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IN BRIEF

EVALUATION OF THE TANZANIA WOMEN'S LEADERSHIP AND POLITICAL PARTICIPATION PROJECT (WLPP) (WANAWAKE WANAWEZA) PHASE II (2017-2021)

PROJECT OVERVIEW

The Women's Leadership and Political Participation Project (Wanawake Wanaweza Phase II), implemented in Tanzania mainland and Zanzibar aimed to achieve the overarching goal of **"Women lead and participate in decision-making at all levels"** through four specific outcomes:

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

The total resources mobilized for the project was **US\$10,640,229.59** for the period of January 2018 to December 2021.

EVALUATION'S PURPOSE AND SCOPE

The main purposes of the evaluation was to assess the relevance, effectiveness, coherence, efficiency and sustainability of Wanawake Wanaweza Phase II; as well as to distil lessons and identify recommendations that can inform similar programmes in UN Women and other actors working for gender equality and the advancement of women's voice and leadership in decision-making.

SPECIFIC OBJECTIVES OF THE EVALUATION

- i. Take stock of current programme achievements, challenges, and opportunities.
- ii. Evaluate the continued impact, relevance, and sustainability of the project.
- iii. Assess the programme design, objectives, strategies, and implementation arrangements including proposed plans for sustainability.
- iv. Present the key findings, draw the lessons learned, and provide a set of clear and forward-looking recommendations to inform management decisions and stakeholders and to strengthen programming of the next project.

METHODOLOGY AND DATA COLLECTION

This evaluation utilized the Theory of Change (ToC) and a mixed-methods approach to assess the design validity and project contribution. Quantitative and qualitative data analyses were applied, focusing on project progress towards set targets. The evaluation adhered to various UN Women policies and guidelines, including the Evaluation Policy, Evaluation Handbook, and United Nations Evaluation Group Guidance. It was guided by principles of independence, impartiality, credibility, transparency, quality, inclusiveness, and honesty, with a strong emphasis on gender and human rights.

Data was collected from both primary and secondary sources, including document reviews, key informant interviews (KIIs), and focus group discussions (FGDs). These documents ranged from project and financial reports to activity and evaluation reports. Informants were selected from all project stakeholder categories, with FGDs targeting community volunteers and leaders in Dar es salaam, Dodoma, Mwanza, and Zanzibar. Fifty (50) interviews (32 of which were with women) were conducted, including 41 with key informants and nine FGDs.

KEY EVALUATION QUESTIONS

Relevance and Coherence: To what extent the project results are consistent with beneficiary requirements that is, women leadership and Political Participation; how is UN Women positioning itself within the national needs and the UNDP priorities? Has the project addressed the relevant needs in the country, including the special needs of disabled and young women? Have new, more relevant needs emerged that the project should address? Have the stakeholder's taken ownership of the project concept?

Efficiency: Have resources been used efficiently? Have the project activities been cost-effective? How has the project monitored the cost-effectiveness throughout the project cycle? Have project funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? Are there sufficient resources (financial, time, people) allocated to integrate human rights and gender equality, including needs of disabled and young women, in project design, implementation, monitoring and evaluation.

Effectiveness: Did the project make sufficient progress towards its planned outputs and outcomes spelt out in the AWP? Did the project achieve its planned outputs upon completion? How have stakeholders been involved in project implementation? Have the quantity and quality of the outputs produced so far been satisfactory? If not, what were the bottlenecks encountered? Do the benefits accrue equally to men and women? How effectively has the project engaged males? How did the project help empower stakeholders or prevent further discrimination and/or exacerbation of existing power relations? How has the project enhanced ownership and contributed to the development of national capacity?

Sustainability: Does the project design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in gender and human rights after the end of the project? To what extent were stakeholders involved in the preparation of the sustainability strategy? How do stakeholders show ownership of the project? To what degree did partners change their policies or practices to improve human rights and gender equality fulfilment (e.g., new services, greater responsiveness, resource re-allocation, improved quality etc.) If not, why not and what are the major obstacles?

