**Search** for
**Common Ground**

# Final Evaluation

*Increased Citizen Engagement in Governance in Zanzibar*

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# Acknowledgements

# Abbreviations

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|---|---|
| CSO | Civil Society Organization |
| FGD | Focus Group Discussion |
| GNU | Government of National Unity |
| IR | Intermediate Results |
| MSM | Media Scale Mapping |
| OECD | Organization for Economic Cooperation and Development |
| DAC | Development Assistance Committee |
| RWWH | Reclaim Women's Space for World Heritage |
| SFCG | Search for Common Ground |
| SGBV | Sexual and gender-based violence |
| TAMWA | Tanzania Media Women's Association |
| USAID | United States Agency for International Development |
| ZBC | Zanzibar Broadcasting Corporation |
| ZLSC | Zanzibar Legal Services Center |

# Executive Summary

Zanzibar has two islands, Pemba and Unguja, which together with the mainland Tanzania form the United Republic of Tanzania. Zanzibar is currently led by a Government of National Unity (GNU) under the leadership of Dr. Ali Mohamed Shein, the current President of Zanzibar and Revolutionary Council. The GNU has worked to improve the electoral divides and governance issues which have been increasingly observed in Zanzibar over the years. This has been facilitated by the structure of the GNU which is a power sharing governance system that incorporates diverse representatives of political parties who have won a seat or seats in the Zanzibar House of Representatives. As is the case in many countries where political transformation is often a long term process, despite the large strides in improving governance that have been made in Zanzibar under the GNU, progress in some areas are still yet to be achieved.

For this reason, Search for Common Ground (SFCG) began working with the GNU in Zanzibar with the overall goal of reinforcing the GNU and promoting dialogue and cooperative solutions through leadership development that strengthens the media and engages with citizens. In August 2012, SFCG was awarded $500,000 by the United State Agency for International Development (USAID) to implement a 24-month project titled "Supporting Citizen Engagement in Governance in Zanzibar".  The project was implemented from August 22nd 2014 – August 22nd 2014 and provided support GNU's efforts to strengthen government action in areas that are critical to the general Zanzibar population, by engaging with local Civil Society Organizations (CSOs) and media.

This particular project was based on the theory of change that *top-down, supply-side capacity building of government officials when met by bottom-up, demand side increase in knowledge of governance on the part of citizens allows for accountability and transparency thus promoting good governance*. This theory of change is predicated on understanding that as citizens gain more knowledge of their needs and rights, they will be able to not only demand better services of their government, but better understand that they also have a role and a responsibility to create a more just, economically equitable and peaceful society.

Project partners included local CSO's (Re)Claim Women's Space for World Heritage, Zanzibar Legal Services Center (ZLSC), Tanzania Media Women's Association Zanzibar (TAMWA) and seven highly regarded radio stations in Zanzibar's two main islands. They in partnership with SFCG implemented an array of activities for the project that included trainings, radio program planning and production, roundtable discussions, public sensitization events, and provision of microgrants for good governance projects.

Following the end of the project on August 22, 2014, a final evaluation was conducted in February 2015 based on the objectives of:
1.  Measure the state of the project's indicators after implementation of the activities;

2.  Analyze the following evaluation criteria[1]: efficiency, relevance and sustainability;
3.  Extract lessons learned and recommendations from this experience to inform future programming on governance issues in Zanzibar.

## Methodology

Data collection methods for this report were:  Key Informant Interviews of 10 individuals, Focus Group Discussions (FGD) of 39 individuals and desk reviews of radio programs from 5 radio stations.  The study based its sample on the baseline study that was conducted, and selected 3 out of the 5 regions that were used for the baseline study: Kaskazini Unguja (North) Kusini Unguja (South) and Mjini Magharibi (Urban West Region/Zanzibar City). Data collection was conducted in specific locations where the project events and activities were conducted. For the media (producers and journalists), CSO leaders and government officials**,** the survey sample targeted those who participated in SFCG activities.  For the community members, the survey targeted participants who may have or may have not participated in SFCG activities.

## Limitations

Some limitations to this study presented a hindrance to data collection and analysis. Most of the limitations related to the short time period for data collection; allowing for a lengthier period of study in project sites would have allowed for deeper analysis. These limitations were mitigated by reaching a wide range of beneficiaries and focusing on collecting in-depth qualitative data to compare to baseline results.

- The sample was limited in terms of diversity and quantity. The sample lacked responses from project participants on Pemba Island and had limited representation from the elderly or nonparticipating[2] community members.
- Because of the frequent occurrence of dual roles held by government officials (one in the government offices and another in the non-governmental sector), categorization of certain participants by profession or role was difficult.
- Given the upcoming elections in 2015, there is a high possibility that interviewees were less prepared to speak openly.
- Finally, because the baseline did not study specifically address the levels of engagement taking place with government officials before the project, there is no comparison point for the findings of the final evaluation to provide stronger evidence of the impact of the project on engagement. To test improvement in this section, respondents were asked to compare relationships two years ago to those they have now, and these descriptions were tested by asking people to describe the projects they are currently working on (with no prompt) to identify whether there is cross-engagement in their most current projects.

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[1] Criteria is based on OECD DAC guidance on evaluating conflict prevention and peace building interventions.
[2] Nonparticipating community members are those that did not attend any of the projects activities or events.

## Key Findings

Key findings from this research highlight that the majority of citizen respondents, both in the rural and urban areas, were of the opinion that the project has improved public dialogue and access to information on good governance particularly in regards to government provision of essential services and women rights. One critical issue that was widely acknowledged was *the increased awareness of sexual and gender-based violence (SGBV).* Female and male respondents alike confirmed the importance of women knowing their rights as women and mothers, as well as the critical services available to them, such as the government sponsored service of the 'One Stop Center' in the hospitals.

Government officials and CSO leaders expressed appreciation for increased engagement between CSOs, government offices and media, an improvement that has continued to last, even six months after the project end date. CSOs and journalists reach out to government offices for clarity on relevant policies without a sense of fear, which was the case in the past.  CSOs also shared moments in which they invited government officials and journalists to attend and participate in their events as a result of having met people through the project workshops and trainings, aiming to increase dialogue and awareness concerning an array of governance issues. The government officials also expressed increased engagement with journalists, especially for those in the private media organizations; this is a unique shift from the situation at the beginning of the project, when government officials did not relate with the private media organizations. Overall, the study has shown increased capacity, trust and awareness of good governance issues and collaborative discussion of solutions among the government officials, CSOs, journalists and Zanzibari citizens.

Major challenges to the project included raising awareness around specific governance policies, such as MKUZA II, and reaching rural areas and youth. Youth were less likely to listen to radio programming outside of music, and rural citizens were less likely to use radio as an avenue to get information. Furthermore, while journalists were trained in balanced reporting, they maintained difficulties in sharing information on MKUZA II in a way that increased levels of understanding for citizens (particularly rural citizens).

## Recommendations

Overall, the project was appreciated, and community members made the recommendation to prolong the project for added benefit or scale-up outreach efforts. However, there were some poignant and more specific recommendations to be taken into consideration for future programs. Key recommendations are below.

### *Increasing capacities for advocacy and awareness-raising*
1. **Facilitate exchange visits** between journalists with journalists from Pemba, Dar es Salaam and other Eastern African countries. This recommendation was suggested in response to the idea that managing relationships with government and CSOs to remain balanced and fair posed a large challenge to journalists, and they wanted opportunities to learn from others and understand how they work through these challenges.
2. **Keep trainers consistent for trainings**; there are occasional conflicts in the style of facilitation and content between the trainers.

*Participants*
1. **Encourage diversity of thought in dialogue** by providing small grassroots groups that are less well-known opportunities to interact with larger CSOs and government ministries.
2. **Engage more rural citizens and community leaders** who do not reside in urban Zanzibar.
3. **Include a wider variety of members of vulnerable groups.** This work could evolve to include members of the unemployed, people with disabilities, etc. in a more intentional way, in addition to groups that have already been included.

*Topics*
1. **Youth employment.**  Youth employment is currently a large government priority, and therefore an important area where SFCG can focus.
2. **Economic opportunities**. There were requests to address government priorities concerning sectors that support economic livelihood in Zanzibar.
3. **Women in leadership**. Support is needed to support women in taking up leadership positions.

*Media outreach methods*
1. **Consider using internet-based mobile phone programs, such as Whatsapp, Facebook, twitter or TV** and other tools that may better reach youth.
2. **Air programs on additional local religious radio stations, which have a higher listenership in Zanzibar** to increase opportunities for listenership, particularly among rural citizens.

# 1. Background Information

## Introduction

Zanzibar, a separate state within the United Republic of Tanzania, has seen many positive political changes over the years such as a move to a multi-party state in 1992 and the 2010 constitutional review that led to the formation of a GNU thus welcoming a power sharing deal between Zanzibar's main political parties. Despite these political milestones, Zanzibar has continued to experience many challenges especially in relation governance reforms targeted towards the improvement of the daily livelihoods of Zanzibaris. The GNU is working hard to deliver on many socio economic changes yet the process remains slow.

In response to this need in Zanzibar, Search for Common Ground (SFCG), supported by USAID through an award of $500,000, implemented a 24-month demand-side project with the overall goal of *increased citizen engagement in governance in Zanzibar.* The project of corporative agreement number AID-621-G-12-00008 was implemented from August 2012 – August 2014. The project, based on SFCG's strategic approach to governance, provided targeted support, through CSOs and media engagement, to GNU's efforts to consolidate the emerging governance framework.

## Project Overview

The project was implemented in all 5 regions of Zanzibar which are 3 regions in Unguja Island and 2 regions of Pemba Island: (Kaskazini Unguja (North), Kusini Unguja (South), Mjini Magharibi (Urban West Region/Zanzibar City), Kaskazini Pemba (North) and Kusini Pemba (South). The project aimed toward two Intermediate Results (IRs):
1. Citizens have enhanced understanding of the GNU's functions and structures and how transparent planning and use of public resources affect their daily lives
2. Increased engagement between civil society (including the media) and the GNU, particularly on governance and accountability issues.

These IRs are broken down into four results:
- Increased capacity of targeted Zanzibari radio stations to effectively treat governance issues
- Greater availability of balanced information on the GNU and the new governance framework to Zanzibari citizens
- Increased knowledge of governance and accountability issues and enhanced advocacy skills among key journalists and civil society groups
- Greater opportunities for civil society networking and advocacy around the new governance framework.

Project activities which were organized in partnership with three local partners and seven radio stations were conducted throughout the project lifecycle ultimately to boost citizens' engagement in governance.  The partners are listed on the table below (pg. 8).

