

2019 | Annual Plan

DEMOKRASIA YETU

USHIRIKI

UWAJIBIKAJI

UWAZI

SPEAK UP!

Facing the future with renewed focus

The Annual Plan 2019 is the first of our new strategic period 2019-2022. It introduces two significant changes. The first is a sharper and more dedicated focus on addressing civic space and citizen agency. The second is to transition Twaweza out of the basic education domain.

And yet, civic space, is under threat. Recent years have witnessed a sea change in global and domestic politics away from openness to authoritarianism. East Africa is not immune to these trends. Across the region, and most sharply in Tanzania, we are witnessing an erosion of democratic rights and values, accompanied by a sense of resignation among citizens.

We ourselves were subjected to some of these trends in 2018 following the launch in Tanzania of data around presidential approval ratings and protests. The consequences, which have been carefully documented, meant we had to be even more agile in responding to an unclear context and mixed signals from government while staying steadfastly true to our underlying mission of promoting an open, inclusive, mutually accountable society. But we persevered and despite many delays or stops in our implementation in Tanzania, we are weathering the storm and we remain resilient.

In 2019 we look forward to unblocking these obstacles and diving into the implementation of our new citizen agency and civic space strategy, while transitioning smoothly out of the education domain.

In Tanzania we will be pushing forward with work to galvanize citizen collective action and government responsiveness in two districts with our partner Tamasha. In Uganda we have had the benefit of a 'research first' approach to the local citizen agency work as we commenced five different studies that look broadly at the question of citizen participation in 2018. This year we will finalize the studies, synthesize the emerging insights and design an intervention based on what we have learned. Exciting lessons and new ideas are already emerging. We are looking forward to getting indicative early insight into whether one of our major new hypotheses holds true; namely whether progressive champions in government can be supported to spread their practices and ideas, and whether localized examples of citizen agency can be amplified and leveraged into more systematic change at national level.

Sauti za Wananchi is a pillar of our new strategy, informing much of our advocacy and engagement and seeking to ensure that we are legitimate and grounded in our work. In this new strategy, Sauti za Wananchi will be more targeted at ensuring the inclusion of citizens' voices in decision-making. So in Tanzania and Uganda we are initiating research to understand how civil servants view citizen participation and what in their contexts enables or constrains the same.

And finally, we will continue our work pushing back against the closing civic space. We will do this by working in coalition with other actors on collective engagement with relevant legislative and policy processes, strategic litigation against problematic policies, laws and regulations. Public discourse will be animated through a strong strand of traditional and digital media engagement. We will also engage in scenarios work with public servants around civic space as an innovative approach to re-engaging government and the public in these conversations.

In the education domain, the key word for the year will be transition. We will be embarking on engagement around our most recently collected Uwezo data in Tanzania and Uganda while also conducting a number of small experiments to inform a new strategy for an independent (or hosted) Uwezo. These include the development of a framework to assess everyday adult literacy and numeracy

among young people, expanding our assessment of early childhood education and reviewing legal and policy obstacles to achieving quality learning outcomes. We will also be fundraising aggressively for both strands of work.

In terms of our methodological innovations to discover what works in education, we have achieved particular success around the curriculum research. In Tanzania and Uganda, both in the early stages of a reform process, key officials in curriculum development institutes and ministries of education have bought into the value of the methodology and the analysis we have conducted so far. So we will be training them to incorporate the methodology in their own curriculum development frameworks and processes.

Positive deviance similarly has yielded some powerful insights in Tanzania and Uganda. We will be working to share those insights and the practices identified through the research to communities and schools. We will also be advocating for uptake of the methodology and lessons among peer civil society organizations.

And finally, KiuFunza III will kick off in earnest. Designed with deep collaboration from two government ministries in Tanzania, we have made a number of cost-saving and simplifying amendments to the original methodology with a view to larger scale roll outs. We have been planning and preparing for this work extensively in 2018 and are ready to hit the ground running with roll out in 2019. This is Twaweza's first real foray into systems reform and we are looking forward to seeing whether we can translate all this willingness and positive signaling from the government into concrete and tangible gains in learning outcomes for children.

In short the breadth of our ambition has not diminished even as we sharpen the focus of our work to one particular domain. We will continue to implement creatively, learn rigorously, and adapt flexibly to a more fluid context, all the while staying true to our core values and principles.

Annual Plan 2019 | Narrative

Civic Space and Citizen Agency

Navigating the fine line between advocacy and antagonism

Key achievements in 2018

In Uganda, Sauti za Wananchi grew from strength to strength with the presence of high level government officials at launches, responding to the data and even an endorsement from the Office of the Prime Minister. At the same time, we pushed data out in the form of a few facts on a current issue every week resulting in over one hundred uses of Sauti za Wananchi data as a reference for stories on a range of issues from finances to latrines.

We also designed an innovative series of studies to explore the issue of citizen participation and agency with a particular focus on youth/

In Tanzania, we encountered and continue to face pressure due to our independent poll data. We have spent much of the year advocating for the right to collect and publish independent statistics, and the validity and importance of including citizens' voices in public debates on politics and services. Nonetheless we have continued to engage openly and regularly with politicians, public servants and local government authorities. We continue to push for legal clarity on government's position on independent data.

We supported two efforts to review Tanzania's NGO policy and make recommendations ensuring the participation and engagement of a diverse range of organizations from across the country in the review. However, these recommendations have been overtaken by events, such that it appears the government is taking a different trajectory.

