>

## 5.5 Conclusions

The results were described from data collected during face-to-face group work and interviews with the social actors whose behaviour the project has sought to influence. These are the sources most knowledgeable about the results and it is therefore likely that they comprise at least the most significant results known to the informants consulted; and that they are at least indicative of the types of results to which the project has contributed in rural areas to date. Substantiation adds significantly to the credibility of all the outcomes.

Considered together, the results – outcomes and proto-outcomes - demonstrate that the rural outreach component of *The Team* has generally been very effective, particularly considering the short duration of the project, having contributed to numerous examples of changes in women, men, boys and girls, that either demonstrate or are relevant to the achievement of greater gender equality.

Assessed against the objectives of the intervention – the results, in particular the outcomes as they are observable hence more credible changes - demonstrate that the project was most effective at influencing behaviour changes at the individual level. Other than through the support it provided to its partner CSOs, the project has so far contributed relatively little to local and international initiatives – the third objective. It has also had relatively little influence on creating an enabling environment to advance female roles in decision-making at the community level, a change that can be expected to come later once individual attitudes and behaviours change.

The outcomes demonstrate changes relevant to all 5 priority issues except rape, an issue that SFCG did not expect to find changes in at the sites where we sampled. Common types of changes identified related to:

- Financial benefits and inheritance
- Schooling
- Participatory approaches to decision making and planning
- Female participation in playing and organising football

The Resonance and Response elements of the theory of change were, insofar as it has been described, clearly validated: all the proto-outcomes demonstrate Resonance and all the outcomes demonstrate Response.

We found that *The Team* TV show and mobile screenings and focus groups made an important or very important contribution to 39 of the results we described and a useful contribution to 25. For all but 3 of the results, we also succeeded in describing which part / scene / character / theme of *The Team* TV show or focus group discussion had contributed.

No informants cited *The Team* radio show as an influence on their behaviour or attitudes. This was unexpected as the radio shows were targeted at rural areas such as those where we sampled.

Over a very short time, the project has achieved many impressive results. Further potentially more significant results may well occur in the future, especially if any of the changes in behaviour prove to be lasting. For instance, a woman now given shared ownership of household assets may go on to inherit these assets.

Conclusions about how *The Team's* rural outreach activities compare to the effect of *The Team* in urban areas will require the collection of data and further analyses beyond the scope of this evaluation.

## 6 Findings: Value for Money

This chapter answers evaluation question 4: *To what extent do selected outcomes imply that The Team Tanzania represented value for money?*

### 6.1 Approach

When deciding how to address this question, we were guided in part by the views of DfID and AcT. For AcT, “VfM can be described as a belief or conclusion by a buyer or seller of goods and services that the goods and/or services received were worth the price that was paid”<sup>13</sup>. Consistent with this, the AcT ‘how to’ guide to writing a VfM case study identifies both the qualitative as well as monetary values of an intervention to be relevant to a VfM assessment<sup>14</sup>.

DfID recognises that it is not always possible to measure value for money at the outcome and impact level. When embarking on this evaluation, we considered that this is likely to be the case for this short, 18 month project, that is seeking to influence changes that may very well take longer than 18 months to materialise and which are likely to be influenced by a range of factors in addition to the project. In such circumstances, DfID asks for “...good evidence that shows how what we are doing will lead to the intended outcome.”<sup>15</sup>

The outcomes we have described provide, we suggest, good evidence of how outputs have led to outcomes and a rich resource for understanding the qualitative value of the intervention in rural areas because:

- i) They describe the kinds of (behaviour) changes that are likely to be necessary for the achievement of sustained higher level outcome / impact changes in gender equality;
- ii) In many cases, we were able to identify specific outputs of *The Team* that contributed most to the outcomes.

Considering the qualitative values of outcomes or changes resulting from the outcomes we described, we found the following to be the main types evident in our data:

- Increased secondary school attendance of girls
- Increased secondary school attendance of boys
- Increased in women's communal savings levels for hard times
- Increased gender integration in schools

We consider these changes to have significant qualitative value in their own right. Furthermore, we expect there are models that could be adapted to estimate monetary value

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<sup>13</sup> Dr Honest Prosper Ngowi (Mzumbe University) & AcT Programme (KPMG), Value for Money (VfM) of AcT Partners Results, December 2012.

<sup>14</sup> How to write your own Value for Money Case Study, Accountability in Tanzania, 2013.