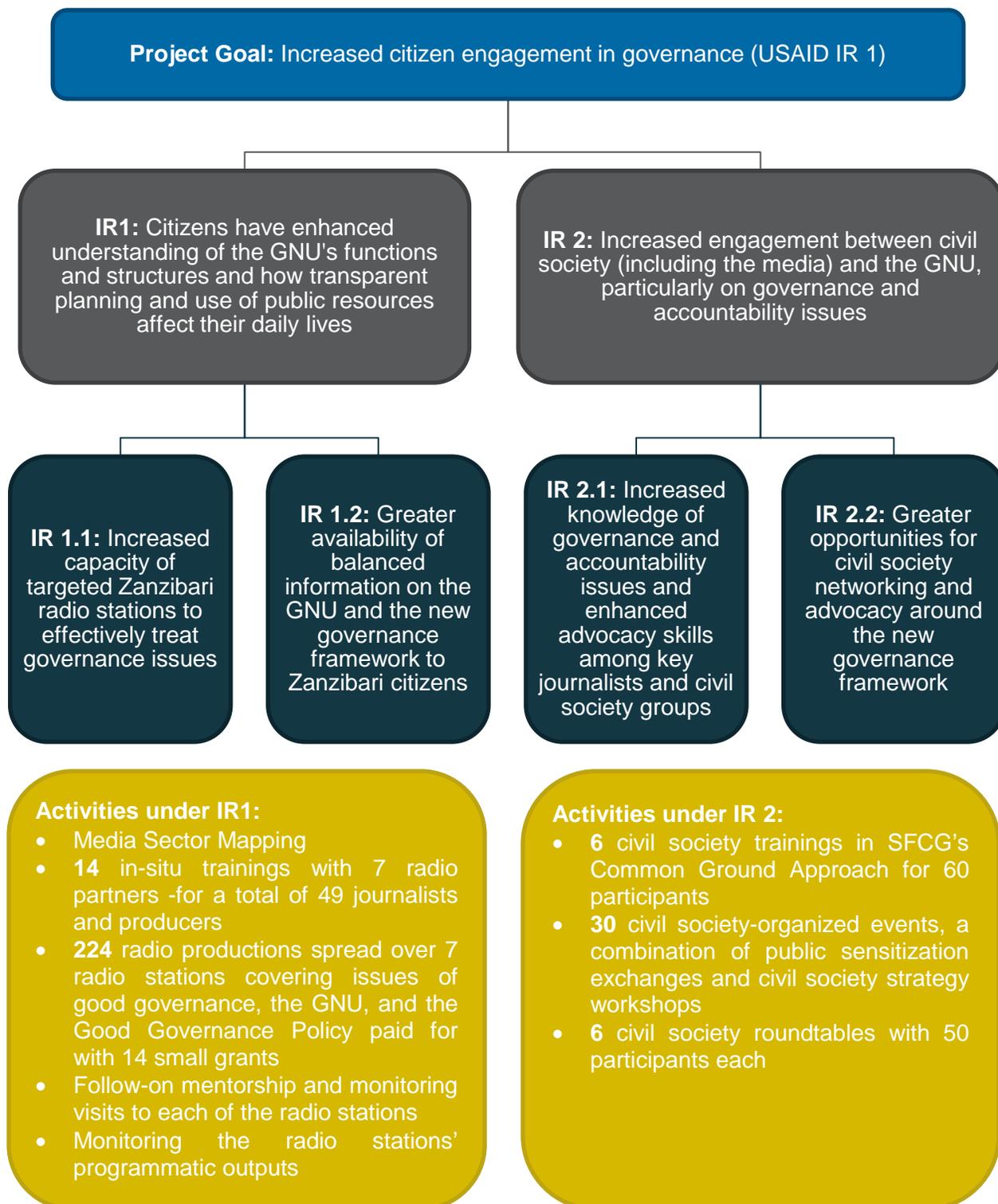| CSOs | Radio Stations |
|---|---|
| ▪ (Re)Claim Women's Space for World Heritage <br> ▪ Zanzibar Legal Services Center <br> ▪ Media Council of Tanzania | **Main Island (Unguja)** <br> ▪ Radio Zanzibar <br> ▪ Radio Zenj FM <br> ▪ Radio Al Noor <br> ▪ Radio Hits FM <br> ▪ Radio Chuchu <br> **Pemba Island** <br> ▪ Radio Micheweni <br> ▪ Sauti ya Tanzania |

### SFCG Approach

SFCG's strategic approach to governance reform is informed by the theory that to hold government truly accountable to its citizens, two variables must be present on the demand side: citizens must have a fundamental understanding of how governance works on a practical level, and they must be made aware of government's structures, functions, achievements, and challenges. Without this understanding, citizens are unable to construct realistic expectations of the government and themselves nor have an understanding on how to best navigate action steps for improved governance. The approach is grounded in a fundamental assumption about the cyclical link between demand and supply side governance: by increasing citizens' awareness on both variables, government will in turn be more accountable toward greater transparency and dialogue, which will subsequently provide citizens with greater opportunities to engage government, especially around the provision of goods and services that are priority for them.

Media and CSOs play a central role in strengthening this link of demand and supply side governance. SFCG recognizes the weaknesses present and, more importantly, the potential in both civil society and the media in Zanzibar as the change drivers in Zanzibar. This potential is maximized by empowering key leaders to take on their role as the bridge between the GNU and the citizens by communicating policies from the government and representing the interests and priorities of the Zanzibaris.

This project was designed based on the hypothesis that if key leaders in CSOs and media organizations are equipped with the knowledge, skills, and tools to approach government in a constructive and solutions-oriented way, then the public at-large, through these key actors' actions in their different capacities will have increased engagement with government representatives as they can voice critical issues and request action. The hypothesis is summarized in the results framework below which is a reflection of the needs in Zanzibar as well as the SFCG approach described above.

### Image 1: Project Logical Framework

**Project Goal:** Increased citizen engagement in governance (USAID IR 1)

**IR1:** Citizens have enhanced understanding of the GNU's functions and structures and how transparent planning and use of public resources affect their daily lives

**IR 2:** Increased engagement between civil society (including the media) and the GNU, particularly on governance and accountability issues

**IR 1.1:** Increased capacity of targeted Zanzibari radio stations to effectively treat governance issues

**IR 1.2:** Greater availability of balanced information on the GNU and the new governance framework to Zanzibari citizens

**IR 2.1:** Increased knowledge of governance and accountability issues and enhanced advocacy skills among key journalists and civil society groups

**IR 2.2:** Greater opportunities for civil society networking and advocacy around the new governance framework

**Activities under IR1:**
- Media Sector Mapping
- **14** in-situ trainings with 7 radio partners -for a total of 49 journalists and producers
- **224** radio productions spread over 7 radio stations covering issues of good governance, the GNU, and the Good Governance Policy paid for with 14 small grants
- Follow-on mentorship and monitoring visits to each of the radio stations
- Monitoring the radio stations' programmatic outputs

**Activities under IR 2:**
- **6** civil society trainings in SFCG's Common Ground Approach for 60 participants
- **30** civil society-organized events, a combination of public sensitization exchanges and civil society strategy workshops
- **6** civil society roundtables with 50 participants each

The project targeted the following groups as both partners and beneficiaries, working to build their knowledge and capacity in key governance areas so that they can then engage citizens to achieve positive political transformation in Zanzibar.

- 49 journalists: 7 journalists and producers from 7 different community stations across both Unguja (5) and Pemba (2).
- 60 CSO leaders. 30 participants from SFCG's three civil society partners below. The other 30 came from other civil society groups.
    1. (Re)Claim Women's Space for World Heritage (RWSWH)[3]
    2. Zanzibar Legal Services Center (ZLSC)[4]
    3. Tanzania Media Women's Association (TAMWA)[5]

### *Key Project Activities*

Activities that were conducted to raise the level of awareness and engagement include:

- **In situ Training for Radio Partners**
  SFCG conducted a series of capacity building activities, through 7 in situ trainings, to strengthen the capacity of media partners to produce quality radio programming on governance issues and how to engage with the government in a constructive manner. The training sessions were attended by 51 journalists, producers, and managers from the 7 partner radio stations.
- **Radio Program Planning and Production**
  SFCG supported the production and broadcast of 235 radio programs for the 7 radio partners through micro grants. The radio programs produced enabled the radio partners to put their newly acquired skills into practice and to cover governance-related issues.
- **Civil Society Trainings**
  SFCG in partnership with (Re) Claim hosted 6 CSO trainings in advocacy, governance, and conflict resolution for 133 members of key partner CSOs, as well as for other Zanzibari CSOs. The aim of these capacity building activities was to increase the participating organizations' understanding of the GNU framework, methods of effectively contributing to the implementation of MKUZA II[6], participants' capacity to engage with the GNU on issues of governance and accountability, strategic communication skills, and lastly establishing networking opportunities among all stakeholders.
- **Roundtables**
  ZLSC, with the advice and mentorship of SFCG, organized a series of 6 Roundtable discussions focused on how civil society and government can

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[3] Promotes women's entrepreneurship and women as peace builders within their communities through personal growth, exchanges, as well as intercultural understanding and values.
[4] Mission is to raise Zanzibar's awareness on their rights and responsibilities through the provision of legal and human rights education and research on legal issues. The group has a strong working relationship with the GNU, particularly the Ministries of Justice and of Women
[5] Mission is to ensure that the media works to stimulate communities, policy makers, and leaders at different levels to take part in the fight against gender based violence and promotes women's development. TAMWA works with media institutions to raise awareness and encourage action as a result of media interventions
[6] MKUZA II is second Strategy for Growth and the Reduction of Poverty implemented by the government of Zanzibar from the 2010 to 2015. It is a subsequent to the first strategy, MKUZA I, which lasted for three years (2007-2010)

collaborate to advance the GGP, MKUZA II, and governance reform more broadly in Zanzibar.

- **Public Sensitization Events**
  SFCG sponsored 30 CSO-led public sensitization events, with the aim to promote participatory and multi-stakeholder dialogue within their own communities on governance-related issues. With a total of 1,327 participants the thematic focus included gender-based violence, environmental issues, health issues, governance, women's participation and human rights.

# 2. Methodology

## Objectives

The aim of this evaluation was to measure the change brought about by the project among its target groups and beneficiaries; more specifically, the evaluation:

1. Measures the state of the project's indicators after implementation of the activities;
2. Analyzes the following evaluation criteria: efficiency, relevance and sustainability;
3. Extracts lessons learned and recommendations from this experience to inform future programming on governance issues in Zanzibar.

This study is divided into a three-part structure, beginning with an explanation of the complete survey methodology then followed by a discussion of the key findings. Study findings will be presented under the three main titles: effectiveness, relevance and sustainability of the project. Finally, the report discusses conclusions and recommendations of the study.

## Study Design

The methodology was a mix of qualitative and quantitative data gathered by a team led by SFCG's Design Monitoring and Evaluation Regional Specialist, Adrienne Lemon, and supported by Rachel Ochako, Delphine Le Tron-Guibard, and Khairat Issa. A total of 5 days (February 23 – 27) were spent in the field collecting data from respective stakeholders and beneficiaries. Data collection methods included key informant interviews (KIIs), focus group discussions (FGDs), as well as a desk review of monitoring data and radio station content. The sampling size and frame for the quantitative and qualitative data was developed using a participatory approach. For further references on questions used to collect qualitative and quantitative data, please refer to Annexes 1.2. & 1.3.