We ventured into public interest litigation, supporting two different but equally precedent-setting court cases. The verdicts were positive. One case continues into 2019 with all of the government's preliminary objections struck out and has a bearing on both the freedom of online spaces as well as, most likely, the willingness of other actors to challenge future similar legislation.

Our work with Well Told Story unearthed new insight about young people's perceptions of and engagement with government. As a result, we crafted a dynamic multimedia campaign focused on the concepts of fractal democracy (whereby democratic behaviours are modelled in situations proximate to young people – in the family or in school for example) and building support and appreciation for the 'naughty' ones (as young people dubbed them during the formative research) – the ones who take risks and stand up for themselves and their communities.

We worked on a careful design review and consultation in scaling up the successful pilot of our MP focused television show #MbungeLive. The production team have been in the field for three months close to the end of 2018, collecting footage and stories in the constituencies of 15 randomly selected MPs. The MPs are responding enthusiastically, sending the producers regular photos of all their development work in their constituencies, inviting them to engagement meetings and committing to attend screenings.

In Kenya, Sauti za Wananchi also continued to grow. We secured the participation of a County Governor for the first time during a launch, we trended on Kenyan Twitter for the first time, and we were chosen to be part of a citizen engagement marketplace hosted by Results for All.

Panel health in all three countries is strong with an average response rate of 85% in Kenya and Tanzania even in this final phase where fatigue is expected. The Uganda panel has hit a record with a solid 95% response rate for the first year.

Looking ahead to 2019

Mission O1: To demonstrate how citizens can come together to collectively address their problems, and make government work for them

In Uganda we will finalize the four studies that we initiated in 2018 exploring citizens' and civil servants' views and experiences of citizen access to information and participation. We will validate some of the findings and collect complementary data where we have already identified gaps in our understanding. A fifth and final study combining a changed mystery shopper approach with a community level baseline for the intervention pilot will also be completed. In 2019, we will instill the insights from all these interlinked studies and design a pilot intervention in one district. We are currently considering an approach similar to the one we have adopted in Tanzania, given its success so far, but this will be informed by the formative research.

In Tanzania, our partnership with Tamasha to explore and deepen their animation work was delayed by robust government processes of permitting access to local authorities. Thus in 2019, they will be rolling out the participatory research towards the end of December and in the first part of the year while the next six months involve follow up. The outcomes and insight yielded from this work will inform design changes going forward. We will continue working in Kigoma Urban to create a permanent dialogue mechanism between local government and citizens and also provided training and support to district authorities in Mbogwe.

In both Uganda and Tanzania, we will be testing one of the underlying elements of our theory of change: that Twaweza can help to bridge the divide between powerful local success stories and more systemic, systematic or structural change through its amplification and advocacy around these stories. We will conduct systematic desk reviews and partner engagements to begin to surface these stories and draw out salient national issues as they emerge.

In Tanzania and Uganda, we will also begin to test early one of the underpinning hypotheses of our new strategy. We will validate a set of stories identified through partners, donors, government officials. We will then explore whether we can successfully amplify these to meet a specific goal. We will promote these stories and any arising from our own intervention through a partnership with Uganda Radio Network, films, a radio reality show and designed publications.

And we will constitute advisory committees or boards in both countries to review and guide the content of Twaweza's work, act as ambassadors and support us to navigate political complexity and uncertainty.

Mission O2: To enable citizens' voices, interests and experiences to be heard and taken seriously in decision-making

In Tanzania, the early part of the year will be spent ensuring we have obtained all the required research authorizations to collect and publish data. We will be drawing a new panel and so conduct a baseline halfway through the year. We then anticipate between four and five public events from baseline and call round data from three call rounds, with separate government engagements as well. Provided the context is amenable, we will release the Dar es Salaam data and conduct up to two more call rounds, depending on demand. The focus will be on more proactive engagement of government officials prior to launches and a renewed focus on engaging the media.

In Kenya, we will similarly need to refresh our panel and plan to conduct three call rounds. And we will work to link Sauti za Wananchi data collection to key decision-making processes so as to really push for the voices and experiences of citizens to shape resource allocation, policy review and formulation, and planning debates and decisions.

In Uganda, we will visit members of the panel to help reduce attrition and we will continue to ensure regular government participation at our events and ongoing acknowledgement of our data. We will target MPs with specialized outputs relevant to their parliamentary agenda and social media references which have been fairly effective in Tanzania.

We will also aim for two regional joint press conferences using the office video conference system. In Uganda, we will continue our successful weekly dissemination of quick facts on current affairs and replicate this in Kenya and Tanzania as well. Also in Uganda, we will infuse our data into existing platforms and coalitions including U-Report, Civic Society – Budget Advocacy Group and engage bloggers more regularly.

And in Tanzania, we will continue to create innovative new spaces for citizen – government interaction through in-constituency and national airings of the #MbungeLive show which appears to have already stimulated increased activity in constituencies among MPs.

Mission O3: To promote and protect open civic space which enables citizens to freely assemble, organise, speak and act

We will continue to focus on the legal arena in negotiating and claiming free expression rights with legal analysis and engagement, and support to the case challenging the online content regulations. This is part of our work with the Coalition on the Right to Information who will continue to grow and accommodate new types of members to increase the power of our joint advocacy. We will also explore engaging university students in a model youth parliament.