Design: of and progress in the implementation of the 2017-2021 Wanawake Wanaweza Project and Annual Work Plan: Does the project have a clear and adaptable theory of change/logic model? Overall, is the results framework SMART, clear and logical? Are the formulated outputs and outcomes clear and realistic? Are they measurable and do they respond to the needs identified? Do all results have sufficient, clearly defined, and measurable indicators and targets? Does baseline information exist, or what are the provisions to generate baseline information? Does the project have a complete Monitoring, Evaluation and Research (MER) Plan to gather and systematize the information with defined responsibilities, sources, and periodicity? Does the design gather the needs of disabled/young women: were their special needs identified in the beginning and taken into account when designing the project? How were the stakeholders involved in the design process?

The findings of the evaluation process will inform the development of a new Project Document to ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political and public life and a Publication on Best Practices that can be replicated and or up scaled outside the current project sites and crops for lessons and experience sharing.

CONCLUSIONS

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

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

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

The project had a positive impact on both women and men. Men, including male champions in the National Assembly and Dodoma, benefited from the training

provided through the program.

Efficiency: Delivery rates for partners and UN Women were high despite the challenges with COVID-19 and some delays in training of women political aspirants. Output delivery rate were 94% for partners while the delivery rate for UN Women averaged 96%. UN Women exercised strong audit mechanisms with action plans and provided technical support including training to implementing partners on financial rules and regulations as well as results-based reporting to comply with financial reporting and RBM principles. WWII reached 272,136 direct beneficiaries and an additional 12 million indirect beneficiaries through media in 17 regions.

Sustainability: There is evidence of ownership of the WWII Project. The project had provisions for sustaining interventions despite the absence of clearly documented exit strategy. This included: 1) capacity building of CSOs resulting in increased funding and continuation of interventions; 2) development of knowledge products that partners and stakeholders would continue using post project e.g. the ToT manual on women Political Aspirants, gender mainstreaming handbook for the NA, Heforshe and gender strategies for NA and ZhoR etc.; 3) Parliament (National Assembly and ZhoR) were supported to put in place mechanisms for sustaining women’s empowerment such as the gender strategy (both houses), resource mobilisation strategy (ZhoR) and revision of statutes to support 50-50 leadership of committees (ZhoR).

The project was a success despite several challenges faced during implementation. The strategic positioning and leadership of UN Women within the WLPP space, a comprehensive ToC that addressed the causes of limited WLPP, and an effective community mobilisation (Wanawake Sasa) model all contributed to achievements of the project. More could have been done to enhance young women’s participation and those with disability, to ensure male MPs who are male champions engage effectively other men to improve their attitudes towards women leaders, and effectiveness of the women’s wings in political parties and that of the women causes in both houses of Parliament.

LESSONS LEARNED

LESSON 1: Addressing challenges for WLPP requires a multi-pronged approach that addresses the multiple barriers embedded in the societal, institutional, and organisational context and women’s individual capacities.

LESSON 2: Training needs to be accompanied by systematic mentorship support to increase the chances of recipients using the new capacity.

LESSON 3: Women’s WLPP requires long term investments because of the many challenges that must be overcome to avoid political sensitivities and achieve buy in from relevant actors in state and non-state institutions (including ruling and opposition political parties).

LESSON 4: Supporting participation of women in leadership and political life needs to address potential backlash from women’s inability to fulfil gender roles in the home and expected leadership outcomes.

RECOMMENDATIONS

Recommendation 1: A new project should continue building a critical mass of capable women at all levels (balancing local government elections) and upstream (national elections) aspirants)

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

Recommendation 3: Strengthen partnerships with ALWIN to support intergenerational mentorship, and high-level policy dialogues. This could include incorporating provisions in a new project, that support AWLN to establish a long-term programme for intergenerational mentorship.

Recommendation 4: Ensure coordination of UN agencies to provide opportunities for UN Women to extend reach to adolescent girls, young women, and women with disabilities.

Recommendation 5: A new project needs to strengthen male champions model at national level.

Recommendation 6: UN Women should strengthen technical assistance to EMBs on gender mainstreaming. This could involve secondment of experts to build the institutions’ capacity accompanied by a clear results framework for the support.

Recommendation 7: UN Women, in a new project, needs to put in place mechanisms to leverage its country portfolio to ensure linkages between interventions on economic empowerment of women and WLPP.

SUPPORT BY:



IMPLEMENTING PARTNERS:

