WOMEN LEADERSHIP AND POLITICAL PARTICIPATION TRAINING REPORT – TANGA AND COAST REGIONS

Sept 2nd- 5th 2020 (Coast Region) and Sept 3rd-6th 2020 (Tanga Region)

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and

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Introduction

The University of Dar es Salaam organized a four-day training event for women political aspirants in the Coast and Tanga Regions on Sept 2nd - 5th and 3rd - 6th respectively. The training brought together a total of 213 women political aspirants from 12 political parties in both regions. The trainings took place after the political parties' primaries, and focused on developing women leadership capacities, building their confidence, and providing them with technical tools and skills that would help them run successful campaigns and, hold leadership positions in both private and public offices.

Women in Leadership- An Insight

In the Coast Region, during the opening Prof. Bernadeta Killian highlighted the systematic exclusion of women in leadership positions. She reiterated the existing marginalization of women in political spaces and corridors of power in the country, citing examples from the 2015 general election. She further stressed the urgency of women leadership capacity building as a proximate intervention to prepare and enable them occupy leadership roles in the government, the private sector as well as in non-profit sector. In her introductory remarks, Prof. Killian noted that, out of 11,933 candidates who contested for the 2015 presidential, parliamentary and council elections, only 904 (7.5%) were women. This meant that, while women constituted a big majority of voters (that is, 53%) in the 2015 general elections, they comprised only 7.5 percent of all nominated candidates, and 5.4 percent of all elected candidates. She further hinted that, the underrepresentation of women in positions of power meant that women's agenda is hardly taken into the mainstream policy frameworks of the country, and if they do, they might be less reflective of women's experience in the society. She called for women leaders, aspirants, and candidates to participate in large numbers in political and electoral processes of the country to reverse the persisting trend.

In Tanga Region, the opening remarks were given by Dr Asha Omary Kigoda, Chairperson of *Umoja wa Wanawake Tanzania* (UWT). Dr Kigoda acknowledged the University of Dar es Salaam and UN Women's contribution in increasing the number of women in leadership positions. Hon. Reuben Martin Shigella, the Regional Commissioner for Tanga, the invited guest of honour later on officiated at the event.

He said that, although the training was taking place after the primaries, there was enough time for participants to put the training into use either as candidates or part of the campaign teams. He further commented that, the initiative by the UNW and the UDSM is meant to support women build their capacity to hold for leadership positions. He emphasized that the Tanga Region has higher expectation to women that is why they are being given priority when opportunities arise. The rationale for this is the fact that women are multitask individuals, hardworking, honesty, and rectitude. More importantly, he said the Fifth Phase Government of Tanzania under the leadership of His Excellence Dr John Pombe Joseph Magufuli, President of the United Republic of Tanzania, is playing a significant role in empowering women. That is why, for the first time in the history Tanzania, we have a female vice-president. On top of that, many women were appointed to various leadership positions during this phase. He finally encouraged women assess themselves based on what they have been learning, create networks and be able to address challenges facing women.

Participants

In both regions, the training brought a total of 213 women aspirants from twelve political parties. Out of the 203 participants who filled the evaluation forms, 143 women reported to have picked up the form to run for leadership positions in the 2020 general election being 65 in the Coast Region and 78 in Tanga Region. Among them, 94 were appointed by the National Electoral Committee to run for various leadership positions. These were 25 who are currently running for parliamentary seats, 68 for ward councillorship, and one as a presidential candidate.

In both regions, participants reported to have leadership experience in their respective political parties. For example, in the Coast Region, 45 percent and 38.8 percent have held leadership positions once and twice respectively, with shared to have led in more than two phases of leadership. Besides, in Tanga, 40.2 percent have one and two phases of leadership while less than 36 percent have more than two phases of leadership.

Both in Tanga and Coast Regions, many of the participants (46.3%) had secondary level education, whereas 05 percent had postgraduate education, while 13.3 percent

had a bachelor's degree. Furthermore, in both regions, 32.2 percent of the participants were aged between 36 years and 45 years, followed by those who were aged between 46 and 55 years who comprised 30 percent, while only 0.5 percent of the participants were aged between 18 and 24 years.

Training Methodology

The facilitators used participatory and experienced-based approach. This approach was designed to actively and effectively engage participants in the training by creating an interactive environment in a highly politically, ideologically and socially diverse group of participants. Moreover, the aforementioned methodological framework guided by training manual, workbook, and personal expertise of individual trainers capitalized on this diversity to create a vibrant and lively training group that benefited from trainers technical expertise on the subject, women leaders and trainees ground experiences, knowledge sharing and leadership capacity development through a technical-based approach. The training strategies employed included presentation and narration, group discussion, short exercise, question and answer, as well as role-play. These were aimed at encouraging greater participation of the trainees.