**Survey Sample Statistics**
**Number of Respondents**: 47

**Urban to Rural**: 27 Urban to 20 Rural

**Men to Women**: 18 men to 29 women

**Professions of Respondents**: 10+

**Age Ranges (by x %)**:
16-24 (23%)
25-35 (47%)
36-55 (28%)
56+ (2%)

Regions Covered: 3 regions- (West Unguja (Zanzibar city), North Unguja and South Unguja)

The Methodological approach used was meant to use several modes of analysis to examine the results of the project. 1) Participatory methods used during the focus groups to encourage engaging discussion and compare certain results to the baseline. Where possible, identical questions were asked so that progress could be compared directly. 2) Participants were asked to compare their own progress to that of two years ago, as well as validate the progress of other groups. This information was compared to have a complete view of what took place during the life of the project. 3) Monitoring data was used to validate claims of progress, particularly of the capacities of journalists to produce quality radio programs. 4) Questions were asked to test and validate the capabilities of different groups to discuss and explain concepts and relate them to their context. 5) Sustainability was tested by asking open-ended questions about current projects and initiatives that are taking place 6 months after the project. The timing of the study was used as an opportunity to identify how groups made use of the networks and capacities built during the life of the project, and discern what aspects were most sustainable.

Sample size included 8 individuals for key informant interviews, 4 focus group discussions, and monitoring data (evaluations of radio programs, as well as listenership feedback) from 7 radio stations.

The geographic sample for this evaluation included Kaskazini Unguja (North) Kusini Unguja (South and Mjini Magharibi (Urban West Region/Zanzibar City). Specific locations were also targeted where the baseline survey was conducted.

All samples that applied qualitative methods in urban Zanzibar were selected using a purposive approach.[7] For the media organizations leaders and journalists, CSO leaders and government officials**,** the survey targeted participants of SFCG activities. For the community members, the survey targeted participants who may have or may have not participated in SFCG activities. All seven radio stations were sampled for the purpose of this study.

*Table 1: Table showing interviewees categorized by type, region and gender*

| Informant | Female | Male | Region |
|---|---|---|---|
| SFCG staff member | 1 | 0 | Urban West Region/Zanzibar City |
| Journalist / Radio Producers | 8 | 3 | Urban West Region/Zanzibar City |
| Other Key Informants (CSO members/leaders) | 3 | 2 | Urban West Region/Zanzibar City |
| Government Representatives | 1 | 2 | Urban West Region/Zanzibar City |

[7] Purposive is a type of non-random sampling methodology whereby researcher seeks particular characteristics of a population that are apply to the particular research question. In this case, research took account areas where projects key activities were conducted or people who participated in these key activities.

| Community members | 16 | 11 | North, South and Urban West Region/Zanzibar City |
|---|---|---|---|

## Limitations

Some limitations to this study presented challenges to data collection and analysis. Most limitations relate to the short time period for data collection; allowing for more time in project sites would have allowed for deeper analysis. These limitations are discussed in more detail in this section.

Short time frame for the evaluation required a small sample size both in terms of diversity and quantity. The sample could not represent the entire population with statistical significance. The study could have been wider in scope to include community members, CSO leaders and journalists on Pemba Island, where project activities were also conducted. Because of this shortcoming, the sample in Unguja (Zanzibar's main island) was designed to maximize diversity and encourage quality discussion, in order to provide adequate information to achieve quality key findings in the report.

There were also some cases where respondents held important roles of leadership both in the government and in the non-governmental sector (CSO). This situation affected the accuracy of analytical categories created dividing government and non-governmental workers. In order to address this, the team widened the sample to include government representatives and CSO members that did not overlap in their roles; this allowed for better understanding of relationships between the two groups.

Additionally, the political and social context of this year's elections may have limited the extent to which interviewees were prepared to speak openly. To encourage frank and honest discussion, respondents/interviewees were reminded that all information would remain confidential.

Finally, the baseline could not provide a point of comparison for all indicators in this assessment. The baseline did not study specifically what level of engagement was taking place with government officials before the project, making it challenging to build a comparison between government officials, journalists and community leaders' interaction before and after the two-year project. As a result, KIIs were designed to gather detail on what has changed in terms of engagement between CSOs, media, and government, looking for changes directly attributed to the project and focusing on actions taken in recent months to examine the sustainability of new relationships.

# 3. Findings

## Project Indicators

The following table summarizes the project's outcome indicators that were measured and recorded throughout the life of the project which are a summary of the project indicators after implementation of activities. Overall, the project met over 80% of its targets and based on the project's logical framework, the project therefore succeeded in increasing citizen engagement.

*Table 2: Table showing project outcome indicators achievement*

|  | Grant Total | Grant GOAL | % of Grant Goal Achieved |
|---|---|---|---|
| Project Goal: Increased citizen engagement in governance. | | | |
| Intermediate Result 1: Citizens have enhanced understanding of the GNU's functions and structures and how transparent planning and use of public resources affect their daily lives. | | | |
| **Intermediate Result 1.1:** Increased capacity of targeted Zanzibar radio stations to effectively treat governance issues. | | | |
| **1.1.1:** % of trained journalists who show an increase in their knowledge of journalism and radio best practices. | 78.6% | 50% | Goal surpassed |
| **1.1.2:** # of journalists trained in Common Ground Journalism Techniques. | 51 | 49 | 104% (Goal Surpassed) |
| **1.1.3**: # of training days provided to journalists with USG assistance | 34 | 14 | 243% (Goal Surpassed) |
| **Intermediate Result 1.2:** Greater availability of balanced information on the GNU and the new governance framework to Zanzibari citizens. | | | |
| **1.2.1**: % of a sample of radio programs meeting "adequate" quality scores or better (six points out of a possible eight), based on critical listening sessions by a jury of peer journalists, considering the programs' message, technical quality, and responsiveness. | 38.5%[8] | 67% | 57% of goal achieved |
| **1.2.2**: # of radio programs addressing issues of good governance, the Government of National Unity, and Good Governance Policy produced and aired by 7 partner radio stations. | 235 | 224 | 105% (goal surpassed) |
| **1.2.3**: # of non-state news outlets assisted by USG | 5 | 5[9] | 100% (Goal achieved) |
| **Intermediate Result 2:** Increased engagement between civil society (including the media) and the GNU, particularly on governance and accountability issues. | | | |

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[8] While this goal was not achieved, it was found to be unrealistic given the level that Zanzibari journalists were at in the beginning of the project. There was a significant improvement in the quality of radio programs as is illustrated in the listenership feedback data and focus group discussions.

[9] While SFCG supports a total of seven media partners in the framework of this project, two of them are state-owned, thus not included.

| | | | |
|---|---|---|---|
| **Intermediate Result 2.1:** Increased knowledge of governance and accountability issues and enhanced advocacy skills among key journalists and civil society groups. | | | |
| **2.1.1**: % increase in participants' knowledge of governance issues, including the GGP and MKUZA II and other issues such as law, peace, health, employment, etc. | 33% | 60%[10] | 55% of Goal achieved |
| **2.1.2**: # of trainings provided to civil society organizations by SFCG. | 6 | 6 | 100% (Goal Achieved) |
| **2.1.3**: # of non-governmental constituencies built or strengthened with USG assistance. | 3 | 3 | 100% (Goal achieved) |
| **Intermediate Result 2.2:** Greater opportunity for civil society networking and advocacy around the new governance framework. | | | |
| **2.2.1**: % of targeted civil society leaders who have gained skills and knowledge learned from the training sessions on how to interact with government and/or with other civil society leaders. | 100% | 60% | Goal achieved |
| **2.2.2**: # civil society roundtables | 6 | 6 | 100% (Goal Achieved) |
| **2.2.3**: # of civil society networking and public sensitization events organized by the three partners in their target communities.[11] | 30 | 30 | 100% **(Goal Achieved)** |

Based on monitoring data, this project reached its expected results in targeted communities for many indicators with an overachievement in airing of 235 radio programs that address issues of good governance, the Government of National Unity, and Good Governance Policy. This was higher than the projects goal of having 224 radio stations. Evaluation findings as discussed in the next section will provide further evidence that the project achieved its main objective of increased citizen engagement in governance.

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[10] Occasionally in trainings, confidence in knowledge levels can decrease following a training, as people become more aware of what they need to learn more about in order to master a subject. In this project, participants reported stronger levels of knowledge in many subjects, but not all. Specifically, beneficiaries expressed that they lacked knowledge on MKUZA II (see page 20), noting the comparative lack of information between the MKUZA I and MKUZA II processes. Journalists and citizens alike reported that the political environment made it difficult to encourage open reporting on MKUZA and specific governance policies, though there have been improvements on information surrounding citizen's rights, government services, etc. Thus, in this case, the informed ways in which citizens were able to express their frustrations indicates that trainings and activities contributed to an increased awareness of the information that needs to be made available; this resulted in beneficiaries reporting lower levels in knowledge related to MKUZA II and GGP.
[11] Including other local CSO-led events supported by SFCG.

The findings and analysis will be presented by looking at how well the key activities implemented by this project achieved greater access to information on good governance, networking and engagement opportunities between media, CSO and government officials. Findings will also look at the increased capacity among these stakeholders in their ability to facilitate constructive dialogue. The results presented in this section will elucidate the success of the project by looking at three main topics: Projects efficiency, relevance and sustainability.

## Effectiveness

Effectiveness measures the extent to which project activities attained their objectives.[12] As mentioned in previous sections, the projects mains objectives were:
1. Citizens have enhanced understanding of the GNU's functions and structures and how transparent planning and use of public resources affect their daily lives
2. Increased engagement between civil society (including the media) and the GNU, particularly on governance and accountability issues.

To achieve these objectives the project had 4 Intermediate results as illustrated in the projects logical framework (See Image 1).
1. **IR 1.1:** Increased capacity of targeted Zanzibari radio stations to effectively treat governance issues
2. **IR 1.2:** Greater availability of balanced information on the GNU and the new governance framework to Zanzibari citizens
3. **IR 2.1:** Increased knowledge of governance and accountability issues and enhanced advocacy skills among key journalists and civil society groups
4. **IR 2.2:** Greater opportunities for civil society networking and advocacy around the new governance framework

The findings in this section seek to illustrate whether the project was effective in meeting these objectives. In overall, the project succeeded in enhancing social capital by encouraging communities as well as media and government stakeholders to engage in dialogue on social, political and economic issues affecting them. Surveys have shown that the project has transformed perceptions about the roles of media, government officials and local citizens in strengthening good governance. Thus, our findings find a stronger support for increasing engagement than for citizens having enhanced understanding of the GNU functions and structures and how transparent planning and use of public resources affect their daily lives. We also found that the project met three of the main Intermediate results (1R 1.1, 2.1 and 2.2). However, the project was unable to fully meet objective IR 1.2, limiting the extent to which the project enhanced citizen's understanding of the GNU activities and structures.  The project therefore was found to be effective overall in meeting the goal of increasing citizen engagement, though there are recognized shortcomings in one of the key objectives of the project.

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[12] OECD DAC Evaluation Criteria

### *Access to relevant information*

Based on findings collected, the project has raised awareness of community issues and how to achieve good governance to tackle these issues.  Over 80 % of all respondents in FGD stated that they acquired knowledge on issues facing the community as well steps to take to tackle these issues through various avenues which were related to project activities. FGD participants in both rural and urban areas confirmed that they acquired most of this knowledge from listening to the radio and or from attending workshops, public sensitization events, roundtable discussions or trainings that were led by SFCG or SFCG implementing partners. A greater proportion of FGD participants in rural areas acquired this knowledge from radio than from project activities and events. 41% of all FGD respondents had not attended any of the SFCG project sponsored events, of which over half of these non-participants confirmed having heard these discussions on governance on radio.