<sup>15</sup> DfID's Approach to Value for Money (VfM), 2011, p6. “Where it proves impossible to get sensible measures of value at the impact or outcome level then we need to make sure we are measuring inputs and outputs and have good evidence that shows how what we are doing will lead to the intended outcome”, Accessed 03.07.13 at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/49551/DfID-approach-value-money.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/49551/DfID-approach-value-money.pdf)

for most or all these types of changes. However, such an exercise was beyond the scope of this evaluation.

Challenged by AcT to go further, we set out to answer the following questions:

- I. What is the Value for Money Effectiveness of *The Team's* outreach activities in rural areas?
- II. What is the relative Value for Money Effectiveness of *The Team's* outreach and broadcast activities in rural areas?
- III. How many monetisable outcomes of what overall value might one expect to find from the focus group participants as a whole?

## 6.2 Effectiveness of The Team's outreach activities in rural areas

The principal sources of the 64 outcomes and proto-outcomes we identified were individuals from our treatment groups i.e. people who had been participants in the mobile screenings and focus groups that *The Team* undertook in 12 rural districts. Some of the outcomes described were changes in the informants themselves; others were changes in the behaviour that informants had witnessed in others. The number of outcomes described per informant varied. Considering these characteristics of the data, **three measures of effectiveness** of this component of *The Team* are possible:

1. the percentage of treatment group informants that described results;
2. the number of results (outcomes and proto-outcomes) per treatment group informant; and
3. the total number of results that might be expected from all 12 of *The Team's* focus groups.

From our data we provide answers for each measure as follows:

### 1. Percentage of treatment group informants that described results =

(Number of treatment group informants that described results / Total number of treatment group informants) X 100

$$= (40 / 64) \times 100 = \mathbf{63\%}$$

### 2. Number of results per treatment group informant =

Total number of results described by treatment group informants / Number of treatment group informants

$$= 53 / 64 = \mathbf{0.83}$$

This figure is likely to be an underestimate for two reasons: (a) harvesting of outcomes was undertaken with groups of informants so it is possible that with additional one-to-one time we would have been able to identify more results; and (b) some of our outcome descriptions could have been split into multiple outcomes but we chose to present them as they were presented to us in order to maintain the original context.

### 3. Total number of expected results for all The Team's focus groups =

Total number of *The Team* focus group participants x Number of results per treatment group informant

$$= 840 \times 0.83 = \mathbf{697}$$

Assumption 1: our informants were representative of their focus groups; see section 3.1.

Assumption 2: our treatment groups were representative of the other 9 focus groups; see section 3.1.

### **6.3 Relative effectiveness of *The Team's* outreach and broadcast activities in rural areas**

In addition to the results identified by rural participants in the mobile cinema and focus groups, we were able to describe results identified by control groups in two of the three districts where we sampled, Mvomero and Kilwa<sup>16</sup>. Comparison of the results from these control groups to those of the treatment groups provides a basis for measuring the efficiency of the outreach activities. As our first step, we calculate measures of the effectiveness of the project at influencing results in the control group. We then compare this effectiveness to that of the treatment group.

#### **6.3.1 Effectiveness of *The Team* at influencing results reported by the control groups**

From our data we provide two measures of effectiveness<sup>17</sup>:

##### **1. Percentage of control group informants that described results =**

(Number of control group informants that described results / Total number of control group informants) X 100

$$= (7 / 36) \times 100 = \mathbf{19\%}$$

##### **2. Number of results per control group informant =**

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<sup>16</sup> Control groups were comprised of target group representatives that had not participated in the mobile cinema and focus groups. Both of the control groups were comparable to our treatment groups: in each case, a similar number of people were selected by SFCG's partners to form informant groups containing a gender-balanced mix of *The Team's* four target groups.

The 'control' groups were not true controls as part of the *The Team* outreach strategy is that focus group participants should disseminate ideas through discussion with other members of their community. Therefore, some of those in our control groups may have been influenced indirectly by the mobile screening and focus group activities. Of those describing results, only a proportion (16/36) had seen *The Team* on TV and as none reported hearing *The Team* on the radio, *The Team* had influenced a proportion through interactions with focus group participants.

<sup>17</sup> We are not able to estimate a number of results for potential control groups across all 12 districts where *The Team* implemented outreach activities because we do not have population data for the target groups in these locations.

Total number of results described by control group informants / Number of control group informants

$$= 8 / 36 = 0.22$$

### 6.3.2 Comparative effectiveness of the treatment and control groups

To illustrate the comparative effectiveness of the mobile screenings and focus groups, we can compare the number of results per informant in the treatment group (0.83) with the number of results per informant in the control group (0.22). On this measure, *The Team's* outreach activities were about four times as effective at producing results as the radio and TV broadcasts. However, this is not the whole picture.