Key Highlights from the Trainings

1. While these trainings are taking place after primaries, they are vital in preparing women to take leadership positions in the coming political parties' internal election in 2021 and 2022. While giving feedback, women participants shared stories on the importance of holding leadership position within political parties as a gateway towards running public offices. For example, a participant in the Coast Region had this to say. "*I think this training has been done on time. Running for political offices requires a lot of preparation, including doing research and self-evaluation. So, I will use this knowledge and skills I acquired in this training to prepare for internal election in my political party in 2022, coach other women for 2024 Local Governments Elections and for the 2025 General Election* **Participant – Coast Region**

2. Participants in both training demonstrated the practical use of the training. This is because these training sessions are taking place during the campaign period. Most of participants either ran for leadership positions or are part of

the campaign. Therefore, it was easy to put the learning in practice. For example, a participant in Tanga Region was of the view that:

As a parliamentary candidate for the Korogwe Town constituency, training in fundraising and resource mobilization was an eye opener, and proved to be very valuable. I can testify here that after the lesson I took an immediate action by adopting online fundraising strategy, using my Facebook and Whatsapp accounts and I asked people to contribute only TZS 1000/=. I can proudly say that within a day I was able to raise TZS 300,000/=.

3. Violence against women in politics was raised as an issue by most of participants. Observation from participants' responses shows that, while they acknowledged the existence of VAWP within their political parties, in the media and during campaign rallies, there is social acceptance of the same. For example, when asked how they are addressing the same, most respondents said that they are used to it and it is part of politics. Moreover, it was observed that, VAWP is systemic, normalized and in some cases rooted in cross party relationships and structures and used as a political long term strategy against the opponents. For example, in Coast Region, women shared how men from one party mobilize resources to form relationship with women from another party for the purpose of winning election.

4. As the training took place during the campaign period, it was observed that, many women candidates lacked basic information about their constituencies. This includes (but not limited to) the number of people in their constituencies, their demographic information, the number of registered voters, their political parties key policy and strategic options, and so forth.

Thematic areas

These training sessions covered five thematic areas, namely preparation, communications, constituent engagement, fundraising, and campaign management.

Topic 1: Preparation: Transformative Leadership

The purpose of this topic was to strengthen participant's knowledge on transformative leadership as a model that is quintessentially change-oriented. It seeks to bring positive changes to individuals and overhauling the existing societal structures for the advancement of all its members. The topic further aimed at establishing a link

between the transformative leadership model and the women leadership empowerment. In both Coast and Tanga Regions, 96.8 percent of participants reported to have increased their knowledge on the subject matter.

During the discussion following the assignment, it was observed that trainees were able to identify their strengths and weaknesses in key areas of their lives with most of them averaged five marks in the given items. This partly implied that the participants in intimate relationships reported to partially make critical decisions at home and in the family on issues like family size and childbearing time- thus partially empowered. However, women who were widows and single mothers rated 10 marks, indicating that they are heads of the family.

In both regions, the facilitators insisted that transformative leadership is founded on the principles of equality, equity, social justice, democratic governance, and collaboration among actors. It is imperative for gender equality in all spheres of social life, including gender parity in positions of power. Moreover, it was highlighted that being change-oriented, this leadership model would not only build self-confidence and self-esteem to women to run as a woman, but also help women leaders change the existing gender stereotypes and entrenched patriarchal norms in the society that are detrimental to women in public life. For instance, a participant in Coast Region cited that in their aspirations for political office, female aspirants and candidates are not only judged by patriarchal standards but also have to be outstanding and outperform their male counterparts to be considered for nominations by party gatekeepers and being elected into public offices.

In Tanga Region, a specific focus was put on two major areas, namely, leadership preparation and transformative leadership. These thematic areas aimed at empowering women to become leaders, creating leadership capacity awareness and exposing women to leadership responsibilities. It was emphasized that, transformative leadership starts with the process of change at the level of an individual. It was also made apparent that gender equality is driven by social justice philosophy which can set astray formal and informal societal structures that exclude and discriminated against women. It was insisted that this type of leadership starts with one's self reflection on the capability to impact changes. In every leadership process gender

related issues, democracy, ratio, equality, rights and peace are paramount. Equally important capacity building among women is required in order to bring the expected changes in transformative leadership.