Participants heard similar recurring themes on radio that matched many of the issues highlighted in the baseline as the most critical problems that community members wanted addressed. This particular project therefore succeeded in meeting the demands of the community. Journalists from at least one radio station that participated in the project noted in focus groups that the baseline study helped them learn about the most important topics of coverage. Radio efforts were supported by CSO visits, where members learned better how to ensure that information shared during community visits were pertinent and relevant. Throughout the life of the project, they improved messages by expanding targets to encourage effective discussion around topics. This was particularly important to sexual and gender-based violence, where men were not traditionally targeted but important to include in discussions, as they affect the management of SGBV concerns.

In the baseline, citizens highlighted the following critical issues: security (highest rated issue for both men and women), followed by corruption, crime, government political will, security, and access to

> "We visited this area three times, but every time we go there, it's like they're still the same. [The women] said 'you keep talking to us, but why don't you talk to her husband too?' – CSO leader, Interview, Stonetown

education. In the final evaluation, citizens echoed topics discussed in the baseline with some new additional topics that have become relevant in recent years (see table below, page 19). Issues covered by the project match issues the public considered critical to be discussed on radio, indicating that the topics discussed on the radio stations met the needs of the community. This shows that the project activities were successful in sharing knowledge of important challenges and needs of citizens, and in developing strategies to address these needs.

One difficulty noted in the quarterly reports[13] was that even though media producers received training from project activities on governance policies, these topics were not always covered in radio programs. This was a result of the poor communication and

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[13] Fifth quarterly report, Seventh quarterly report

cooperation between the journalists and producers. With collaborative participation on project activities like radio program planning and production and in situ training, the level of cooperation has evolved and improved. An opportunity to improve this further would be an emphasis collaboration and internal communication during trainings for future program activities.

*Table 3. Critical issues listed by community members and discussed in project activities*

| Critical Issues as stated by community members and leaders | Critical issues discussed in SFCG project activities (radio programs, public sensitization, workshops, and trainings) |
|---|---|
| **Youth unemployment**<br>**Locals not benefiting from tourism**<br>**Foreign workers pulling down wages of local employees**<br>**Unemployment lost from closing of port**<br><br>**Economic independence of women** | Unemployment<br>Initiating Zanzibar's Youth Council |
| **Land conflict** | Land conflict, transfer of land rights |
| **Gender Based Violence** | Gender Based Violence<br>Early marriage |
| **Drug abuse** | Drug abuse, particularly amongst youth |
| **Provision of government services such as clean water, medication in hospitals, agricultural resources like tractors, electricity, and education.** | Limited access to education<br>Health issues<br>Maternal and child health<br>Malaria prevention |
| **Corruption** | Corruption |
| **High cost of living** | High cost of living<br>Poverty |
| **Women's voice in political matters** | How to engage women in the government |
| **Just implementation of laws** | Rape cases<br>Failure of the justice system (cases going unsolved)<br>Common legal issues in the community<br>Parliamentary meetings<br>Role of government in good governance<br>Case studies on good governance |
| **Voting rights** | MKUZA II<br>Civic education<br>Peace in the electoral process<br>Youth engagement in the electoral process<br>Human rights |
| **Child abuse** | Child abuse |
| **Security** | Security |
| **Zanzibar's lack of independence** | |
| | Empathy<br>Insider outside leadership<br>Leadership |

### Awareness of government policies

Another goal of the project activities was to inform and engage community members in knowing the GNU activities, governance policies and MKUZA II. Based on results shown below, an average 46% of all respondents felt they lacked information in these three areas, particularly for MKUZA II. That said, 40% or more of the respondents said they had an average understanding in the areas of GNU activities, good governance policies and MKUZA II while 11% felt that they were 'well informed'. MKUZA II had the lowest percentage of respondents stating 'average understanding' or 'well informed'.

### Graph 1: Understanding of GNU activities, Governance Policies and MKUZA II
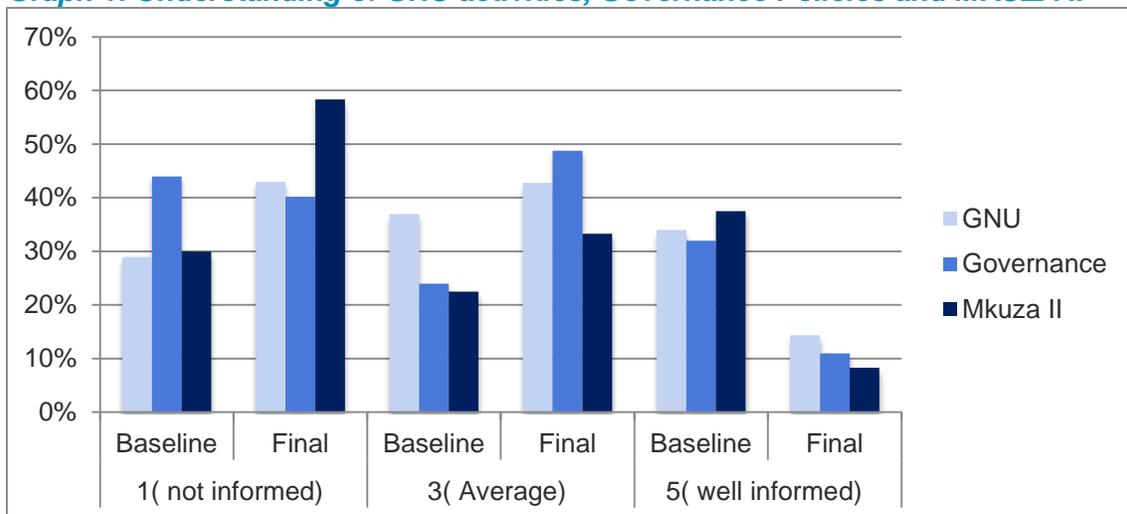


Most importantly, results indicate a lower average number of people with knowledge of MKUZA II in 2015 than in 2013. This may not necessarily indicate a drop in understanding MKUZA II, but rather that increased exposure to issues concerning MKUZA II made respondents realize that there is still more to know about it. This is supported by focus group discussions, where citizens expressed disappointment around the unveiling and sharing of the process surrounding MKUZA II. In the 2013 baseline, this process was still unfinished; however, with 2015 as the final year of the MKUZA II process,[14] it is likely that people were more clearly able to express opinions about the initiative's transparency and their access to information concerning MKUZA II. This idea was echoed by a respondent who believed that the government made more effort to spread awareness of MKUZA I, implemented in 2007 – 2010:

> "I knew a lot about MKUZA I, but don't know anything about MKUZA II. I was surprised, because I only knew MKUZA I. I thought maybe it was just continuing MKUZA I." – Muyoni community member, FGD

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[14] MKUZA II extends between 2010 and 2015.

> "In Mkuza I they invited us in the planning and informed us of what was happening so we would understand. That document is very difficult. No one took the trouble to make it simple so that people will know it and their responsibilities; but, who is working on that document? It's not only the government who is working on it. Others need to do this, as well." – CSO member, KII

Also important to note is the large disparity in findings when taking into consideration the gender of the respondents, as well as the geographical location (rural vs. urban) as illustrated in the graph 2 and 3 below.

**Graph 2: How well informed are you on the activities of MKUZA II? (Male Vs Female)**
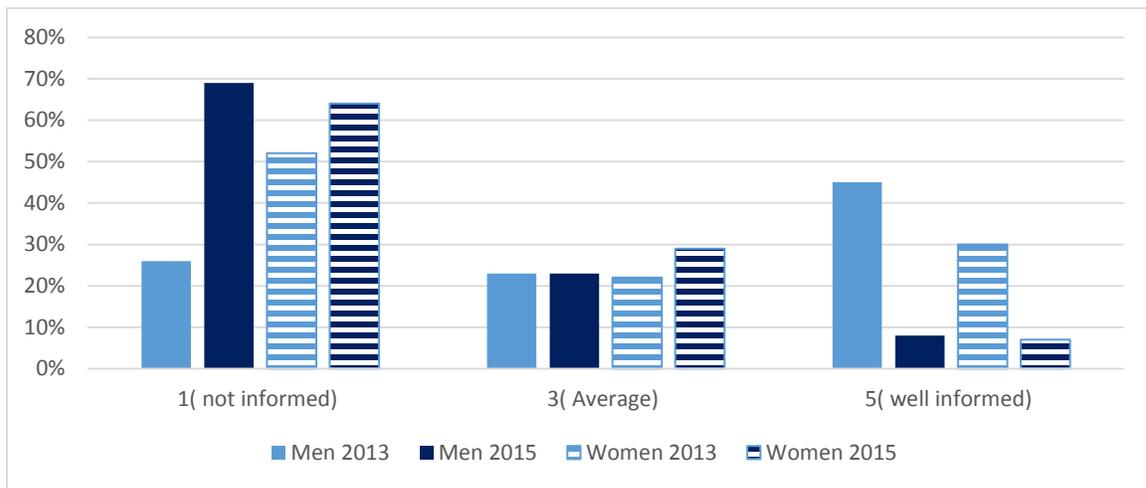


**Graph 3: How well informed are you on the activities of MKUZA II? (Rural vs Urban)**
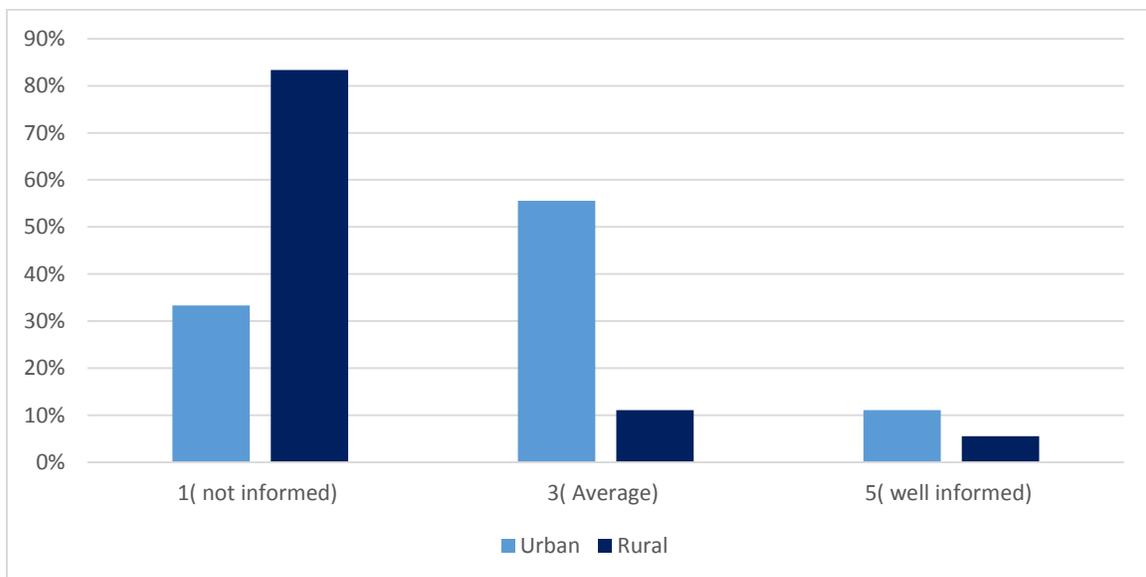
On average women tend to report lower levels of confidence in knowledge than the men, while rural residents had less comprehensive understanding of MKUZA II than urban residents. This difference can be attributed to difficulties with access to information; in rural areas, community members who are largely farmers may lack electricity to have access to television or radio, where this type of information is relayed. Their livelihood activities, such as fishing and farming, also limits time spent on listening to radio programs or watching television programs, where MKUZA II awareness programs are aired.  In regards to gender, the difference in awareness levels may result from gender roles that limit opportunities to access information; for example, women watching over children may have less opportunities to attend public sensitization events or trainings. These differences are important to note, particularly for future programing.