Only 16 of the control group participants had watched one or more episodes of *The Team* TV show and all the results identified by the groups were provided by these participants. (Incidentally, none cited the radio show as an influence on a result.) **Considering only those informants that had watched *The Team*, the number of results per informant was 0.5.**

Our data therefore indicate that the mobile cinema and focus groups were more effective at contributing to outcomes and proto-outcomes than broadcasts alone (0.83 results per focus group informant against 0.50 results per informant who had viewed *The Team* but not participated in a focus group). Further sampling would be needed to determine if this difference is statistically significant. Regardless of the difference, **our data indicate *The Team* probably had a measurable and potentially sizeable effect among those that watched the TV show.** However, our sample size and the lack of precision in the responses we obtained are not sufficient to assess the significance of the focus group members, while noted by some in the control, at influencing control group results.

The comparison of results per informant does not tell the whole story. We found a much greater richness in the results and understanding of the issues addressed by *The Team* among the treatment groups compared to the control groups. In particular:

- We observed the treatment groups to be notably more animated and dynamic and altogether better able to articulate the changes they had experienced or observed in others<sup>18</sup>;
- Compared to treatment groups, the sources lacked the information needed to describe the outcome more fully;
- Several treatment group informants were, unlike the control group informants, able to describe outcomes that had catalysed or led directly to further, higher-level results;
- No control group outcomes indicated any monetary benefits, compared to 39% of treatment groups' outcomes.

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<sup>18</sup> Treatment group participants may be better able to articulate the outcomes having become accustomed through the focus groups to discussing issues about *The Team*. We were not able to test this hypothesis.

Because of these factors, we did not choose control group outcomes for any of the case studies.

## **6.4 Monetisable outcomes from The Team's focus groups**

This section addresses the question: *How many monetisable outcomes of what overall value might one expect to find from the focus group participants as a whole?*

Our answer to this question is based on the monetary value we obtained for four of the outcomes we described. First we estimate the monetary value of these outcomes, then we use these findings and to estimate the total potential monetary value of outcomes for *The Team's* 12 focus groups.

Each of these estimates involves making several assumptions in order to simplify the scenario to allow estimates to be made. We have stated those we have identified (section 6.7) but accept that there may be others that a fuller investigation beyond the scope of our Terms of Reference could reveal.

### **6.4.1 Monetary value of 4 outcomes**

We were able to obtain credible monetary data for 4 outcomes that we then wrote up as expanded case studies to gain a more in-depth understanding of their qualitative and monetary values (Annex D). For all 4, *The Team* contributed through the mobile cinema screenings and focus groups:

#### **Mvomero:**

Case study 4: One woman's business grows as she gains confidence and ambition

#### **Kilwa:**

Case study 7: A woman's reduces her conspicuous consumption to avoid debt

Case study 8: A widow's enhanced self-reliance and financial freedom

#### **Tarime:**

Case study 9: A wife receives shared ownership of assets and income from husband

Using data supplied by the informant for each of the 4 case studies, we calculated estimates for the monetary value due to the contribution of *The Team* (Table 9). In each case, the monetary value due to *The Team* was a proportion of the total monetary because the informants indicated other contributing factors had also been relevant. For case studies 1 & 2 we either asked the source to estimate the percentage contribution from *The Team* or to indicate the contribution on a 1-10 scale. For case studies 3 & 4 we interpreted contribution percentage from the statements of the sources.

Our estimates for annual monetary value for these four case studies range from US\$57 for a woman reducing spending to avoid debt that she has seen force others to marry their school age daughters, to US\$1,434 for the increased income from egg production for a couple where the husband is sharing assets and income for the first time.

In addition to the case studies presented here, we learned about the impressive monetary and other values of the Hembeti school construction outcome (Mvomero 6). Though the

case is not readily modelled to estimate value for money, a simple presentation of the story is instructive because it vividly illustrates the remarkable inspiration *The Team* provided for mobilising community contributions to a school construction project.

Faced with the challenge of soliciting financial contributions from residents of 7 villages for the construction of 4 classrooms, Ward Education Officer Charles Kikullu, embraced a participatory approach to planning and organising with great effect. Previously, it had taken him 4 years to raise funds for building project. This time he has succeeded in just 6 months to raise over \$30,000 in cash and in-kind contributions from residents, parents and students. Four classrooms have already been constructed and toilets and offices are to follow because the commitments have outstripped the requirements for phase 1 of the building works. The particular episode of *The Team* that was inspirational to Charles was when a businessman was trying to purchase school land without participation of teachers and the community. From this he understood that good leadership benefits from participation. His use of the participatory approach has inspired others in the school and among the students and parents to do likewise.