Topic 2: Decision to Run

The purpose of this session was to explore factors which motivate women to run for political office. The topic also aimed at highlighting important prerequisites when considering running for elective offices. The facilitators underlined that decision to run is premised on genuine commitment to bring

> *Ms. Scolastica shared her experience on what motivate her to run for the office as Ward Councilor of Morogoro town. She cited her experience as a Special Seat Ward Councilor as the primary motive for her decision to contest as a candidate in the 2020 elections. During her tenure as a special seat councilor she was not allowed to attend certain meetings scheduled for the municipal council, and ward ethics committee because of her "special seat" status. This encouraged her to be part of decision making bodies that make decisions that affect her community. On these grounds, in 2020 she declared to run for a ward councilor so that she can be selected as a mayor and become part of decision making bodies that make important decisions for the community.*

positive changes in yourself and the whole community, ability to design and shape public policies, mental and emotional preparation, and internal reflection of the self, family, community, country and one's political party. Reflecting on the above preconditions, the trainees were assigned to complete political leadership questionnaire to assess their preparations to seek political office.

Feedback discussion from this session showed that participants were driven by the desire and commitment to advance women agenda and influence policies within their political parties and beyond. They demonstrated commitment to push for gender sensitization in policies both in private and public spheres.

Observation from Coast Region showed that despite generally stating their firm commitment to women cause and community development as the main driver to seek political office, it was evident that most participants had not thoroughly prepared to seriously run for political office. For instance, during the discussion it was evident

that most participants could not clearly substantiate what motivate them to run for public office. Moreover, most participants stated that they could marginally design policy strategies which could advance women agenda. On the evident note, some participants who had run for primaries and lost had failed to gather support in their families and communities and identify external resources at their disposal which would enable them to win. The evaluation done showed that 100 percent of all participants in Tanga and Coast Regions reports to have increased their knowledge on this topic.

Topic 3: Your Story

This topic aimed at developing women leaders' capacity to develop effective political messages once seeking an elective office that carries their beliefs and aspirations as well as to present them as potential candidates.

Such personal stories and encounters in elections, noted the facilitator, can be transformed into an effective

> *I am motivated to run because I am firmly committed to advance women agenda in the corridors of power. However, in the course of running in the 2015 elections, I encountered several setbacks that contributed to marginally losing by eight votes against the incumbent. These setbacks included: gender stereotypes such as when divorced I will have to leave the ward, hence not viable to be elected, and rampant corruption in the electoral process. Nonetheless, despite these hurdles I carried on and strove for electoral victory".* Participant - Tanga Region

campaign message that calls for gender parity, democratic governance, and reforms in the elections management to help the country run credible elections that significantly impact the politics and influence the policies of the country.

In Tanga Region, participants pointed out that addressing challenges facing the community and representing people's interest are the main reasons. Most participants admitted that issues motivated them to vie for political positions first of all was to excise their constitutional right, to refute the mentality in the society that women cannot hold leadership position, bring positive changes, deal with challenges facing the society as well as participate in important decision meetings.

Topic 4: Political Parties

"Many problems facing our countries are the result of inequality, marginalization of women and lack of inclusive democratic governance. Hence, achieving gender parity in all spheres of social life could be a panacea to many problems in most communities"- Participant- Coast Region

The purpose of this topic was to identify and emphasize the role of political parties in promoting and empowering women leaders in their aspirations to hold leadership positions. The facilitators emphasized that political parties in modern democracies remain mainstream channel towards political participation and representation in government. They further noted that in performing their selection roles during elections, political parties underrepresent women. However, the facilitators made a key observation that a larger percentage of women who have been nominated by political parties for legislative elections between 1995 and 2015 won. For instance, it was illustrated that during the 2015 legislative elections, CCM and CHADEMA nominated 24 and 13 women candidates, out of them 18 and 6 won respectively. Hence, it was imperative to identify and understand the role that political parties can play to advance women in politics, and how women can effectively capitalize on opportunities in their parties to advance in the corridors of power. As such, the facilitators called for women leaders to understand their political party, its structures and decision making processes, so that they can be competitive in this arena.