Engagement with government will cut across the three mission areas. In trying to contest civil liberties we will produce creative content for specific audiences within government to fuel our advocacy. We will continue to pursue government partners with whom to produce a joint access to information guide for local government officials.

Our support to Jamii Forums will continue but slightly shift focus in supporting them to become a more sustainable organisation and to mentor and support young digital activists. And the governance work with Well Told Story will come to a close with potentially powerful outcomes and lessons.

Education – In Transition

Working directly and indirectly with government to improve learning

Key achievements in 2018

2018 was a mixed year in education with contextual changes in Tanzania in particular throwing up new delays. The assessment in Tanzania could not take place due to the National Bureau of Statistics's serious reluctance to release enumeration area maps for us to sample. We continue to explore routes to unblocking this work and are optimistic that we will be able to complete the exercise in early 2019. We were able to continue transporting our existing data to the remaining 56 districts that did not host launches last year, highlight the issue of inequality in learning levels and support the production of a weekly news television feature on education.

In Uganda we successfully completed the pilot assessment in refugee hosting districts. We were able to share findings with the media to mark World Refugee Day. We have also been able to share the data from the pilot in key decision-making spaces for refugee policy. And we completed a full nationally representative assessment covering 30 districts.

In Kenya we continued to engage in the media and with key education players who seek our expertise and advice on the sector and on citizen engagement. The curriculum development institute is seeking our support to engage communities around curriculum issues.

Curriculum analysis continued alongside engagement. Uganda's National Curriculum Development Centre, although initially unsure, have some to embrace the methodology. They have availed more than 20 staff to attend training workshops and they continue to engage substantively and openly with the findings. In Tanzania the pace has been slower due to regular personnel changes within government. But in 2018, we secured participation of government officials on our panel and a commitment for them include the methodology in their curriculum review process.

For KiuFunza, we continued to work in close partnership with the ministries of local government and education, co-designing the systems and processes for the embedded version of the trial. We successfully designed and piloted a set of group tests for children to pass for their teachers to earn bonuses.

In terms of school leadership, in Uganda, Twaweza and partners held validation sessions to discuss the findings from the positive deviance study on school leadership. During these gatherings, commitments were made about improving the identified areas with challenges. In Tanzania permissions continued to pose a challenge even for this work. We have also followed up on whether the significant outcomes we observed as a result of the validated participation intervention in schools in one region, have been in any way sustained.

Reflecting, learning, re-shaping – Uwezo's next chapter

Uwezo will use the year 2019 to develop structures and mechanisms for becoming an independent or hosted entity. This will involve finalising the assessment in Tanzania, and engagement in Tanzania and Uganda. We will also be investing in documenting our (success) story and the journey of Uwezo form

2009 to 2018. And finally we will be experimenting with new elements that will form part of and/or help to shape the new entity.

The plan is to develop Uwezo into an organisation or program that is able to make a distinctive contribution in assessment and in support for specific innovations, as well as advocacy. This is in recognition of the growing attention by governments and international development partners on stagnant learning outcomes and on the search for ways of improving them equitably.

As part of these trials, in Uganda and Tanzania we will work with district partners and volunteers to engage volunteer teaching assistants in select local communities and their primary schools. The intervention is modelled on Pratham's Teaching at the Right Level (TaRL) approach and as been developed for teaching basic literacy and numeracy skills to middle and upper primary school children. The methodology is based on the basic pedagogical principle that regardless of age or grade, the starting point for effective teaching and learning is children's current ability or skill levels.

The second intervention will involve a selection of volunteers in two districts in Tanzania and eight in Uganda in community engagement, mobilization and monitoring for action using a facilitated advocacy approach. In 2017 Tanzania tested the potential of volunteers to facilitate and trigger collective actions in one district and in 2018 Uwezo Uganda tested the approach using a facilitated advocacy approach in 32 districts. In 2019 Uwezo Tanzania will extend the intervention to two districts, and Uganda will monitor and grow collective actions in eight of the 2018 assessment districts. This will involve engagement of volunteers for longer periods of time to track changes using the Most Significant Change (MSC) documentation approach.

In order to feed into the ongoing assessment and examination reform in Uganda, Uwezo will partner with Oxford Policy Management (OPM) to pilot, in one district, an assessment of everyday adult literacy and numeracy of young people aged 14-20. This pilot tests the application of Uwezo infrastructure and methodology to generate evidence on what the education system is actually able to deliver in terms of practical skills. The pilot will further generate guidelines and standards for household-based assessments of everyday adult learning.

Finally, in Kenya we are initiating an audit of the basic education policy and legal frameworks for inconsistencies and conflicts that hinder and/or negate effectiveness in delivering quality education. The audit will result in a national report highlighting the policy and legal gaps and conflicts that would need to be addressed if basic education is to help all children, whatever their circumstances, to develop their full potential.

Pushing towards evidence-based curriculum reform

When we embarked on analysis the curricula in our three countries using the Surveys of Enacted Curriculum (SEC) methodology, we had high hopes for the pace of work and change. Over the four years we have grappled with a complex methodology that yields technical results not suitable for widespread engagement and that take a long time to process and analyze. However we are making good progress. In particular the inclusion of key curriculum development experts in our review panel has meant we have direct links to the right government technocrats from the outset.