**Table 9 Monetary value of case study outcomes over one year<sup>19</sup>**

	<b>TZS</b>	<b>US\$</b>	<b>Notes</b>
Case study 4: One woman's business grows as she gains confidence and ambition			
<b>Additional profit due to <i>The Team</i> over one year</b>	<b>816,000</b>	<b>534</b>	<b>80% of total additional profit; outcome source estimated 80% contribution from <i>The Team</i></b>
Case study 7: A woman reduces her conspicuous consumption to avoid debt			
<b>Total saving due to <i>The Team</i> over one year</b>	<b>86,400</b>	<b>57</b>	<b>90% of total savings; outcome source estimated 90% contribution from <i>The Team</i></b>
Case study 8: A widow's enhanced self-reliance and financial freedom			
<b>Total capital accumulation due to <i>The Team</i> over one year</b>	<b>360,000</b>	<b>236</b>	<b>60% of total capital accumulation; evaluators' estimate a 60% contribution from <i>The Team</i> based on sources statement that <i>The Team</i> helped her gain confidence and courage more quickly than otherwise</b>
Case study 9: A wife receives shared ownership of assets and income from husband			
<b>Total profit due to <i>The Team</i> over one year</b>	<b>2,190,000</b>	<b>1434</b>	<b>50% of total savings; evaluators' estimate a contribution from <i>The Team</i> based on the source's statement that <i>The Team</i> greatly contributed to the</b>

<sup>19</sup> Conversion from TZS to US\$ made using oanda.com on 28.11.13

			pace of change.
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As with all the outcomes, there are also qualitative dimensions to the value of case studies; we summarise these in Table 10.

**Table 10 Qualitative values of case studies**

	Qualitative values
<b>Case study 4</b>	Increased self-confidence and reference to the case as a role model by a Special Seat Councillor  Probably a sense of well-being from the security and freedom provided by the income
<b>Case study 7</b>	Reduction of stress in families and reduced temptation to marry off young daughters for financial gain  Increased potential for enrolling girls in secondary schools  Potential role model
<b>Case study 8</b>	Confidence to act when she had been despairing  Ability to save for child's school fees  Ability to save for the construction of a house  Probably a sense of well-being from the security and freedom provided by the income
<b>Case study 9</b>	Sharing of ownership and income sets a precedent as it is very unusual  Probably a sense of well-being from the security of co-ownership and being valued for contributing in new ways to the household

#### 6.4.2 Potential number and value of monetisable outcomes for all *The Team's* focus groups

Assuming that the focus groups from which we identified the 4 case studies are representative of the focus groups in the nine other districts where *The Team's* mobile cinema outreach was delivered, what would be the total number and monetary value of the outcomes resulting from all the *The Team's* 12 focus groups in 6 regions<sup>20</sup>?

**Potential total number of outcomes with monetary value that participants in *The Team's* 12 focus groups could identify =**

The percentage of the outcomes identified by the treatment groups which we evaluators consider suggest a monetary benefit to women e.g. starting a banana selling business x The total number of focus group participants =

<sup>20</sup> The 4 case studies considered above came from focus groups in three of the twelve districts where *The Team* has held mobile cinema screenings and focus group discussions. While we sought to be representative when selecting the three districts we will only have succeeded in sampling some of the diversity of the twelve districts and a much, much smaller proportion of the diversity in Tanzania.

39% x 840 = **328 outcomes**

**The potential monetary value of the 328 potential outcomes =**

Mean monetary value of monetised outcomes weighted by the mean contribution of The Team X Potential total number of outcomes with monetary value =

US\$396 x 328 = **US\$129,888**

## **6.5 Input to output ratio of the mobile cinema and focus group activities**

To estimate these values we used the following variables (see Annex E for details of how A-C were calculated; D is data from SFCG):

- A. The cost of the intervention's outputs that contributed to the 4 case studies. This is comprised of the total production costs of 13 episodes of *The Team* TV shows + the cost of the mobile cinema screenings and focus group discussions. **Cost of the intervention = \$476,000.**
- B. The mean value for the monetary benefit described in the 4 outcomes over one year, multiplied by the estimated mean percentage contribution of *The Team* to the outcomes. **Mean monetary value X mean contribution of *The Team* = \$396**
- C. The percentage of the outcomes identified by *The Team*'s focus group participants which suggest a monetary benefit to women e.g. starting a banana selling business. **Percentage of outcomes with a monetary benefit = 39%.**
- D. The total number of those who took part in the focus groups in the 12 districts. **Number of focus group participants = 840.**

From the values of A-D, we were able to estimate the ratio of financial inputs to outputs at 3.67. i.e. to derive \$1 of value required \$3.67 of investment (Box 2).