In the Coast Region, participants were individually asked to complete political party questionnaire. The purpose was to examine their knowledge on internal party structures, institutions and processes. During the discussion, it was observed that, more than 90 percent of

> *"One area which is reflective of our tradition and culture is religion. In my Islamic religion it is assumed women cannot lead or make decisions. This has discourage most of us women belong to this religion to have great confidence in participating in politics. And this perception is carried in the politics too. Women are being marginalized when it comes to decision making even those few on top position are sometime excluded in decision making. This is due to the fact that in political parties patriarchal system exist as people believe that women can only be appointed, they cannot compete, thus they are not considered when it comes to leadership and decision making-* **Participant Tanga**

participants had no substantial knowledge of the party politics, policies, strategies and plans. Participants claimed that, to understand those policies, one has to be on senior party leadership to understand such issues - positions which are mostly held by men.

In Tanga Region, the facilitator focused on the importance of political parties in Tanzania political system and processes. They noted that political parties are the only way to politics and political power positions, therefore, women's attempts to be elected into different political power positions should start in political parties. In addition it was noted that despite the reality that women constitute a large number of voters but just a small number of aspirants, candidates are elected in political leadership positions. Relatedly presentation ended by highlighting challenges facing women in political parties as they vie for elections.

As feedback from the discussions, participants in Tanga Region said that women's participation in politics has increased in 2020 compared to previous years because of increased awareness and confidence among themselves. This was seen in the number of women sought nomination to contest in 2020 general elections. They further noted differences in those positions for which women ran - participation of women in politics is still poor because women still hold lower positions within the parties compared to men.

Topic 5: Communication: Creating a message

This topic aimed at improving participants' message writing skills. The facilitator emphasized the importance of composing short, truthful, catchy, and thought-provoking message. It was emphasized that a written message should not be confused with a speech or a slogan, as it is shorter than a speech and longer than a slogan. A message is supposed to be delivered to the voters many times by the candidate, and shared across different media platforms if possible.

The discussion on message writing focused on three key considerations, namely strengths, weaknesses, opportunities, and threats (SWOT), the importance of understanding one's opponent(s), as well as the importance of understanding the challenges facing respective societies, and how such challenges may be addresses.

The key threats that were identified by the participants included women not being trusted by their political parties, low number of women in decision-making positions

both in their political parties and in the government, sexual harassment, corruption, and inadequate knowledge in the electoral processes.

Topic 6: Public Speaking

The evaluation report showed that, 95 percent of all the participants reported to have increased knowledge in this topic. They identified the mode of delivery facilitation skills used by facilitators and experience sharing to have been the cause of the same. While this session was designed to build women leader's confidence, the observation during the feedback session showed that most of women aspirants use political slogans with no preparation of key points or technical policy options in which they plan to implement once elected. This was evident from their prepared speeches were most of them were prepared on the un-researched information, relying mostly on the past term's failure and grounded on complex, un-implementable policy promises.

In the Coast Region though, one participant who is planning to run for a seat in the East Africa Legislative Assembly provided her key policy options once elected. She pointed out well researched policy and practice gaps and provided strategic options and milestones on how she will contribute in implementing them.

Furthermore, in both regions during the discussion, participants raised key points on public speaking. This included the importance of skills such as the proper use of body language, rehearsing a speech and use of proper and acceptable dress codes. The participants also emphasized on importance of avoiding code-switching and focusing on the use of a simple language which is understood by the majority. From the presentations participants also pointed out that the importance of short and relevant speech and how to engage the audience.

During the feedback session, participants were able to identify gaps from the speeches presented including that, speeches did not ask for votes, the participants did not identify the position they are vying for and some of them did not provide solutions for the problems raised. This made the speeches incomplete and unconvincing. The facilitator clarified the gaps and advised the participants how they could improve their speeches. The fact that the participants were able to correctly analyze the presented speeches implies that the lesson was well comprehended.

Topic 7: Creating a Communication Plan

This session focused on providing participants with theories and practices on how to creating communication plan for the winning campaign. It involved theories and practices on how to reach voters, use of media and how to strategically shape public opinion as policy makers.

In Tanga Region, a question on violence against women in the media was raised by one participant. While this was acknowledged by most participants, it was observed that most women leaders accepted VAWP as part of politics. They also raised an issue regarding absence of laws and strategies to combat it; something that contributes to its increased prevalence.

In the Coastal Region, discussion on creating a communication plan focused on how the use of social media is an effective tool to engage with the voters especially the youth. The discussion also identified the risks associated with the use social media. One experienced participant had this to say about the use of social media in the communication plan; "*In my party social media has for long been used as a tool to engage the youth, we have trained social media teams which handle the party social media accounts. These teams are equipped with knowledge about the party so as they may respond to any question asked by social media users. This has increased the party's followership in different social media platforms and therefore simplifying message sending. In my opinion many youth have been reached using social media than any other media*". This was given as an example of how participants may use social media as an effective communication platform to a targeted group of potential voters.