In Uganda we will continue to pull together the data from our analyses so far and prepare a short technical report of findings.

In Tanzania, we scored a late victory in 2018 with the participation of high level curriculum experts from government in our panel. Further the government has embarked on a process to create a framework for curriculum reform. They too have acknowledged the problem we identified at the beginning of the 2015-18 strategic period: that there is little evidence on what works in reforming curriculums and changes made are not informed by what little evidence is available. So they are developing a guideline for future reforms and have in principle committed to making use of the same SEC methodology. This would be a significant achievement in the realm of systems reform.

The work in Tanzania involves continuation of the analysis with the panel of experts and the production of outputs from the findings. The findings including from the teachers' survey component will be fed back to school administrators and teachers themselves and we will hold a number of validation sessions on the findings to ensure that we continue with an inclusive and participatory process. And finally given the framework development process we will intensively train relevant individuals on the SEC methodology and process so that, even as we wind up our work in this area, the methodology can be embedded into future reform processes.

In Uganda we are at more advanced stages of engagement with the National Curriculum Development Centre. We will however still need to complete some analyses and produce a report alongside two briefs on the methodology itself. We will continue to engage key players with our evidence and our advocacy around the methodology through direct meetings and presentations. We will also train curriculum developers and begin handover procedures with the curriculum development centre and the national examinations board. As part of this handover we will support these institutions to create subject taxonomies, a critical first step in the SEC process.

Working with government to motivate teachers

KiuFunza III is a completely revised program that will pilot teacher cash for learning at scale in Tanzania and will be launched early 2019. The underlying philosophy and scale ambition have not changed since KiuFunza's inception in 2012. The learning and innovations are in the implementation design. We highlight two key elements.

First, KiuFunza III prioritizes simplicity of execution to improve do-ability and affordability at scale. One example is the high stakes testing, which has moved from one-on-one (volunteer-pupil) testing to a written test, to be administered in groups of 30 students. Another example is that teachers are paid for team results, but bonus money paid to individual teachers' bank accounts. Taken together, the new design has led to a 40 % reduction in per school implementation costs while slightly increasing the per school bonus pool. In all changes, the principle of test data integrity was upheld and will be closely guarded in implementation.

Second, KiuFunza III is implemented with the support of the two education Ministries, President's Office – Regional Administration and Local Government (PO-RALG) and the Ministry of Education Science and Technology (MOEST). This collaboration started in 2017, when Twaweza was invited to design a version of KiuFunza that could be implemented at scale, and was documented in a Memorandum of Understanding between the PO-RALG/MOEST/Twaweza troika later that year. In 2018 the Twaweza team presented a design overview in Dodoma and received comments and a green light. The three partners are represented in all implementation phases. For example, the 2019 bonus offer will be communicated to teachers by a "troika" team, with all members trained in the KiuFunza idea and approach.

Spreading practices that work in school leadership

2019 marks a year of positive deviance ‘evangelizing’: sharing the practices we have learnt about so far and trying to create uptake of the methodology.

In Tanzania we will finalise the report and validate the practices uncovered through the research, both directly with the deviant schools and with others in the area. We have found the validation sessions themselves can be fertile group for the spread of some of these practices. Aside from the validation we also plan to hold a detailed workshop for the ministry of local government and others to share the practices and promote the methodology. And we will hold local events with teachers from different schools, again with a view to encouraging uptake of some of the approaches identified in the research. We will produce a flyer for these teachers alongside policy briefs on the findings and methodology.

In Uganda we will publish and share a short version of the full report. We will also be supporting schools to trial adopting some of the practices as they had committed to in the validation sessions held in 2018. As in Tanzania we will host a number of local dialogues in communities and look to spread the methodology and practices uncovered so far.

Adaptive and collaborative learning for successful navigation of a changing and uncertain civic space context – Learning, Monitoring and Evaluation

Key achievements in 2018

In 2018 we worked hard, particularly in Tanzania, to provide data and insight that could be used directly to inform implementation or track effects of specific work. A major focus area was to ensure timely release of monitoring data to project staff even as we worked on more polished products for wider sharing.

We conducted studies on all Uwezo sub-national engagements in three countries and in Tanzania we tracked whether long term participation in the Uwezo assessment as a volunteer has any effect on the efficacy of young people.

We completed the evaluation of the pilot for the #MbungeLive show and the insights were used to inform scale up.

And we trialed a slightly adapted model of outcome mapping for our policy engagement work. Although the report from this yielded some insight we are not yet satisfied with our use of this methodology so we continue to make tweaks to make it work for us.

We also produced three different studies on Kigoma in Tanzania. The focus on Kigoma was determined by its selection into the Open Government Partnership (OGP) sub-national pilot and by the pre-disposition of the local government towards transparency, accountability and participation. Unfortunately, after the national government withdrew from the OGP, the pace of activity in Kigoma slowed sharply.

Looking forward to 2019

2019 being the first year of the new strategy (2019-2022) makes it a very exciting year. We will be evaluating, celebrating and strategizing the transition of a very successful portfolio of education work while putting in place building blocks that will enable us to track progress and assess effects of our governance interventions for the next four years. In 2019, our Learning and Strategy directorate will coordinate new and revised adaptive and collaborative learning initiatives with our key partners and allies in order to successfully navigate and survive the changing and uncertain context in which we operate.