### **Box 2 Value for money estimate of *The Team*'s focus groups**

Value for money (the ratio of financial input to output): 3.67

Calculated from \$476,000 : \$129,730

**Calculation: A : E**

where

A = \$476,000 = cost of intervention TV shows, mobile screenings and focus groups. Costs were calculated from data provided by SFCG.

E = the total value of outcomes across the 12 focus group locations in one year.

E was calculated from B x (C x D) = \$396 x (39% x 840) = \$129,888.

where

B = \$396: Mean monetary value of monetised outcomes X mean contribution of *The Team*

C = 39%: Percentage of focus group outcome sources that described an outcome that suggests a monetary value

D = 840: The total number of those who took part in the focus groups in the 12 districts.

## 6.6 Incremental cost of scaling up

The estimates of the value for money of *The Team* overall (section 6.3) **significantly overstate the incremental cost** of extending dissemination and community engagement through focus groups with mobile cinema screenings or using other strategies. This is because the screenings and focus groups were only about 1/3 of the one-off cost of producing the TV shows (Annex F). Whereas each screening and focus group cost an average of \$40,000 (1/12 of \$476,000), any further screening and focus groups, each engaging 70 people, would now cost in the order of only \$12,000 including partner direct costs, partner training, SFCG support and monitoring and participant logistic costs. Scaling up costs could be reduced if some of the informant suggestions (section 7.2 below) are followed such as doing the screenings in schools with follow-up discussions and having large outdoor screenings. Small group FGDs using trained community members could substantially increase efficiency and increase community ownership.

For an illustration, assuming a cost of US\$12,000 for screening and convening focus groups to discuss all 13 episodes of series 1, it would take approximately 30 outcomes with a mean monetary value of \$396 to “break even.” This of course, ignores less easily monetised outcomes, potential effects beyond one year and dissemination and multiplier effects.

## 6.7 Limitations and assumptions

Each of the estimates above is likely to be an **underestimate of the monetary value** of the mobile cinema and focus group discussions and an even greater underestimate of the monetary value of *The Team* overall. The estimates do not take into account:

- a) Potential longer term outcomes and impacts
- b) Monetisable value that could, with the application of appropriate models for increased school attendance and other changes recorded, be derived from the qualitative values of the outcomes
- c) Outcomes in urban areas resulting from TV broadcasts, radio broadcasts, festivals, Facebook or community radio. How much these components of *The Team* may have contributed to monetary value is not possible to determine in the absence of data on reach and the nature of any outcomes
- d) The number of results per target group viewer in Tanzania’s rural areas as a whole, i.e. beyond the districts where outreach activities were undertaken, is likely to be lower because there will have been no influence of focus group participants.
- e) The sample size for the control group was smaller than the treatment group: 36 controls vs 64 treatments; only 16 control group informants had watched the TV show.

A critical question when considering these estimates is: **how representative are they?** For instance:

**How representative were *The Team*’s focus groups of the district’s where they are located?** We cannot be sure. However participants came from multiple villages, are gender balanced and comprise an even representation of the four target groups.

**How representative are the case studies of the focus group participants in the districts where we sampled?** Here we can be more confident. In each of the three districts, we were able to work with gender-balanced groups of informants, evenly representing the four target groups and involving about one-third of all focus group participants. Our team is skilled in facilitation and was able to create an environment in which most people felt free to contribute. We therefore consider our sampling of and within the three districts to be representative of focus groups in these districts.

**How representative are the 4 case studies of the 840 focus group participants in the 12 districts where *The Team* was implemented on the ground?** We selected the three districts to collect data in order to be representative of the major social-economic and cultural difference between the north, central and southern zones of Tanzania where the focus groups of *The Team* were located. To this extent, the focus group participants and in turn the case studies we described are representative of the 840 focus group participants.

**How representative are the 4 case studies of the target groups in Tanzania as a whole or of *The Team* audience in Tanzania as a whole?** We evaluators do not have the information required to answer these questions.