### *Quality of radio programs*

Based on sampled monitoring data from listenership feedback sessions that were conducted for each radio station, the quality of message delivered improved, as represented in Graph 4 below. These findings compile data that was collected over a period from August 2013 to April 2014.  During these feedback sessions[15], participants rated quality of radio programming by looking at four key aspects: coherence of the message, potential to engage citizens, the technical quality and clarity of message delivered. They rated these four aspects on a scale of 0 – 2: (0) poor, (1) good, (2) excellent. In all these areas, improvement was noted, thus indicating an improvement of journalist's capacity to spread awareness of governance issues and policies.

### *Graph 4: Listenership Feedback on radio programming*



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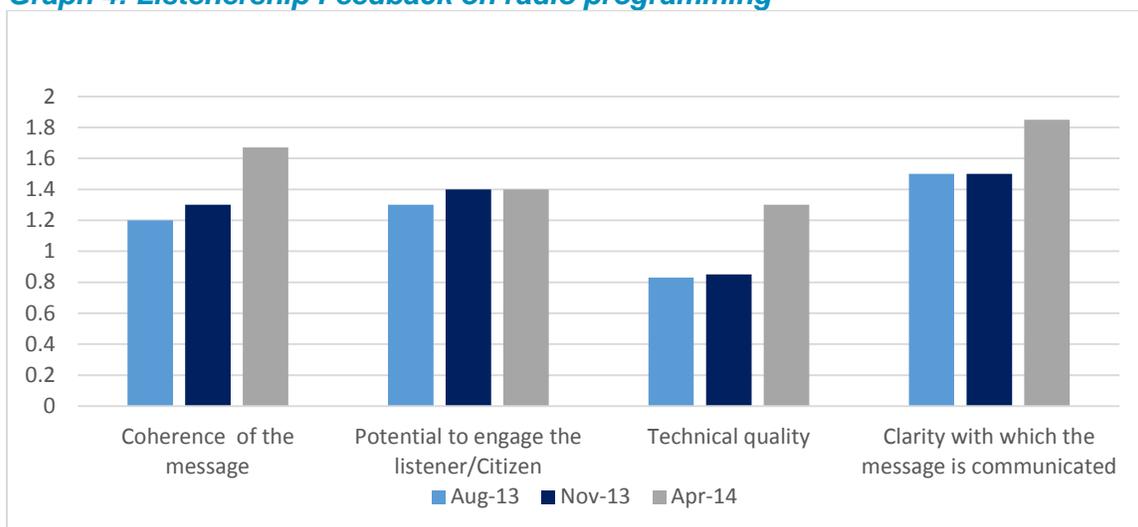
[15] The listenership feedback was provided by media professionals and Zanzibari youth. The feedback meetings were an opportunity for the Media Coordinator and TAMWA to sit together with the radio producers and journalists to review this information, plan production and strategize ways to improve the programs.

## *Access to balanced information*

This study demonstrates that access to balanced information has effectively been increased for Zanzibar communities. Through FGDs with community members, citizens reported that they have an improved perception of their ability to access balanced information; however, there are still challenges to increasing access to balanced information. Our study shows that this positive outlook is not persistent in rural areas with over half of Nungwi respondents disagreeing with the idea that the media shares balanced information. Instead, they believed media attempts to side with the government on most issues. In Muyoni, one respondent stated that even though they feel like the media has been provided more balanced information, there is still a level of doubt as to whether journalists actually seek out information from multiple sources, or whether multi-sourced information is fabricated. Two respondents in the urban center's FGD shared that the limitation to having balanced information is catalyzed by the fact that the level of anonymity allowed in a radio is not possible on a TV and a newspaper where the persons face or name is made public. For this reason they believe it is only the radio that has balanced information as compared to the TV and newspaper. This anonymity was important to the community members, as they feared repercussions from sharing criticism of provision of public services.

> "There is an issue around expanding these conversations beyond radios to use both radios and TV. This is because Zanzibar does not necessarily have a freedom of choice. The radio allows for anonymity in a way that TV and newspapers don't, and people are judged as supporting the opposition party once they voice their criticisms of the government. Students like us can face challenges like expulsion and civil servants can be fired." – Community member, FGD, Stonetown

During the focus group with journalists, they also expressed a change in technique used to collect information for radio production as a result of their training due to the fact that they learned how to better understand legal issues and provide balanced information. One journalist stated that there is an improvement in the style of writing news, with a transformation from "sharing one sided story to having a more balanced approach and taking consideration on what the value of the story is".[16]

## *Understanding of governance matters and role in governance*

Finally, this study also found that the project was effective because the CSO's, media leaders and partners have an improved understanding of governance matters and their role of promoting citizen engagement in governance in Zanzibar. Of all the journalists trained, 78.6 % of them showed an increase in their knowledge of journalism and radio best practices.[17] 100% of targeted civil society leaders, affirmed when interviewed that they gained skills and knowledge after participating in training sessions on how to interact with government and/or with other civil society leaders. During the key informant interviews with CSO leaders and FGDs with media leaders and journalists, 100% of

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[16] FGD, Journalists, Stonetown
[17] IR 1.1.1

respondents confirmed that they were educated on their role in promoting citizen engagement in governance in Zanzibar and see themselves as important players in this endeavor. This was cross-verified by the different groups' assessments of each others' participation. They were also asked to explain certain concepts, and their ability to speak about and apply these matters to their work and context were evaluated through the quality of their responses. They saw themselves as having unique responsibility in citizen engagement "because people are voiceless without them".[18] 100% of FGD respondents agreed that they have a role to play in good governance. The most mentioned method of playing a role as a citizen in good governance in urban areas was educating other community members on their rights. In the rural

> "Youth should expect to be volunteers with information." – FGD, citizens, Stonetown

areas, the most mentioned method of playing this role as citizens was by voting for the right leaders who will listen to and prioritize their needs. Several respondents discussed the challenges in engaging youth, due to the fact that they see limited benefits to engaging with government. There have been growing difficulties with economic opportunity, and many perceive that discussing with government has had limited benefits. However, the Zanzibar Youth Council is now being created and organized in partnership with the government; youth, CSOs, and government are hopeful that this will provide more organized spaces for youth to engage in issues concerning them, and to get feedback and better information from the government. This indicates a concerted effort on the part of youth, government, and CSOs to collaborate to address this challenge. Youth also listen less to radio programming, outside of music, making them a difficult-to-reach target for the project.

> "Most of the time, youth are not willing to participate in civic engagement initiatives as they are of the opinion that the government does not care for their wellbeing." – Community member, FGD, Muyoni

Despite the community members acknowledging they have a role to play in promoting good governance, they also stated that there are hurdles to playing this role. Based on FGD, 34% of community members in Nungwi stated they are limited in this role because they lack voter's identification card which limits their right to vote. 100% of participants agreed that they can be involved in positions of leadership to improve governance, but discussed limitations to achieving the leadership positions to be the lack of education especially for the women as well as the lack of funds to support a campaign process as one decides to run for leadership.

## Relevance

OECD DAC defines the criteria of relevance as the extent to which the development activity is suited to the priorities and policies of the target group, recipient and donor.

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[18] Interview, CSO leader, Stonetown

This project was found to be highly relevant to improved governance in Zanzibar as it strengthened supply-side governance.[19] This section of key findings discusses how the project reinforced supply-side governance as it matched needs brought forward in the baseline survey. The baseline survey was conducted in 5 regions of Zanzibar with a goal of identifying the issues limiting good governance in Zanzibar. The team was thus able to tailor their interventions to address those issues.  Key findings from the baseline included:

- Respondents felt that more effort is needed to satisfy citizens' desire for information and knowledge of government activities.
- CSO participants felt that the link between government and media, as well as between CSOs and media, is weak and needs to be strengthened
- Challenges for journalists include access to government officials for interviews, poor equipment, and the need for more and better training

This project did not apply a blue print approach to strengthening good governance in Zanzibar, but rather modeled its activities to meet the needs of the community as listed above.

### *Identifying and voicing governance issues*

The study sought to find out if the project facilitated a greater identification and understanding of barriers to access of information on governance by community members and civil society groups.  Overall, journalists were more comfortable and familiar with key topics such as MKUZA II and the Good Governance Policy (GGP) as well as challenges faced by

> "Nobody reaches the masses like journalists.  Our responsibility is to listen to the voice of the government and citizens and to strengthen collaboration between citizens and the government." – Journalist, FGD, Stonetown

the society. They viewed themselves as a bridge between the GNU and the citizenry, communicating policies from the government, while representing the interests and priorities of the Zanzibaris. During the FGD, they shared their increased confidence as professionals in journalism as a result of the project's training opportunities. Other useful skills journalists mentioned were: editing of material, feature writing, radio planning, radio packaging, media sector mapping, documentary production, facilitation of round table discussion, how to work with CSOs and NGO and developing stories with more balanced information. With these skills they said they are now better able to identify and act on topics that are critical to community members.

> "In *vox pops*, you normally discuss an issue that is important to people by interviewing citizens anywhere from the streets. So, you might talk with a director or manager who is informed, but then you have to ask the citizens and go to the people, as well.  Before, we did not go to all citizens." – Journalist, FGD, Stonetown

[19] Supply side governance is defined as the state capability to get things done as well as its responsiveness to citizen's needs. The accountability of government in terms of building capacity of citizens to demand changes in quality and quantity of public goods, is described as the demand side of governance. 'CommGAP, 2007, 'Communication for Good Governance', Communication for Governance and Accountability Program, World Bank, Washington, D.C.

This project was relevant as it succeeded in providing platforms for government officials and media outlets to understand the challenges citizens are facing. This foundation was primarily established during the in situ training provided by the project, which focused on issues of governance, transparency, and how to engage with the government in a constructive manner. Journalists said that these trainings helped them to engage more professionally and knowledgeably with civil society and the government. This idea was validated by members of CSOs and government who felt that while there remains room for improvement, relationships are stronger and they are better able to work with media as a tool for sharing information.

The project addressed weaknesses of journalists to improve their ability to share information in a pertinent and effective manner. Because of the trainings, journalists explained that for their current programming, they have developed a list of topics that are shared by citizens and then share this list with government and vice versa thus promoting citizen engagement in governance. This confirms indeed that there is increased capacity of these specific Zanzibar radio stations to effectively treat governance issues and strengthen collaboration between citizens and the government.