New elements in 2019:

- Collaborative learning projects. As part of our involvement in the Learning Collaborative comprising of several practitioner organizations from the South and academic institutions from the North, we will undertake several joint learning initiatives aimed at improving our effectiveness in achieving our mission. Some of the key questions that we will be collectively grappling with include: how to effectively galvanize citizen agency for collective action; how to effectively work with local governments in improving local service delivery; and how to effectively promote transparency, accountability and participation in the context of shrinking civic and democratic space. We will continue our active involvement in global and regional learning networks including Evidence in Governance and Politics (EGAP) and the Community of Practice for Social Accountability Monitoring (CoPSAM).
- Conduct baseline studies as part of implementing the new strategy. In select communities in Uganda, we will conduct baseline studies to establish the lay of the land in terms of citizen participation, local government capacity and performance and the state of service delivery. We will use these to inform design and track progress going forward. In Tanzania given the early start to this work in 2018 we will be conducting retrospective studies.
- Governance research in Tanzania and Uganda: we have finalized plans for several formative research studies including identification of research partners and initial discussions with relevant ministries and agencies for eventual application of the findings from these studies. These studies include: identification and promotion of positive deviant strategies among local authorities in Tanzania using education sector data; analysing whether, how and in what context civil servants provide (or not) public information to citizens and promote (or not) meaningful participation by citizens in local development decision.
- Civic space scenarios building exercise. In 2016 and 2017 we conducted a systematic assessment of the situation of civic space in Tanzania and Uganda. In 2018 we decided not to repeat the study, but instead plan for an initiative aimed at developing plausible future scenarios around civic space in Tanzania. This exercise will involve senior public servants and contribute in further cementing our relations with the authorities.
- We will also be conducting post-implementation and evaluation studies for our core work including Sauti za Wananchi, the innovative new #MbungeLive show and our work with the Christian Social Services Commission. The end of period evaluation has been pushed to Quarter 1 of 2019 and we plan to go back to our annual immersion learning exercises after a year in hiatus.

Getting under the hood – Operations, Finance, Governance and Management

Operations

In 2018, Twaweza conducted our bi-annual review of our policies. The operations team will support communication of these to staff throughout the year to ensure greater adherence.

The operations unit will play a pivotal role in change management during the separation of our education and governance domains. Some of the elements here are: supporting communication to all staff throughout the process to calm anxiety and ensure continued cohesion; timely distribution of staff and assets; and supporting the set-up of new systems, policies and procedures.

The new strategy will also require the recruitment of up to 10 staff for new positions arising and the operations department will lead this process to ensure we attract and retain competent and committed colleagues and to orient new staff on Twaweza policies and procedures.

A number of recommendations came from the Job Evaluation and Performance Management System Review processes that were shared with the management team during our annual retreat. In 2019 we will seek to roll out recommendations around increasing equity in our remuneration packages and overhauling our performance management system and tools. We are currently considering adoption of the Basic Score Card approach to performance assessment. This builds in cost effectiveness and the staff member's contribution to the organizational vision into the assessment. We will seek external support to introduce the new system and train staff on how to use it. And we will implement the recommendation to provide management training for managers.

We will also engage external support to perform an IT audit to ensure we are up-to-date with current trends and new developments in the world of technology and to assess the efficiency and effectiveness of our systems alongside any risks embedded in our systems and processes.

Finance

In many ways, the function of the finance department is largely unchanging across years and even strategies. In 2019, the finance team will

- Ensure that Twaweza financial policies, procedures, and standards are updated, including by keeping abreast of new financial and tax laws and the best practice. The team will also update all staff and keep them informed.
- Efficiently manage cash resources to ensure management is updated on time with accurate cash flow information and budget variance reports for decision-making purposes; minimise foreign exchange risk; reconcile bank accounts regularly to ensure cash and bank records are accurate.
- Calculate payroll taxes, social security contributions, corporate tax on other income (Tanzania) withholding tax, and VAT correctly and submit these to relevant authorities across the three countries in a timely manner.
- Ensure that Twaweza complies with all statutory requirements e.g. annual audits, submission of tax returns and annual returns to the registrar of companies across the three countries.
- Quality assure all payments so that they conform to Twaweza policies and standards.
- Capture all income captured accurately and on time in the accounting system and issue prompt acknowledgement receipts.

- File and label all financial documents in a manner that can facilitate easy access and maintain these files as per the statute of limitations.

Governance and Management

In 2019, the small but effective governance and management team will have its hands full overseeing implementation and systems creation for a new strategy while managing a smooth transition out of the education domain.

Given the 2018 departure of three directors, we will need to recruit a new leadership team for 2019. The process to recruit a Director of Learning and Strategy began in 2018 with the support of recruitment consultants so that we hope that this position will be filled early in Quarter 1, 2019.

The team, in particularly the Executive Director will be overseeing the transition process, supporting the various strands of education work and colleagues to plan for and implement next steps. Part of this involves intensive work to identify a new home for Uwezo or to support its transition to full independence. We will also play a role in fundraising efforts for an independent new entity and in encouraging others to adopt some of our more innovative What Works in Education approaches.

We will seek the services of a specialized change management consultant to help shepherd us through the transition which will be particularly important in ensuring staff feel comfortable and fairly treated.

Over the course of 2018, we have worked extensively with a US foundation focused fundraising coach and consultant (supported by a special grant). As a result we have significantly improved our information management systems and our capacity to pitch ourselves. In 2019 we will share and implement the full development plan created as a result of this coaching.

And we will continue to push for adherence to policies and financial systems with the hope of continuing to receive clean (no comment) audits.

	Tanzania	Uganda	Kenya	Region	Total	%
Total	3,785,197	1,135,651	784,652	1,896,114	7,601,613	
Error checker Countries:	0.0	0.0	0.0	0.0	0.0	
% of Grand Total	50%	15%	10%	25%		
SUMMARY						
Civic Space & Citizen Agency						
Mission O1: 1.To demonstrate how citizen:	139,800	129,200	0	0	269,000	
Mission O2: To enable citizens' voices, inte	487,210	186,110	412,450	8,250	1,094,020	
Mission O3: To promote and protect open	124,030	0	0	0	124,030	
Staff costs Engagement	136,663	71,717	47,784	578,810	834,974	
Total Civic space & Citizen Agency	887,703	387,027	460,234	587,060	2,322,024	31%
Education						
Mission E1: Learning outcomes (incl Uwez	1,108,757	248,677	50,000	0	1,407,434	
Mission E2: Ambitious curriculum	24,300	25,000	0	12,750	62,050	
Mission E3: KiuFunza III	573,120	0	0	0	573,120	
Mission E4: Positive deviance & RISE	32,175	25,000	0	5,250	62,425	
Staff costs Educ	381,961	166,009	114,765	287,580	950,315	
Total Education	2,120,313	464,686	164,765	305,580	3,055,343	40%
LME						
LME Success 1: Monitoring	67,148	26,400	29,800	5,800	129,148	
LME Success 2:Evaluation	224,760	30,000	0	0	254,760	
LME Success 3:Learning	48,200	4,200	1,200	8,000	61,600	
Staff costs LME	0	63,383	0	304,157	367,540	
Total LME	340,108	123,983	31,000	317,957	813,048	11%
Operations and finance	251,769	99,976	80,723	68,379	500,847	
Staff costs Ops and Fin	185,304	59,979	47,930	393,277	686,490	
Total Ops and Finance	437,073	159,955	128,653	461,656	1,187,337	16%
Governance and Management						
G1: Planning and reporting				20,000	20,000	
G2 Management and strategic support				46,000	46,000	
G3: Compliance				32,500	32,500	
G4: Governance				25,000	25,000	
Staff costs Gov and Mnt				100,361	100,361	
Total Governance and management	0	0	0	223,861	223,861	3%
Contingencies					0	0%
Grand total	3,785,197	1,135,651	784,652	1,896,114	7,601,613	100%
<i>including proportional RO budget:</i>	<i>5,043,135</i>	<i>1,513,062</i>	<i>1,045,416</i>		<i>7,601,613</i>	

TANZANIA					
Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
Grand total			3,785,197		3,785,197
Civic Space & Citizen Agency			751,040		
Mission O1: 1.To demonstrate how citizens can come together to collectively address their problems, and make government work for them			139,800		
<p>Animators and people's representatives mobilise citizen accountability actions and participation, problem-solving</p> <p>Animators and people's representatives request government information and engage in local government processes</p> <p>MPs, councillors and local government officials participate in, endorse and embed Twaweza / partner citizen agency processes and evidence collected</p> <p>MPs, councillors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making</p> <p>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency In selected geographic areas, community media facilitate citizen-government interaction and highlight local collective action and response</p>	Activity 1. Training, networking change agents	Total	40,000	Participation	
	Completion of Tamasha partnership to train animators and spark citizen agency in Kigoma Urban and Mbogwe	local officials, TAMISEMI, media	Tamasha	Participation	40,000
	Activity 2. Community gatherings	Total	23,000		
	Partnership with CSSC to spur citizen agency in education in Sikonge and Ilemela	jumuiya members, local media, local officials	CSSC	Comms	13,000
	Prize giving for public agency work	Local officials, teachers, head teachers	CDO	Ops	10,000
	Activity 3. Identification of change agents, learning	Total	5,000		
	Donor meetings to identify local success stories of social accountability		SDC, IrishAid, SIDA	Participation	0
	TAMISEMI meeting and engagement to identify local success stories of social accountability		TAMISEMI	Participation	0
	Desk review to identify local success stories of social accountability			Participation	0
	Media engagement to identify local success stories of social accountability		Star TV, Kwanza TV, TBC	Participation	0

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
<p>Government officials make decisions informed by citizen input</p> <p>Government officials champion the expansion of citizen collective action, new spaces for interaction and government responsiveness</p>	Case studies of selected stories for amplification	TAMISEMI, media, MPs		LME	5,000
	Activity 4. Partners	Total	16,000		
	Staff travel to select districts	Local officials, local media, citizens	Tamasha, district partners	Participation	11,000
	Finalising reporting on public agency initiative	Local officials, teachers	CDO	Advocacy	5,000
	Activity 5. Materials	Total	5,000	Comms	
	Data profiles of all exploratory districts - KigomaUrban, Mbogwe, Ilemela, Sikonge and two new districts	Local officials, local media, citizens		Comms	0
	Stylised animation / film to promote select success stories			Comms	5,000
	Activity 6. Engagement	Total	25,200		
	Meetings in Dodoma			Advocacy	3,000
	Establishing a permanent dialogue mechanism in Kigoma	Kigoma local government, Kigoma citizens, Kigoma civil society groups	Tamasha	Advocacy	6,700
	Dialogue meeting	Kigoma local government, Kigoma citizens, Kigoma civil society groups	Tamasha	Advocacy	5,000