Participants agreed that some mainstream media like print media, television and radio are expensive and not viable to engage with rural voters and that informal media like door to door campaigns, the use of bodaboda and flyers/pamphlets is more effective and efficient and, therefore, may be adopted in such areas. They also agreed that the social media constitute an important opportunity especially for those who are contesting in urban areas as well as youth populated locales. Moreover, it was agreed by the participants that the use of social media comes with some challenges, including costs to buy airtime, the use of social media requires stable and reliable internet

connections, the need to have knowledgeable personnel(s) designated for social media management and engagement, and the risk of messages being circulated via social media to be manipulated by opponents.

Feedback from evaluation showed that 96.8 percent and 99 percent of participants from the Coast and Tanga Regions reported to have increased their skills in creating communication plans. The personal accounts from participants showed that there were increased skills especially in the use of the social media.

Topic 8: Voter and constituent engagement

This topic aimed at building capacity of women candidates to understand and engage with their constituents, reaching for voters and calculating the number of votes needed for a win. Facilitators noted that this is one of the most important parts of the electoral process as this is an opportunity for the campaign to present its message directly to constituents and to hear about their concerns.

In discussing goal setting and targeting, the facilitators in both regions emphasized that as candidates plan to seek political office, they need to understand the voters living in their constituency based on demographic and geographical aspect, political affiliation and their political parties' stronghold.

In the Coast Region, on win number, participants were asked to calculate their win numbers as they set campaign goals and targets. The exercise was guided by five items, namely total number of citizens in the constituency, total number of registered voters, total expected voter turnout, threshold needed to win as well as number of candidates in the race. Generally, participants using the formula 50+1 percent, which is reflective of the Tanzania's fast-past-the-post (FPTP) electoral system, were able to calculate their winning numbers using figures provided to them.

It was also observed that, most of women candidate who had who attended the training lacked basic information such as number of people in their constituencies, number. This situation points to the failure of most candidates and political parties to make thorough preparations and plans during elections which culminates to electoral defeat.

In discussing constituent engagement, the facilitators introduced an effective way to organize the voters in a constituency using a voter-support matrix. The matrix enables candidate to identify and group likely voter, potential voter and non-voter as well as determining likely supporter, potential supporter and unlikely supporter. This matrix assists a candidate to effectively focus on winnable votes and technically garner votes and support in the constituency without wasting much time, efforts and resources by solidifying her political base.

Additionally, the participants engaged in a role play session (door to door campaign) to demonstrate their abilities to persuade voters by categorizing voters into three groups: likely voter, potential voter and non-voter. One participant from Kisarawe District contesting in the 2020 councils elections, demonstrated her abilities to persuade voters grouped into the above three categories. In their remarks on the role-play sessions, facilitators concluded that a candidate must understand voters' behavior in her constituency in order to persuade voters, garner support and estimate winnable votes.

Moreover, on constituent engagement plan, the facilitators directed participants to develop their constituent engagement blueprint based on the example in the workbook. The blueprint consisted of constituent engagement tactics that are regularly used in political campaigns and determine the most effective campaigns based on five criteria: cost, number of people needed, time required, efficiency, and effectiveness. Generally, based on the above criteria, the participants arranged the campaign tactics in order of preference: door to door, in person events, phone calls, loudspeakers, printed literature as well as women social groups (such as *Upatu* and VICOBA groups) as the most effective constituent engagement tactics. One may wonder why the participants preferred these tactics over other tactics. However, a key observation made revealed that most participants were from rural and semi-urban areas in the Cost Region, thus the tactics preferred are the most convenient in terms of affordability, efficiency, and accessibility in their local contexts.

Topic 9: Fundraising tools and plan: finding donors and asking for money
This topic aimed at equipping the participants with fundraising knowledge. Participants were familiarized with the knowledge to identify potential donors by

using the circle of benefit and how viable raising funds from the donors in the cycle may be. The facilitator also familiarized the participants with the knowledge of how to prepare fundraising strategies and events.

There are number of key issues that were raised from the discussion on this topic. One among them is that, participants agreed that all fundraising activities are supposed to conform to the Tanzania laws. It was also stressed that it is important to raise funds which are enough to sustain the overall election process including after the election so as evaluation may be done better.