This change in capacity is well represented in the topics covered in the radio programs in table 4:

*Table 4: Topics covered by radio programs after participating in project activities.*

| ZBC Unguja: <br>• MKUZA II <br>• Land disputes <br>• Security <br>• Youth employment | Al Noor Radio: <br>• Roles of women in decision making <br>• Youth development |
|---|---|
| Chuchu FM: <br>• GBV – Gender Based Violence <br>• Roles of relations leader on taking about peace and harmony <br>• Education of the disable <br>• GNU – Government of National Unity <br>• Corruption on an employment | Zenji FM: <br>• Responsibilities of leader in their work <br>• Problems of employment to disabilities <br>• Environmental destruction at shore <br>• How political conflicts affect citizens |
| Hits FM: <br>• Cultural degradation <br>• Corruption <br>• Effects of drugs <br>• How youth benefited from tourism | |

These findings confirm that indeed there have been greater opportunities for civil society engagement and advocacy to shape the new governance framework.

*Voicing matters related to governance*

Most important to this project was ensuring media gave opportunities to citizens to participate in radio programs, where they could voice their needs and opinions on a variety of governance matters. A sample of monitoring data randomly selected depicts in the table below (page 27) the listener engagement numbers during a three-month period for five respective Zanzibar stations.

*Table 5: showing listener's feedback for 3 months (August – October 2013)*

| Radio Station | Number of People Participating | Number of messages (phone calls and messages) received from listeners | Male | Female |
|---|---|---|---|---|
| Micheweni Radio | 25 | 25 | 14 | 11 |
| Hits FM | | 66 | 27 | 39 |
| ZBC Pemba | 27 | 55 | | |
| Zenj FM | 41 | 39 | 20 | 19 |
| Zemba FM | 16 | 57 | 29 | 28 |
| Chuchu FM | 16 | 28 | 19 | 9 |

## Sustainability

Sustainability seeks to find out whether the benefits of project activities are likely to continue upon the completion of a project[20]. In this section, the study seeks to measure the extent to which benefits from project activities have persisted even after funding for project activities has ended. Our research designed evidence on whether CSOs, government officials, community members, and journalists continued to utilize benefits acquired through the project such as techniques, networks and professional activities structure and content in an effort to improve governance in Zanzibar.

### *Capacity for spreading awareness*

FGDs and key informant interviews both brought to light the role this project played in building the capacity of project participants to engage as citizens, leaders and officials who act to promote good governance. During KIIs, respondents explained skills they learned that they can apply in

"I learned that instead of using multiple days for training days, SFCG workshops made me realize that messages can be delivered effectively in a few hours. I definitely have more knowledge on how to lead courses more effectively, and with more interactions." – Government official, Interview, Stonetown

their regular interactions in the community, or as they perform their regular roles at work. Some of the trainings taught facilitation skills, which were important for improving the effectiveness of workshops and public awareness sessions.

"Before people didn't understand laws, but ZLSC came and gave us more knowledge about what the laws and processes are. People did not bring cases, but now that we know, we can take cases forward for prosecution." – Citizen respondent, FGD, Stonetown

By bringing these diverse stakeholders together through project activities, there was an immense opportunity for exchange of skills from experts of diverse sectors of the

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[20] OECD DAC Evaluation Criteria

economy. Knowledge of health services and legal systems were often mentioned as knowledge acquired as a result of this project. Respondents also mentioned that this knowledge was shared outside of the project environments; for example, in Muyoni one respondent shared, "I got information on how to prevent malaria and now help people with more information on how to check for malaria."[21]

Only two significant challenges in trainings were discussed. Journalists mentioned that some trainers had different styles and standards for specific content, making it difficult to know which standards to follow. They developed their own styles and approaches in managing these differences. They also mentioned that, despite the information being useful, there was quite a significant amount of information to cover, and expressed difficulties in retaining all information.

### *Continued engagement and networking*
Upon completion of training or attendance of workshops, increased engagement between government ministries, community members and CSOs have been widely observed.  100 % of all key informant interviewees said that they have used contacts from networks created through SFCG project workshops or trainings in at least one of two main ways:  1) as a source of knowledge in new initiatives, or 2) to contribute to participatory discussions that aim to strengthen engagement and understanding between variety to stakeholders (e.g. workshops organized by other CSOs). Examples of the platforms that have been established include the following:

❖ Journalists:
In the focus group, journalists stated that they are currently working with other NGOs, with whom they did not work before, such as Re(Claim). In addition, where journalists lacked confidence to approach government officials in the past, they gained confidence to approach them from the training, workshops and public sensitization events. The journalists feel they are no longer shy, and are now able to even facilitate discussions with partners. One FGD respondent mentioned, "It has been easier to get appointments with government officials because the relationship improved."[22] They noted that trainings could open even more doors for them with official documentation of their training and skills learned. Many in CSOs and the government are still not aware of the improved skills of some journalists, and those in media who have received trainings believed that documentation would help to set them apart.

Journalists have been referring to government policy in their dialogues on governance; for example, they refer directly to official policy as a measure for the achievements of government. The specific example provided was the tracking of the achievement of MKUZA II thus far and sharing information with government. While it is still clear from focus groups that there is more progress to be made on transparency (particularly surrounding MKUZA II and good governance efforts), this information sharing plays a major role in strengthening transparency. SFCG activities have set in motion journalistic standards and practices that continue to support governance transparency in Zanzibar.

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[21] FGD, citizens, Muyoni.
[22] FGD, journalists, Stonetown

> "As journalists, we have more confidence to write about anything and therefore go anywhere to seek information, including approaching government ministers, which was never the case in the past." – Journalist, FGD, Stonetown

❖ CSOs:

> "Our role as CSO leaders is to educate people on the pros and cons of the referendum that is coming up, and encourage women to speak out on issues such as gender-based violence and the role of women as leaders, as the election year is coming up. Even though CSOs and government work well together, CSOs focus on what the government prioritizes; but we have not been as successful to get the government to focus on the priorities of CSOs." – CSO leader, Interview, Stonetown

Leaders of several CSO's have been inviting journalists whenever they have events focused on finding solutions to critical issues in the community. They also stated that as a result of the project, there has been increased usage of government policy as a measure of the achievements of government, e.g. in tracking the achievements of MKUZA II and sharing information with government. One CSO member cited the utility of including government in activities, saying that it gives chances for people to hear directly from government members, ask questions, and hear explanations. CSOs have also been engaging which each other with their diverse strengths facilitating a relationship where they complement each other. As one informant described, these networks have allowed them to have access to knowledge that they would have otherwise acquired from an external consultant. In separate interviews, members of government confirmed that CSOs have reached out to them and included them in activities. Examples of information shared include: 1) guidance for logistics on planning events in rural areas, and 2) TAMWA being invited to RECLAIM to contribute to their organizational strategy planning in October 2014.

❖ Government:

To date, the Ministry of Good Governance has maintained their slot on television and radio every week where they engage with citizens, CSO leaders and members on issues faced by Zanzibar communities. One government official stated that there has been an increase in private radio stations, as well as journalism students who reach out to government

> "Nowadays, we work not only on our own perspectives as we did before, but through participation, we approach other stakeholders on implementing tasks." – Government Official, Interview, Stonetown

office on issues of governance. It is indisputable that there is a stronger relationship, especially with private radio stations, which was not the case in the past. Another informant described the benefit of engagement as a change in the working style within the government offices from government officials working based on their own perspectives, which was characteristic of the past, to officials adding other stakeholders outside the government to engage in more collaborative implementation.

The Ministry of Empowerment, Social Welfare, Youth, Women and Children Development is currently working on the implementation of the Zanzibar Youth Council in collaboration with youth-related NGOs and has consulted them in recent months (January-March) for feedback on designing activities. While this process is not without challenges, it has been positive for the government, and they feel they are moving forward in responding to a need expressed by communities in Zanzibar. "They are very motivated and they are collaborating, because there is such a big demand for this... This is a big demand from the youth themselves. At the national level there are all kinds of youth organizations. They need a national forum so that they can meet, discuss and agree on the technical issues."[23] The use of networks that have been strengthened by SFCG programming show that the government not only found these connections useful, but that some ministries are committed to this level of engagement and dialogue with communities.

## 4. Conclusions

A significant amount of progress has been achieved through project activities, particularly in regards to increased dialogue and engagement. More still needs to be done, of which a second phase of this project should consider. The pervasiveness of the outreach, particularly in rural areas, needs to be emphasized. This is particularly important when it comes to increasing awareness of GNUs policies like MKUZA II. The effect that location has on awareness of these policies is exemplified in the data, where the difference in understanding between the rural and urban population was significant (see page 20).

It is important to acknowledge that increasing transparency and awareness around GNU policies was a major challenge for the project. While the community at large understands the government's role in disseminating information on MKUZA II better now than they did two years ago, they generally perceive MKUZA II itself as unclear. Discussion surrounding GNU policies focused on the lack of information and difficulties engaging on the process, both among citizens and CSO members. Now that progress has been made increasing access to information and more balanced reporting on good governance, a second phase of the project should consider focusing on improving the clarity of information and making complex policies easier to understand. This however is not the case for all other issues, whereby the community members expressed average perceptions of improved understanding (for example, human rights and SGBV).

Second, more effort needs to be made to create an environment where citizens and government feel equal levels of engagement and participation from each other. This study has managed to show tremendous progress in two-way communication, but the perception that the government is not lending a listening ear in all cases persists.

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[23] Member of government, KII, Stonetown

Despite these challenges, as indicated in key findings, government officials, CSO leaders, and media representatives included in this study acknowledged having increased understanding of governance issues, policies and the role they play to improve the political environment in Zanzibar. Approximately 80% of all citizen respondents acknowledged having learned of governance issues, particularly through the radio (rural dwellers), workshops and public sensitization events (urban dwellers). Most importantly, the research has highlighted *continuing and sustained* engagement between GNU, CSO, and the media, even after the project. Therefore, it is indisputable the project achieved its goals of increased citizen engagement which have persisted past the project end date.

# 5. Recommendations

Based on all information collected during this study, the following recommendations were provided by respondents.

Overall, the project was appreciated, and community members made the recommendation to prolong the project for added benefit or scale-up outreach efforts. However, there were some poignant and more specific recommendations to be taken into consideration for future programs.

### *Increasing capacities for advocacy and awareness-raising*
1. **Plan longer lengths for trainings,** as the period provided is too short for all the information being shared. While participants all felt that they learned new skills and techniques, they felt more time would improve their ability to retain more of the information and practice skills.
2. **Facilitate exchange visits** between journalists with journalists from Pemba, Dar es Salaam and other Eastern African countries. This recommendation was suggested in response to the idea that managing relationships with government and CSOs to remain balanced and fair posed a large challenge to journalists, and they wanted opportunities to learn from others and understand how they work through these challenges.
3. **Keep teachers consistent for trainings**; there are occasional conflicts in the style of teaching and content between the teachers.
4. **Use new technologies to facilitate dialogue;** for example, online forums could be more effective than small meetings in certain cases, because they have the potential to reach more people and have increased levels of engagement through a different platform (see *Participants* below). Another suggestion was using a blog, where materials providing information about governance issues could be posted.
5. **Provision of certificates** that allow journalists to show their qualifications to others in the future.