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Training of local officials in select two districts	Local government officials in select district	District partner, TAMISEMI	Advocacy	10,000
	Brief distilling insights into citizen agency	Global TAP community, donors		LME	500
	Activity 7. Media	Total	25,600		
	2 press conferences to promote collected case studies and stories	TAMISEMI, local officials, MPs	Media	Advocacy	400
	Mentoring journalists on governance shows	Local officials, local citizens	Media, BBC Media Action	Advocacy	1,200
	Direct social media engagement	Online audiences, MPs, Media		Comms	0
	5 talk shows	Citizens, relevant government officials	Radio, TV	Advocacy	0
	Weekly news features on education governance issues	Urban citizens	Azam Media	Comms	20,000
	Media engagement around most present teachers (public agency) - press conference, teacher travel, newspaper adverts	Teachers, education officials	Media	Advocacy	4,000
Mission O2: To enable citizens' voices, interests and experiences to be heard and taken seriously in decision-making			487,210		
	Activity 1. National collection of citizens' voices	Total	382,340		

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
<p>MPs, councillors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making</p> <p>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency</p> <p>In selected geographic areas, community media facilitate citizen-government interaction and highlight local collective action and response</p> <p>Government officials seek citizen views on policy and laws, have increased understanding of citizen challenges</p> <p>Government officials endorse, participate in and create spaces in which they interact directly with citizens</p> <p>Government officials make decisions informed by citizen input</p>	<p>Sample frame; sampling technical paper and at least 250 selected Eas including their maps available before baseline</p> <p>Technical support from NBS (Sampling & advisory task)</p> <p>Enumeration Area Maps (250 Maps @\$15 each)</p>	Twaweza/research partner	Tanzania National Bureau of Statistics (NBS),	SzW	6,750
	<p>2240 quality and function mobile phones purchased & shared to respondents (90+% of respondents can be reached during all round</p> <p>Mobile Phones (2,240 Pieces @\$20)</p>	Panel sample	SzW	SzW	44,800
	<p>790 sim cards shared to at least 30% of the respondents (90+% of respondents can be reached during call rounds)</p> <p>SIM Cards (790 Pieces @\$1)</p>	Panel sample	SzW/research partner	SzW	790
	<p>700 solar charges shared to respondents with no source of eletricity (at least 35% of sample). 90+respondents can be reached during call rounds</p> <p>Solar Chargers (700 Pieces @\$20)</p>	Panel sample	SzW	SzW	14,000
	<p>3rd Sauti mobile phone survey panel established and running in Tanzania</p> <p>Undertake 2nd baseline data collection</p>	Media, policy makers, key actors; development partners	NBS; research partner	SzW	250,000
	<p>At least three data collection call rounds and brief done</p> <p>Undertake at least 3 CATI call round</p>	Media, policy makers, key actors; development partners	PPE/ED	SzW	45,000

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	90+% attrition rate; Quality control report available Household Interviews (700 Households across DAR)- 4 Rounds @USD7500	Media, policy makers, key actors; development	PPE/ED	SzW	15,000
	At least 2 quality control calls backs and 6 field trips during baseline	Twaweza/partners	Research partner	SzW	6,000
	Activity 4. Citizen representatives	Total	2,800	SzW	0
	Support former panel members to attend launch events	Former respondents	Former respondents	SzW	2,800
	Activity 5. Convenings	Total	2,500		
	Sauti DSM: two local engagement events			Advocacy	1,500
	4 facilitated online interactions between citizens and elected officials	Elected officials, citizens	JamiiForums, Kwanza TV, Chukua Hatua	Comms	1,000
	Activity 6. Materials	Total	51,820	Comms	
	Translate six SzW brief	The Media, MPs, GoT sector officials based on the topic and CSO's	Contracted Translator	Comms	900
	Design six SzW briefs	As above	Contracted Designer	Comms	420
	Print six SzW briefs	As above		Comms	6,000
	Create five data factsheets	As above		Comms	0
	Long term consultant to support data analysis and brief writing, data visualization	As above		Comms	40,000

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Animated infographics	As above		Comms	0
	Sauti DSM: print public facing posters of highlights of data - trial to print three rounds of posters for Mwendo Kasi buses	DSM citizens	Printer	Comms	1,050
	2 rapid turnaround outputs aligned with parliamentary agenda	MPs, media		Comms	0
	Baseline materials	Sauti respondents	Designer, printer	Comms	3,450
	Activity 7. Engagement	Total	16,750	Advocacy	
	Launch six SzW briefs	As above		Advocacy	4,500
	Disseminate six SzW briefs	As above		Advocacy	3,400
	Sauti DSM: distribution of posters to bus stops (via company)	DSM citizens		Advocacy	2,850
	Dodoma pre-launch engagements	Relevant line ministries, TAMISEMI		Advocacy	6,000
	Investigating parliamentary agenda	internal	Dodoma partner	Advocacy	0
	Activity 8. Media	Total	31,000		
	Organize 15 Post-launch media talk shows	The Media, MPs, GoT sector officials based on the topic and CSO's	Media	Advocacy	0
	Social media engagement through Jamii forums (budget in Mission 03)	As above	JamiiForums	Comms	0
	Engaging social media influencers to promote citizen voices	As above	Influencers, Kwanza TV	Comms	3,000