Another key issue that dominated the discussion is the issue of how sexual corruption is common in fundraising activities especially to women candidates in Tanzania. Participants were of the view that many donors funding women candidates do so with an ulterior motive, that is, exchange of sexual favors with funds. One participant had this experience to tell about the issue; "*I have a friend who was running for a political office, one of her friends offered to give her money and he even gave her a vehicle to use during the campaign. When she approached him for money he promised to donate for the Election Day expenses out of the blue. He made sexual advances to her*". A number of participants attested how sexual corruption is common in their political parties and how it has affected the participation of women in intra-party politics.

Topic 10: Women fundraising networks
The facilitators accentuated that women fundraising networks are among the most effective means at the disposal of women leaders to mobilize funds for election costs. In discussing whether the participants' local areas had women fundraising networks, the participants asserted that there are multitudes of disconnected women networks in their respective areas, but alerted that they might not be as vibrant as the EMILY List or The Republican Party's Wish List[1] in terms of structure, scope, and strength. However, they further identified several challenges facing women networks in their local areas. One participant noted that low participation and commitment of women to women fundraising networks such as Merry Go round and VICOBA groups weaken

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[1] The two are prominent examples of vibrant women networks in the US cited by the facilitators from the workbook….page 93.

the sustainability of these networks. She gave an example of a women's fundraising group that she formed in her local area, but it failed to survive long enough because fellow women members lacked commitment to consolidate the group*"*. Similarly, another participant appreciated the critical role of women fundraising networks by narrating *"upon conveying my aspirations to seek political office in my ward, the women members from our network urged me to request a soft loan from the group to assist me in election undertakings. This points to the significance of these groups in empowering women leaders financially when considering running in elections"*. She further added *"most of the members were also eager to make financial contributions to muscle-up my campaign fund"*. All the comments from participants points to the necessity of establishing and consolidating women fundraising networks as an effective tool at the disposal of women leaders to mobilize funds for elections.

Topic 11: Campaign team

"Kamati ya Ufundi (Technical Committee) is the most important committee in any campaign team. It is mandated with creating propaganda for the candidate and/or against their opponents, formulate winning strategy including technical and spiritual either religious or witchcraft and is always on top of issues". – **Participant, Coast Region**

The aim of this was to equip participants with knowledge on the composition of campaign team and skills on how to formulate it and share practical experience on how each role within the campaign team is executed. It introduced them to campaign team composition and functions of each members of campaign team. The facilitator emphasized the importance of the candidate to be at the center of the campaign, to know everything about the campaign and to build trust with members of the campaign team.

In Tanga Region, It was noted that in order to manage campaign activities, a candidate must have the campaign team which encompass the candidate, the campaign manager, accountant, and public relations coordinator. However, members of the campaign team should be knowledgeable on various issues related to campaign activities such as fundraising, engaging the media and must be people who are close to the candidate. It was further argued that a candidate must work close with the

campaign team to see if things are being done as planned. The presentation encouraged to recruit those who wish to volunteer in order to save resources. At the end of the presentation participants were given an assignment to create a campaign team.

Following the presentation, participants were able to form campaign team based instructions provided in the workbook. In formulating campaign team, participants included prominent people who are influential in their constituencies as part of the campaign team. Unlike in the Coast Region, in Tanga Region, the participants mentioned campaign manager, fundraiser, campaign coordinator and an accountant to be most important people in the campaign team, while in the Coast Region, they picked *kamati ya ufundi* (the technical committee) to be most important.

On mentioning strategic teams within the campaign team, participants in Tanga Region shared that it is necessary to create a team of spies outside the campaign team to monitor other members of a campaign team if they are performing with due regard to guidelines. Equally important, conducting daily morning campaign meetings was imperative in order to assess if everyone in the team has accomplished his/her assigned tasks.

In the Coast Region, some of the issues raised by the participants include that; the campaign team's composition should differ from the position one is vying for, a campaign team for a councillorship should be relatively small compared to a team for a parliamentary seat. Another issue which was raised by the participants is that, the composition of campaign teams is supposed to conform with the election management body's regulations. The importance of having volunteers was also emphasized by the participants, that is, to save money and create a loyal campaign team.

Topic 12: Topic 11: Campaign Plan
This topic introduced the participants to the knowledge of preparing comprehensive campaign plan. The importance of a good campaign plan was stressed as election results depend on how effective the campaign is. The facilitator stressed that a comprehensive and effective campaign plan must have five important components

namely; research and preparation, communications, constituent engagement, fundraising and funds management and postelection plan.