### *Participants*
Many participants on project activities expressed a need for a more diverse representation of participants during the project trainings/workshops so as to strengthen inclusiveness as well as diversity of thoughts in discussions. The recommendations suggested were to include:
6. **Encourage diversity of thought in dialogue.** This includes providing opportunities for small grassroots groups that are less well known to interact with

CSOs and government ministries. Some CSOs have begun doing more of this in meetings with community members to ensure direct transmission of messages between groups, and it has been very successful.

7. **Engage more rural citizens and community leaders** who do not reside in urban Zanzibar, so they might have an equal voice in the participatory discussion during workshops.

8. **Include a wider variety of members of vulnerable groups.** In addition to women: youth, people with disabilities and other groups with different needs are also underrepresented and participate less in good governance initiatives. While the project was excellent about intentionally including a gender-diverse group and a group that represented a wide variety of organizational interests, this work could evolve positively in targeting a larger array of groups with different needs.

### *Topics*

Some respondents suggested the project should put more emphasis on specific sectors rather than an array of sectors that were covered based on the critical issues listed on the baseline that SFCG conducted at the beginning of the project. In particular, there have been certain sectors important to engaging youth that have developed within the past two years and become more pertinent. Sector suggestion include:

9. **Youth employment.** Youth employment is currently a large government priority. One important issue is to educate citizens especially unemployed youth on how they can be useful to society whilst also encourage them to seek jobs outside of the government. This is also an important area for SFCG to focus on as it is currently a government priority.

10. **Economic opportunities**. In the case of Nungwi, citizens requested a focus on strengthen their fishing sector so as to improve their economic livelihoods. Others requested more information on and attention to employment opportunities available to Zanzibaris through the tourism sector, which has become difficult to enter.

11. **Women in leadership.** While this was well addressed in the project, several citizens thought it important to create awareness the variety of roles women can take on as leaders – not only in terms of larger government positions, but also in other leadership positions such as focal point person for government outreach projects.

### *Media outreach methods*

There is a need for the project to seek different forms of media outreach. Current use of radio programs is limited in outreach and may benefit from new tools and approaches:

12. **Consider using internet-based mobile phones programs such Whatsapp, Facebook, Twitter or TV.** Youth often listen to music on radio and not necessarily radio programs, making them more difficult to reach via radio. Because youth and residents of urban areas often use other forms of communication, other tools may better reach youth.

13. **Air programs on additional local religious radio stations, which have a higher listenership in Zanzibar.** Three respondents requested that programs developed through the project should be aired on other channels and not solely Zanzibar Broadcasting Corporation (ZBC) to increase opportunities for listenership. Citizens in rural areas also listened less to radio programs, and the station airing may have been an important factor.

# 14.　Appendices

# Annex I: Survey Tools

## Annex 1.1: Qualitative Survey questions

### 1.1.1: Questions used for Key Information Interviews

Government officials: Key Informant Interviews Questions
1. Did you, or your colleagues attend any of the workshops? Were they useful? Did you learn anything that you are still using?
2. What do you think is the most important topic for men over the year, women over the year, topics covered
3. What kind of relationships did you build during the project? Have you worked with those people in the last six months? What have you worked on?
4. What recommendations do you have for future implementations of similar projects?

CSO Leaders: Key Informant Interviews Questions
1. Did you, or your colleagues attend any of the workshops? Were they useful? Did you learn anything that you are still using?
2. What kind of relationships did you build during the project? Have you worked with those people in the last six months? What have you worked on?
3. Did you, or your colleagues attend any of the workshops? Were they useful? Did you learn anything that you are still using?
4. What are the main topics of discussion in your opinion that matter to governance? What are the challenges in strengthening governance among citizens?
5. Are you addressing more issues on governance today than in the last two years?
6. What is your opinion of the information available over the last two years? Are there changes to access to more balanced information?
7. Do you use other media outlets beyond the radio e.g. Newspapers, facebook?
8. What do you think your role is in promoting citizen engagement? What are the barriers you experience in playing this role?
9. What do you know about Governance policy?  How well informed are you about the activities of good governance policy?
10. What do you know about Mkuza II/ Governance policy?  How well informed are you about the activities of Mkuza II/ good governance policy?
11. What recommendations do you have for future implementation of similar projects?

**1.1.2: Questions used for Focus Group Discussions**

Citizens:  Focus Group Discussions Questions
1.  Did you attend any of the events sponsored by this project? Were they useful? Did you learn anything? Did you learn any tools that you are still using?
2.  What do believe were the most relevant topics covered on radio? What are the three most important issues that you would like covered on the radio?
3.  Based on your experience over the last two years, what do you think is the most important topic in regards to governance to your society?
4.  What are the most critical problems that you are facing?
5.  What recommendations do you have for future implementation of similar projects?
6.  As citizens, how many of you think you have a responsibility in governance matters? Why? How can you do that well?
7.  In your opinion what has improved in the last two years in your field?
8.  Do you believe you have improved the access to balanced information?  If not, why?
9.  Do you believe your knowledge of governance matters has improved as a result of the project?


Journalists:  Focus Group Discussions Questions
1.  What are the topics you covered? What do believe were the most relevant topics covered on radio?
2.  Based on your experience over the last two years, what do you think are the most critical issue that community members seek solutions for?
3.  What tools that you were trained on during the project are you still using? Do you have challenges using these tools?
4.  What recommendations do you have for future implementation of similar projects?
5.  As journalists, how many of you think you have a responsibility as journalists to make sure citizens are playing their role in governance matters? Why?
6.  As professional journalist, in your opinion what has improved in the last two years in your field?
7.  Do you believe you have improved the access to balanced information?  If not, why?

**1.2.1. Questions used for Quantitative Survey Questions (Citizens)**

1. How well informed are you on the activities of the GNU of Zanzibar
   Unauelewa wa kiasi gani kuhusu mambo ya serikali wa wa umoja wa kitaifa ?
2. How well informed are you on the activities of the Good Governance Policy?
   Unauelewa wa kiasi gani kuhusu mambo ya serakali za utawala bora?
3. How well informed are you on the activities of MKUZA II?
   Unauelewa wa kiasi gani kuhusu mambo ya MKUZA II?
4. How often do you listen to the radio?
   Je, unasikia radio mara ngapi ?
5. What are the three most important issues that you would like covered on the radio?
   Kwa maoni yako, ni mambo gani muhimu sana yanayohitaji kujadiliwa kwenye radio?
6. Do you watch television?
   Je, unatazama televisheni?
7. Do you read the newspaper?
   Je, unasoma gazeti?
8. What are the most critical problems that you are facing?
   Ni mambo yapi yanayowahuzunisha sana, yanayohitaju marekebisho ?

# Annex 2: Documents Consulted

## 2.1. Radio program Evaluation scoring Rubric

| Category | 0 | 1 | 2 | Comments |
|---|---|---|---|---|
| Coherence of the message | | | | |
| Potential to engage listener/citizen | | | | |
| Technical quality | | | | |
| Clarity with which the message is communicated | | | | |

Total score: - /8

## 2.2. Sample of minutes for feedback meeting for Radio Program Producers

### Feedback Meeting for Radio Program Producers

**Activity**: Feedback Meeting for Radio Program Producers
**Participants**: Seven Radio Program Producers
**Facilitators**: Asha Abdi Makame and Shifaa J. Ibuni (TAMWA).
**Venue:** Tamwa Office, Mombasa Zanzibar
**Date:** 12/2/2014

INTRODUCTION AND BACKGROUND
In working with seven radio stations, TAMWA continue to monitor and evaluate radio programs in a monthly basis. In this process, TAMWA ensure the programs are in good quality in term of content, massage delivered, engagement of the citizen and their voices and technical aspects. The meeting gives out an opportunity for the journalists to share the experience and challenges based on radio production process and how to tackle them.

**OBJECTIVES**
1. To exchange the ideas and discuss on the radio production on October 2013.
2. To analyze the listener's feedback for three previous months (August, September and October).
3. To provide feedback from jury…

PARTICIPANT PROFILE

 A total of seven radio program producers (3 male and 4 female)  who were already trained to the first in situ training attended to the meeting. Four of them represented

private radio stations namely Chuchu FM, Zenj FM, Hits FM and Al Noor Radio while others work in government owned radio station called ZBC-Radio. Others participants were SFCG Facilitators, TAMWA Project Coordinator and Project Officer.

SUMMARY OF EVENTS

Project Coordinator from TAMWA opened the meeting by explaining the objectives and how TAMWA will be responsible for monitoring and evaluation process. Asha Abdi, Project Coordinator from TAMWA gave out the overview of the programs by explaining that the programs were good and focused on intended themes. However, some areas need more improvement to achieve the project goal.

The journalists were congratulated for producing the programs and submit on time at TAMWA Office and having a multisource. Then, the overview of the radio programs had been presented by TAMWA Project Coordinator who explained some weakness and limitations occurred in October radio programs. This include lack of introduction to some programs, lack of detailed information regarding to the topics include good governance policies and laws as well as MKUZA II, and low practical skills audio editing, writing for radio, music radio programming, presentation, interviewing, production and feature making which contribute to low quality of the programs. In order to improve the situation they were insisted to be abiding with the knowledge they got during the in situ training so as to be competent in radio program production, be attentive in preparing the program and conduct a mini survey to get detailed information and statistical data about the topics. The need of improving interview skills, listening critically to a variety of stations, reading about radio and researching program materials were also emphasized.

In that session, each participant presented the listener's feedback for previous three months (August, September and October) that focused on number of message, telephone and number of participants who were involved in the programs.

Thus, Micheweni Community Radio a total of 25 people participated in radio programs for three months male were 14 and female were 11. Hits FM program received 38 telephone 20 for female and 18 male while massage were 28 only female 19 and male 9. ZBC Pemba a total of 27 people participated in radio programs for almost three months, 55 massage also were received. Zenj Fm received a a total of 41 people participated in their radio programs, where 21 were male and 20 were females, they received messages where 20 of the messages were from males and 19 messages were from females making a total of 39 messages. ZBC Pemba, a total of 16 people participated in the radio program for three months where 8 were males and 8 were females. They also received a total of 57 messages, 29 message from males and 28 messages from males. Chuchu Fm, received a total number of 31 people participated in the radio programs where 27 were males and 4 were females and they received 28 messages where 19 were males and 9 were females. We didn't receive listeners feedback for ZBC Unguja.

Jury feedback for September and October 2013 programs, also presented whereby the producers were asked to improve the following aspect:
1. Interview skills and being competent in asking questions
2. Be attentive in preparing the programs in terms of script writing, introduction of the programs,
3. Learn more so as to gain knowledge and be well competent in preparing their programs.
4. They were also advised to make sure they stick with the minutes given (15 minutes).
5. To cooperate well with other trained producers, in producing their programs.