**Assumptions include:**

- Financial data provided by informants and SFCG are accurate.
- Data provide by informants can be extrapolated to annual figures. In many cases we are likely to have an underestimated annualised monetary gains, e.g. in cases of increasing profit and capital we did not assume the profit and capital levels would continue to increase at the same level but would plateau.
- No major inflation/deflation in the time period or changes in purchasing power.
- No negative opportunity costs – that increasing time spent in activity X resulted in a corresponding financial or qualitative penalty in reduced time spent on activity Y. This seems unlikely as the interviewees were asked about any negative consequences of the changes and did not mention any.

## **6.8 Conclusions**

Our analysis describes value for money of the project to date in several ways:

- The outcomes demonstrate the project has contributed to the kinds of (behaviour) changes that are likely to be necessary for the achievement of sustained higher level outcome / impact changes in gender equality. Further, we have been able to make detailed descriptions of how the project's outputs have contributed to outcomes.
- The outcomes have several qualitative values, some and perhaps all of which could be monetised with significant further modelling work.

- A very high proportion of treatment group informants – 63% - reported results. This is markedly higher than the proportion of control group informants – 19% - reporting results.
- The number of results reported per informant was higher in the treatment groups – 0.83 – than in the control groups – 0.22. Yet considering only those informants that had watched *The Team*, the number of results per informant was 0.5.
- The outcomes we harvested from the treatment groups were qualitatively much richer than those of the control group, suggesting the mobile cinema and focus group discussions are more effective than broadcasts of the TV show alone.
- As our 'control groups' had intentionally been influenced by *The Team*'s focus group participants, further investigations beyond the scope of this evaluation are needed to examine the extent to which the TV broadcasts alone have influenced target groups.
- Based on our findings, participants across all 12 focus groups may be able to identify in the order of 697 outcomes, 328 (39%) of which may be monetisable.
- We estimated the value for money of mobile cinema and focus groups expressed as the ratio of financial input to output to be 3.67.

The incremental cost of scaling up the mobile screenings and focus groups is approximately US\$12,000 / group of approximately 70.

It is likely that we have underestimated the monetary value of the mobile cinema and focus group discussions and greatly underestimated the monetary value of *The Team* overall.

## 7 Findings: obstacles and suggestions

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This chapter answers evaluation question 3: *What were some of the factors (institutionally and within the country) that prevented objectives and expected results from being achieved?*

In this chapter we describe the obstacles to achieving results that we were able to identify from discussions with informants and collection of data for the outcome descriptions. In addition, informants provided suggestions, which we summarise below, for how *The Team* or related initiatives could be made more effective.

### 7.1 Obstacles

General challenges to addressing gender inequality in Tanzania are described in Chapter 4. In this section, we summarise the main obstacles we learned about directly through this evaluation. This is not intended to be a comprehensive assessment of obstacles external to or internal to SFCG and its implementing partners for *The Team*. We did not, for instance, set out to systematically dissect and identify lessons from management processes as might be expected for a management report. Nonetheless, we anticipate that the special privilege we had to learn from the informants will have identified topics for reflection and learning for those considering the effectiveness of *The Team* and those considering related work in the future.

#### 7.1.1 Project implementation

The project was planned to run for only 18 months and **delays have compounded the challenges already set by such an ambitious timeline**. The 18-month duration seems over-ambitious, particularly if there was an expectation that the project not only had to produce and disseminate its outputs but should promote learning from and sustainability of its achievements.

Implementation of the project was delayed such that it has proven necessary to obtain a no cost extension to December 2013. A major reason for the extension has been the change in SFCG Tanzania personnel during the project: the current staff are not those that designed and started the project. Such a lack of personnel continuity is, of course, not unique to SFCG. Compounding the delay caused by personnel changes was the initial baseline study that was found to be unsatisfactory necessitating a further baseline study.

Some concern was expressed by the three partners we engaged with in Mvomero, Kilwa and Tarime that delays in implementation were not communicated early enough to them to allow good planning with the focus groups. These partner organisations also reported that follow up from SFCG did not meet their needs for support with monitoring of progress in target groups. More support from SFCG would have been welcomed by the Tarime partner organisation, potentially reflecting concern of other partners located far from the SFCG offices in Dar es Salaam. Set against this is very positive testimony about the prompt and useful guidance current project staff have generally provided, particularly by phone and email.

#### 7.1.2 Dissemination and content of the TV and radio shows

Broadcasts of the TV shows were mainly available only to urban residents in Tanzania because of the lack of TVs in rural areas, an issue compounded by the recent analogue-digital switchover. Dissemination of messages to rural areas therefore depended largely on

urban residents sharing their impressions about the show with rural people and through Facebook viewing and discussion.

Some felt the radio show content was too safe; for example, they stopped short of scenes involving actual rape. In contrast, one participant in the Mvomero Teacher's control group who had seen *The Team* felt that the TV programme was too radical a shift for more conservative people to absorb: "It represents an abrupt shift rather than a gradual one. For modern people it is quite easy to understand but for the old people it is difficult."

Initially, SFCG had assumed they would get sponsorship for the radio broadcasts. However, no sponsorship was found so it was necessary to pay for radio broadcasts. Ideally, the show would have gone out on one or more stations with good reach in urban audiences as well as a national broadcaster. Because of the lack of sponsorship, the potential audience could not be maximised as airtime had to be bought. Radio did not reach all locations because Radio Free Africa and Tanzanian Broadcasting Corporation are not easily accessible everywhere.

### 7.1.3 Social issues

Engaging women was, as expected, more challenging in some areas such as Mtwara than others such as Kilwa. In areas like Mtwara women were unable or unwilling to express their concerns regarding the gender issues either verbally or through questionnaire forms. Despite the challenges, we evaluators were able to obtain a good level of participation from female informants.

## 7.2 Suggestions for improvement

Focus group participants (treatment and control) made a number of suggestions, summarised below, relevant to maximising the value of *The Team* or related initiatives in the future.

**All informants were very much supported the idea of another TV season of *The Team*.**

### **Draw more on local culture and context in programmes and facilitation**

Facilitation questions could be improved by relating them to the local context and build the discussion up to the target issues.

Greater resonance may be achieved by drawing on local events such as the practice of women sponsoring son-in-laws to marry women to give birth to male children on their behalf to sustain continuation of a family's lineage.

### **Open the mobile cinema & FGDs to a larger group**

This was a universal plea from the informant groups. People cited the use of outdoor broadcasts in campaigns against HIV and malaria as examples to be emulated.

### **Integrate showing of *The Team* with other events**

It should be accompanied/preceded by other entertaining activities like a sports competition so as to attract more people.

Organise events (showings, etc.) around girls' sports competitions, dialogue, debate, various things.

## Dissemination

- Make the DVDs more available
- Produce DVDs for dissemination to people in Tarime district.
- Identify community facilitators to disseminate materials
- Form *The Team* Dissemination groups
- Show the programmes in schools
- The pioneer *The Team* group/club should be formed, empowered and supported to reach communities cannot access TV and radio facilities. The support entails having large TV screen, display equipment, generator, fuel, transport, identification materials (e.g. T-shirts and caps). Outcomes for the youth.
- Support a group to disseminate *The Team* to other wards.
- More training and support to partner organizations to enable them disseminate the themes of *The Team* to remote 99 village of 30 in District of Tarime.
- Tee shirts, caps and footballs were much appreciated.

## 8 Lessons learned and recommendations for discussion

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This chapter answers evaluation question 5: *Based on the evidence of the evaluation what are the lessons learned and recommendations for discussion to improve programming in Tanzania?*

Rather than recommendations, we here provide recommended points for discussion by *The Team* actors. We have deliberately not sought to recommend what SFCG and its partners should do next. Decisions on next steps for SFCG and its implementing partners to take will be informed by the findings and conclusions of the evaluation, but equally will be informed by political, legal, public-perception, financial, programmatic, and ethical considerations which sit beyond this evaluation. In addition, this evaluation has been focused on assessing effectiveness of *The Team*. By design, it has not sought to assess the quality of processes used by SFCG and its implementing partners, including how they have worked together. Thus there is a constraint on the scope for identifying areas of learning. However, we expect that the process of reaching the evaluation findings and conclusions will have resulted in some observations which may be of use when considering any future *Team* or related programmes in Tanzania and potentially elsewhere.

The following lessons and recommendations for discussion are based on our reflections on our findings, the data and discussions with informants in communities, partners and SFCG.

### Potential for scaling up using existing materials for screenings and focus groups

**Lesson 1a:** We found indications that *The Team* has been particularly effective when mobile screenings are coupled with focus groups, though our sample size was not sufficient to reach a conclusion on how much more effective focus groups are compared to TV broadcasts alone.

**Lesson 1b:** With the TV shows already produced, there is considerable potential to work with communities not yet reached for a reduced incremental cost / participant and benefitting from the lessons learned to date (Section 6.6).

**Recommendation 1.1:** Undertake research on the relative effectiveness of the focus groups compared to TV show viewing.

**Recommendation 1.1:** Focusing further work in rural areas may achieve most because of the limited rural access to broadcasts to date. However, further work in urban areas should also be considered because it is likely to be most cost effective in terms of numbers of people that can be engaged.

**Recommendation 1.2:** Review suggestions from project participants (Section 7.2) for improving the content, focus group discussions, and dissemination of the TV shows.

### Choice of media

**Lesson 2a:** Our findings indicate that *The Team* TV show was popular and those who saw it - all informants who had seen the show wanted to see a new series produced.

**Lesson 2b:** Our findings indicate that *The Team* radio show had a limited reach, resonance and results which was a surprise given the popularity of radio as a media to disseminate messages in Africa.

**Recommendation 2.1:** Investigate the costs and benefits of producing a second series of *The Team* compared to promoting further responses from the first series.

**Recommendation 2.2:** An assessment of resonance and response amongst those that heard the radio programmes but did not see the TV show is needed to understand the effectiveness or otherwise of the radio programmes.

## **Support for other gender equality initiatives**

**Lesson 3:** The outcomes indicate that support for other initiatives through *The Team* – Objective 3 - has so far been limited to village-level women's and other community groups.

**Recommendation 3:** Consider sharing this report and the outcomes data with relevant organisations nationally and internationally to stimulate discussion and learning.

## **Sustainability**

**Lesson 4a:** The response-level (behaviour) changes we described are very positive indications that the project will have a lasting effect. How lasting the effect is and how far if at all the changes recorded will catalyse further steps towards gender equality will only be known if follow up work and monitoring is undertaken by partners, SFCG or others.

**Lesson 4b:** Achieving gender equality is a long-term process, consideration of what comes next is of great importance to ensuring the intervention has long-term value.

**Lesson 4c:** The SFCG proposal to DfID did not contain any consideration of sustainability of results.

**Recommendation 4:** SFCG initiate as a priority the development of a strategy for sustaining and building on the results achieved to date. This may best be developed with its partners, DfID and other relevant stakeholders.

## **Monitoring, evaluation and action learning**

**Lesson 5:** This evaluation demonstrated that seeking outcomes directly from social actors influenced by an intervention can be highly effective at describing resonance and response results.

**Recommendation 5.1:** SFCG considers updating the 3Rs guidance document on response to recognise the value of using OM-inspired M&E approaches even when country teams have limited experience with OM and /or limited time to support data collection.

**Recommendation 5.2:** SFCG considers updating the 3Rs guidance document on resonance to reflect that it is not only quantitative approaches that can be useful: qualitative approaches as used in this evaluation are also very valuable.

**Lesson 6a:** Examination of SMS monitoring revealed indications of attitude and awareness and selected Facebook monitoring data revealed changes in attitude and awareness. Neither these, nor any other report on outreach, social media, broadcasts, contained information that could be used to describe outcomes.

**Lesson 6b:** Partners consulted indicated they would have liked support in monitoring the effectiveness of the focus groups.

**Recommendation 6.1:** Considering the need to collect data from the outset of the project that can later be used for mid-term and final evaluations.

**Recommendation 6.2:** Consider using outcomes harvested through monitoring and other monitoring data for near real-time adjustment of intervention strategies, between partners and as the basis for periodic self-evaluation.

**Recommendation 6.3:** Consider how to improve information flow from the field using data collection tools that are carefully designed to optimise integration with workflow and are usable with minimal, largely remote support.

**Lesson 7:** Data and resource constraints limited the scope of this evaluation to the effectiveness of rural outreach component of *The Team*, prevented assessment of the Reach element of the theory of change and limited the potential to assess its value for money.

**Recommendation 7.1:** Consider regularly obtaining data on the Reach of *The Team* in any future work as this is critical for a full understanding of the intervention's effectiveness.

**Recommendation 7.2:** Reconsider the budget available for evaluations.

## **Design of future work**

**Lesson 8:** The changes we have identified do appear to be valuable contributions to gender equality but how they may contribute to the 5 priority issues is not clear in many cases. On the one hand, outcomes go beyond predefined objectives, on the other they fall short of achieving results at the level of the 5 priority issues.

**Recommendation 8:** Consider developing a theory of change that includes the pre-defined objectives and 5 priority issues and articulates how a future intervention can build on the types of changes we have recorded to achieve results at the level of the 5 priority issues or similarly higher-level results.

**Lesson 9:** Other actors, not least the project's partners, will have existing experience and know-how and / or related on-going programmes yet this information is not described in the project documents hence is not available for project design.

**Recommendation 9:** Include descriptions in project documents and monitoring data of how others, including partners, are anticipated to contribute to the results sought by the intervention. This may assist programme conceptualisation and inform management decisions.