In both regions, participants were able to prepare, present and discuss comprehensive campaign plan drafts in groups by considering the five campaign plan components mentioned above. The key issue that the participants agreed to is that preparing a campaign plan requires a lot of time and research. Also, they agreed that the voters' engagement component in the campaign plan should receive a lot of attention, research as well as dedicated a lot of both human and financial resources as possible. Additionally, they agreed that the plan should meet the legal requirements guiding elections in Tanzania and time frameworks from the election management body. It was also stressed by the participants that informing the responsible policing organ about some of the components of the campaign plan for security assurance is of paramount importance.

Topic 13: Campaign Budget

This topic aimed at equipping the participants with a campaign budgeting knowledge. The facilitator emphasized the importance of having a campaign budget, that is, to prevent financial embezzlement as well as to use it seeks funds through fundraising tools. It was also stressed by the facilitator that 75 percent of the budget should be used to engage constituents. In this session participants were assigned to make campaign budgets, present them and discuss them.

Key issues that were raised from the discussion are that a budget should be considerate of the position that one is vying for. Participants agreed that a rural budget should differ from an urban budget. It was also emphasized by the facilitator and some of the participants that the budget should reflect the Tanzania Election Expenses Act of 2010 and other election regulations.

Feedback from the participants

- *"Transformative leadership was the best for me. I now understand that if I get a chance to occupy any office the focus should be on transforming my society but most importantly to work had to end the patriarchal system"* Participant – **Coast, 4th September 2020**

- *"When mobilizing resources for campaign I used to target those who has higher capital, I never knew small amount can make a candidate raise a lot of money for a shortest period of time I learned that here, so this is a benefit to me as I am going to work on that"- **Participant Tanga***

- *From yesterday's presentations I realize that this training has come at opportune time to most of us women. Some of us here sought nomination to represent our parties as candidates in this upcoming general election but did not succeed. This training has shown us areas that we need to improve as we prepare for the next general election. Topics on preparation of women in politics and political parties have exposed the knowledge gap that most us women have.- **Participant, Tanga***

- *"To mean all the topics that we covered yesterday were very important for all women aspire to be politicians. However, understanding challenges encountered by women during the campaign period as highlighted in yesterday's training showed that politics is not a walk in the park battle and that women should really be prepared for it"- **Participant- Tanga***

Immediate Outcomes of the Training

1. This training took place at the time when most participants had taken part on the primaries with at least 46 percent of participants nominated by NEC. Most of feedback, participant's feedback and discussion were practical - with some of them put the training in the use. Below is a case study from one participant from Tanga Region.
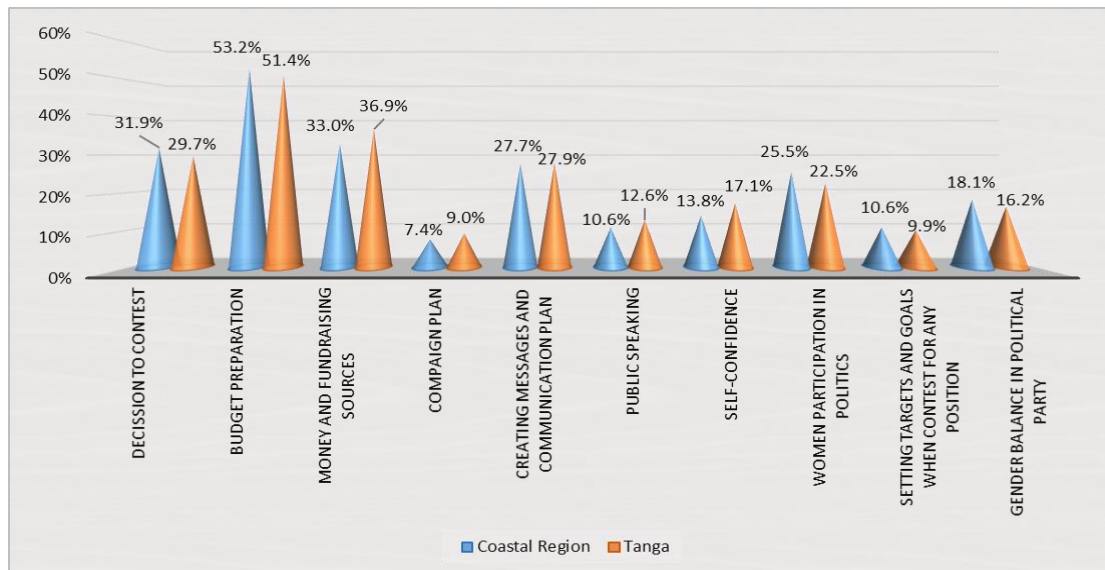
Ms Bahati Story