# Annex 3: Evaluation ToR

**Final Evaluation of Search for Common Ground's USAID funded project
"Supporting Citizen Engagement in Governance in Zanzibar"**

**Introduction:** Search for Common Ground is seeking a consultant (individual or team) to support the final evaluation of its project, *Supporting Citizen Engagement in Governance in Zanzibar*. The methodology and tools have already been developed for this evaluation, which will be led internally. Consultants are encouraged to apply to support, at a minimum, the analysis and report writing stages of this study. Those who are available for travel to Tanzania may also apply to support data collection in Zanzibar. The project has been concentrated on the islands of Unguja and Pemba.

*Important Note: Applicants for this opportunity must be able to travel within Tanzania/Zanzibar in order to be eligible for consideration.*

### 1. Context

### About Search for Common Ground

Search for Common Ground's (SFCG) mission is to transform the way individuals, organizations, and governments deal with conflict, away from adversarial approaches and towards collaborative solutions. Headquartered in Washington DC, USA, and Brussels, Belgium with field offices in 34 countries, we design and implement multifaceted programs that aim to transform conflict. We seek to help conflicting parties understand their differences and act on their commonalities. SFCG has been working in Zanzibar since 2010 and has focused on using a *top-down, bottom up* approach to support the Government of National Unity since its formation.

### About the "Supporting Citizen Engagement in Governance" project

SFCG, with support from USAID, and in partnership with three local Civil Society Organizations (CSOs) and seven Zanzibari radio stations, implemented 24-month project with the **overall goal** of *increased citizen engagement in governance in Zanzibar.*

The project's two **specific objectives** are:
   **(1)** To enhance citizens' understanding of the GNU's functions and structures and how transparent planning and use of public resources affect their daily lives; and
   **(2)** To increase engagement between civil society (including the media) and the GNU, particularly on governance and accountability issues.

The project was implemented in both Unguja and Pemba in Zanzibar.

To achieve the overall goal, SFCG's **approach** provided targeted *demand-side* support, through civil society and media engagement, to the GNU's *supply-side* efforts to consolidate the emerging governance framework. Our approach recognized the weaknesses and, more importantly, the potential in both civil society and the media in Zanzibar and sought to empower key leaders from each sector to take on their role as the bridge between the GNU and the citizenry, communicating policies from the former, while representing the interests and priorities of the latter. The approach put particular emphasis on the unique role women can play in fostering good governance and greater accountability if engaged and empowered.

At the end of the project, we expect to achieve the following results:

**1.1** Increased capacity of targeted Zanzibari radio stations to effectively treat governance issues;

**1.2** Greater availability of balanced information on the GNU and the new governance framework to Zanzibari citizens;

**2.1** Increased knowledge of governance and accountability issues and enhanced advocacy skills among key journalists and civil society groups; and

**2.2** Greater opportunities for civil society networking and advocacy around the new governance framework.

The principal CSO partners in the project include:
- (Re)Claim Women's Space in World Heritage (RWSWH);
- Tanzania Media Women's Association (TAMWA); and
- Zanzibar Legal Services Centre (ZLSC).

The principal radio partners in the project include:
- Zanzibar Broadcasting Corporation (ZBC) Unguja and Pemba;
- Hits FM Radio;
- Chuchu FM Radio;
- Radio Al Noor;
- Zenji FM Radio; and
- Radio Micheweni.

Key **project activities** and outputs include:

**OBJECTIVE 1**
- Media Sector Mapping Baseline Survey
- Media mission including 7 in-situ trainings with a total of 49 participants to build journalists' skills in producing different radio formats, while deepening their knowledge of the Good Governance Policy (GGP) and of governance issues more broadly.
- Microgrants supporting the production of 224 programs at partner radio stations (2 productions per station per month for 16 months) covering issues of good governance, the GNU and the GGP/Mkuza II.
- Periodic planning meetings to support radio production.

- Monitoring support, including feedback meetings, coaching sessions, jury-scoring sessions, listening clubs, and mid-term review meetings.
- 5 non-state owned news outlets supported by project funding.

**OBJECTIVE 2**
- 6 CSO Trainings organized by RWSWH in partnership with SFCG in advocacy, governance, conflict resolution, and monitoring and evaluation targeted at Zanzibari CSO leaders.
- 6 Roundtable discussions organized by ZLSC in partnership with SFCG focused on how civil society and government can collaborate to advance the GGP, MKUZA II, and governance reform more broadly in Zanzibar.
- 30 Civil Society Workshops and Public Sensitization events organized by the 3 CSO partners in their communities focused on governance issues related to the organizations' priority areas.
- A minimum of 6 events organized with the 3 CSO partners that allowed for a forum in which members of the public and legislators/government officials could interact.

**ADDITIONAL PROJECT MEETINGS/ACTIVITIES**
- Annual strategic planning meetings.
- Quarterly Executive Committee Meetings with key stakeholders.


**2. Objectives of the evaluation**

**Objectives of the evaluation**

The project "Supporting Citizen Engagement in Governance in Zanzibar" ended on August 22nd 2014. SFCG would like to conduct the project's final evaluation with the aim to measure the change brought about by the project among its target groups and beneficiaries. This final evaluation will be led by an external consultant (individual or team), to allow a comparative analysis of results achieved by the project. The external consultant will benefit from SFCG and partners' support in Unguja and Pemba. SFCG reserves the right to approve the final methodology before data collection begins.

The global objective of this final evaluation is to capture the change brought about by the project with regards to Zanzibari citizens' engagement in governance, in comparison with the Media Sector Mapping baseline study. More specifically, the final evaluation has three specific objectives:
1. Measure the state of the project's indicators after implementation of the activities;
2. Analyze the following evaluation criteria: efficiency, relevance and sustainability;
3. Extract lessons learned and recommendations from this experience to inform future programming on governance issues in Zanzibar.

The results of this final evaluation are deemed to inform all actors working in the area of governance in Zanzibar, Tanzania, and the greater East Africa region. This includes:

CSOs active in the promotion of governance issues, media professionals, and national governments across the region – specifically their Governance Ministries and Offices – as well as international donors including USAID, which funds this project and its final evaluation. The findings of this final evaluation will be shared with USAID and will be published on SFCG's website to allow a larger dissemination and utilization.

**Evaluation questions**

The evaluation questions will be developed by the external consultant on the basis of questions designed at the baseline stage of the project, and will specifically seek to identify what approaches/activities have brought good results, and what has been less efficient, relevant or sustainable.

General evaluation questions could seek to measure if:

Effectiveness
1. The project has effectively raised the level of awareness and engagement of citizens in governance in targeted Zanzibari communities?
2. The project has strengthened built greater levels of networking and communication between CSOs, the government, the media and citizens surrounding the governance framework and the Good Governance Policy?
3. Access to information has effectively been increased on the part of Zanzibari communities?
4. The project reached its expected results in targeted communities?
5. CSO and media leaders and partners have a stronger understanding of governance matters and their role of promoting citizen engagement in governance in Zanzibar?

Sustainability
1. The project enabled identifying technical challenges and barriers to good governance on the part of the media and civil society and contributed to overcome these obstacles?
2. The project showed evidence that CSOs, government officials, community members, and journalists will continue to utilize the techniques and information delivered through activities?
3. The project enabled a transformation of citizens' attitudes towards governance issues and their role in governance?

**Methodology**

The evaluation methodology will be proposed by the external consultant, and finalized with the SFCG's support.

On the basis of the methodology and tools developed for the project's baseline study, and with SFCG support, the external consultant will be responsible to support the methodology and tool development for the final evaluation, specifying:

- The approach (qualitative, quantitative or mixed);
- The data collection tools;
- The data collection sites;
- The type and number of targeted participants;
- The methodology to select participants, including for key informant interviews.

**Deliverables**

SFCG expects the following deliverables from the external consultant:

- Assistance with training of enumerators;
- Supervision of and active participation in the data collection;
- Oversight of the data coding process;
- Analysis of the data collected and production of a draft evaluation report in English, for review by SFCG staff and other stakeholders;
- A Final Report in English (30 pages max in length, excluding appendices) that consists of:
  - o Executive summary of key findings and recommendations
  - o Table of contents
  - o Objectives, methodology and limitations of the study
  - o Research findings and analysis (should be structured around the main objectives/evaluation criteria)
  - o Conclusions and recommendations for future action
  - o Appendices, which include detailed research instruments, list of interviewees, terms of references and evaluator(s) brief biography
- A powerpoint presentation of the report
- Submission of the data bases to SFCG

**Logistical Support**

SFCG will provide logistical support for the data collection (vehicles, fuel, drivers), as well as for the external consultant's transport (by plane/car) on the data collection sites identified by the project and its final evaluation.

In addition, SFCG will share the following elements with the external consultant:

- Background materials including the project proposal and logframe, the M&E plan, quarterly reports, and other materials as requested by the external consultant;
- The methodology, tools and report of the baseline study conducted in the five implementation countries;
- Other quantitative and qualitative data collected by SFCG's staff in the five implementation countries during the project.

**Timeframe**

The evaluation should be conducted in February 2014. The table below provides details with regard to the calendar. In cover letter, applicants are requested to explain their availability for the project, with a minimum availability for the analysis and writing of the report.

| Activities | Dates |
|---|---|
| Signature of contract with the consultant | February 16 2015 |
| Finalization of the tools and training of enumerators | February 16 2015 |
| Data collection and data entry | Begins on February 17 2015 |
| First draft of the evaluation report submitted by the consultant to SFCG | February 27 2015 |
| SFCG shares its comments on the first draft with the consultant | March 1 2015 |
| Final evaluation report submitted by the consultant to SFCG | March 3 2015 |

**Requirements of consultant**

The following skills and experience are expected by SFCG for our evaluator for this project:
- Proficiency in English (and Swahili preferred);
- Experience in project evaluation or the equivalent in DM&E expertise, including collecting data in interviews, surveys and focus groups;
- Experience working with international organizations;
- Experience conducting large-scale quantitative surveys;
- Understanding of and experience working on governance related topics;
- Evaluation methods and data collection skills;
- Ability to be flexible with time and work schedule for travel to Zanzibar.

In addition, the consultant is required to respect the following Ethical Principles[24]:
- *Comprehensive and systematic inquiry: Consultant should make the most of the existing information and full range of stakeholders available at the time of the review. Consultant should conduct systematic, data-based inquiries. He or she should communicate his or her methods and approaches accurately and in sufficient detail to allow others to understand, interpret and critique his or her work. He or she should make clear the limitations of the review and its results.*

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[24] Adapted from the *American Evaluation Association Guiding Principles for Evaluators, July 2004*

- *Competence: Consultant should possess the abilities and skills and experience appropriate to undertake the tasks proposed and should practice within the limits of his or her professional training and competence.*
- *Honesty and integrity: Consultant should be transparent with the contractor/constituent about: any conflict of interest, any change made in the negotiated project plan and the reasons why those changes were made, any risk that certain procedures or activities produce misleading review information.*
- *Respect for people: Consultant respect the security, dignity and self-worth of respondents, program participants. Consultant has the responsibility to be sensitive to and respect differences amongst participants in culture, religion, gender, disability, age and ethnicity.*

*In addition, the consultant will respect SFCG's evaluations standards, to be found in SFCG's evaluation guidelines: [http://www.sfcg.org/programmes/ilt/dme_guidelines.html](http://www.sfcg.org/programmes/ilt/dme_guidelines.html)*