*Ms. **Bahati** is a nominated candidate running for a parliamentary position in Korogwe Town. She says that, it is her persistence and determination in addressing pertinent challenges facing women that has always been her motivation to run for a political office. In the 2015 general election, Bahati was faced with resource challenges, therefore, could not fulfil her goal - to become a member of parliament. She believed that, fundraising is done to raise money from big businesses and wealthy people - without considering small contributions provided both in cash, materials, or in kind. She was not aware of the possibility to raise fund with small amounts to allow*

even those with low income to support the process. In 2020 she declared her interest of running for a parliamentary position at Korogwe Town. During the training, she learned about fundraising strategies – including small contributions made by friends and families. Ms. Bahati decided to take an immediate action within a following day where she designed an advert with a message asking potential supporters to contribute only one thousand for her campaign. Using her online platform, Bahati raised a total of TZS 300,000 within the first day of sharing her advert.

2. More than 60 percent of the participants who took part in evaluation reported that the training has met their expectations very well in both regions while 36 percent and 25.3 percent responded that the expectations were met well in the Coast Region and Tanga respectively.
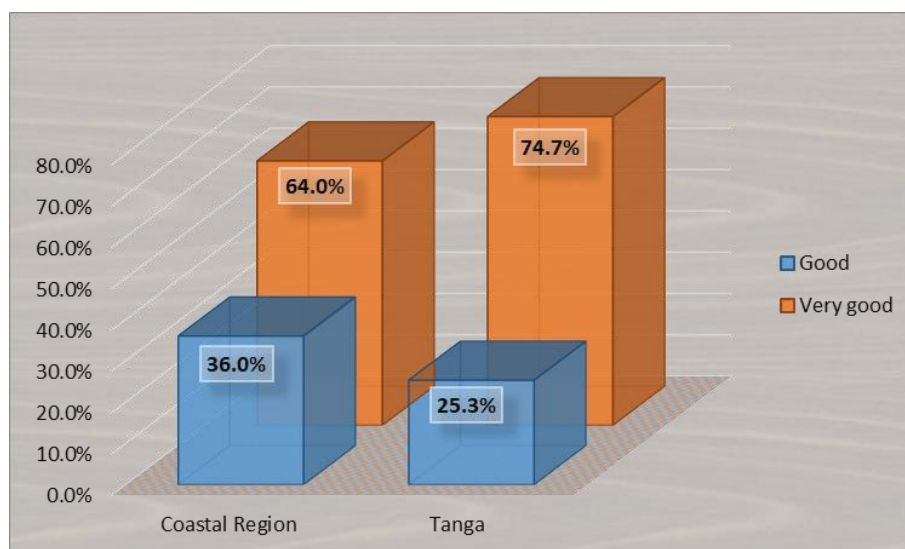
3. Participants reported to have increased their knowledge on specific areas of training. The key topic in which participants are reporting to have increased knowledge is creating budget and preparation where 33 percent and 36.9 percent of trainees from the Coast and Tanga Regions respectively reported to have increased their knowledge.

Chart legend: Coastal Region, Tanga

Data values:
- DECISSION TO CONTEST: 31.9%, 29.7%
- BUDGET PREPARATION: 53.2%, 51.4%
- MONEY AND FUNDRAISING SOURCES: 33.0%, 36.9%
- COMPAIGN PLAN: 7.4%, 9.0%
- CREATING MESSAGES AND COMMUNICATION PLAN: 27.7%, 27.9%
- PUBLIC SPEAKING: 10.6%, 12.6%
- SELF-CONFIDENCE: 13.8%, 17.1%
- WOMEN PARTICIPATION IN POLITICS: 25.5%, 22.5%
- SETTING TARGETS AND GOALS WHEN CONTEST FOR ANY POSITION: 10.6%, 9.9%
- GENDER BALANCE IN POLITICAL PARTY: 18.1%, 16.2%

Key observation

A considerable level of participation was noted throughout various presentations and discussions of presented themes. The participatory methods applied by trainers made it possible of equal participation despite group dynamics of older versus younger women.

The facilitation skills employed in both regions contributed to the desirable level of understanding of the training materials, cultivated a significant level of participation and enhanced the level of understanding of the themes presented.

It was also noted that, given the on-going political campaigns in the country, the afternoon sessions had to be squeezed up in order to allow participants to join their parties in the evening campaigns. Therefore, organizers for next projects need to consider the timing as not to coincide with any political activity involving women since the target of the training is women politicians.