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	An MP reality show is screened in 15 constituencies	Citizens in 15 constituencies	Maa Media	Comms	28,000
	An MP show is screened nationally	MPs, citizens in constituencies nearby to profiled MP	Maa Media, Star TV	Comms	0
	Direct social media engagement	Online audiences, media, MPs		Comms	0
Mission O3: To promote and protect open civic space which enables citizens to freely assemble or organise, speak and act			124,030		
MPs, councillors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making	Activity 1. Litigation	Total	39,500		
	Long-term consultant to support legal analysis	MP committees, Attorney General		Litigation	20,000
	Ongoing online content regulations case	Attorney General	Media Council, Legal and Human Rights Centre, Human Rights Defenders, lawyers	Litigation	8,000
	Lawyer to support Twaweza to navigate the changing civic space context		Victory Attorneys	Litigation	6,000
	Legal research to investigate criminality in recently passed laws		Tanganyika Law Society	Litigation	5,500

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
<p>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency</p> <p>New outlets arise which are independent, investigative, digital, fact/evidence based, and popular</p> <p>Government officials seek citizen views on policy and laws, have increased understanding of citizen challenges</p> <p>Government officials endorse, participate in and create spaces in which they interact directly with citizens</p> <p>Government officials make decisions informed by citizen input</p> <p>Government officials champion the expansion of citizen collective action, new spaces for interaction and government responsiveness</p>	Legal analysis on upcoming laws relevant to civic space, number dependent on legislative cycle	MP committees, Attorney General	Coalition on the Right to Information	Litigation	0
	Activity 2. Coalitions	Total	12,000	Advocacy	
	Youth parliament in university			Advocacy	7,000
	Joint activities with the Coalition on the Right to Information	Media, CSOs, relevant government officials	CoRI	Advocacy	5,000
	Activity 3. Government engagement	Total	8,000	Advocacy	
	Presentations to relevant committees on proposed laws relevant to civic space	MP committees, Attorney General		Advocacy	4,000
	Presentations to relevant committees of citizens' views on civic space issues	MP committees, relevant line ministries		Advocacy	0
	Access to Information guide for local officials	Officials in local government responsible for information	TAMISEMI, ALAT, Department of Information Services	Comms	4,000
	Activity 5. Media	Total	64,530		
	Partnership with Well Told Stories to inspire young people to engage with government and act in support of democratic values	Young Tanzanians	WTS	Comms	24,530
	Partnership with Jamii Forums to promote independent digital platforms, Twaweza content, and digital activism	Online audience, civil servants	Jamii Forums	Comms	40,000
	Promotion of audio clips to community radios		COMNETA, Well Told Story	Advocacy	0

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
		Online audiences		Comms	0
	7 media talk shows	Relevant	Media	Advocacy	0
EDUCATION			1,738,352		
Mission E1: Finalise Uwezo outputs, continue engagement, experiment, create new			1,108,757		
Finalise outputs, continue engagement, new research/experiments and continue monitoring			1,108,757		
<p>Key education officials (local and national) accept the validity of Uwezo assessment findings</p> <p>Key education officials (local and national) participate in discussions around Uwezo findings</p>	Activity 1. Finalise assessment	Total	1,046,241	Uwezo	
	Output 1 . Uwezo Accountability Strengthened	National Advisory committee members	Accademicians, researcher, policy makers, independent analyst	Uwezo	20,840
	Output 2. Research design framework developed	Govt, INGO, CSOs, Researchers, student, geneareal public	MOF, MOH,MOEST,	Uwezo	132,100
	Output 3. National Assessment Tests, Tools and processes developed	Children	printing firms	Uwezo	281,486
	Output 4. Household Based Assessments Undertaken	Volunteers	Uwezo District Partners	Uwezo	495,285
	Output 5. Data Accurately Entered and Analyzed	children, teachers, households	Twaweza data centre, consultant	Uwezo	57,250
	Output 6. Uwezo assessment internally monitored and feedback looped back to improve implementation	District Coordinators, Village Coordinators		Uwezo	40,000
	Output 7. Give back to children and parents in assessment households	Children		Uwezo	17,780

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
Major donor interventions in education focus on learning outcomes, use Uwezo findings as a measure of progress.	Output 8. Staff recruited and motivated to realize Uwezo goals in a supportive environment	Uwezo staff		Uwezo	1,500
NBS, education and local government officials acknowledge the value and importance of independent data, especially on learning outcomes	Activity 2. National and subnational materials produced	Total	12,500	Uwezo	
Public statements from government officials (local and national) involved in education reference learning outcomes	Output 1. National & District reports produced	Policy makers, MPs, media, education NGOs	Consultants	Uwezo	12,500
Parliamentary debates on education reference learning outcomes, Uwezo findings	Activity 3. Policy debate sustained at national level to prioritize measured learning outcomes as policy priority	Total	17,800	Uwezo	
A proportion of budget allocations for education in the 2019-2020 budget are focused on learning outcomes	Output 1. Annual learning assessment report (based on 2017 data) is produced alongside other outputs drawn on 2017 data	Teachers, Academics		Uwezo	17,800
Citizens (parents) continue to prioritise learning outcomes particularly over free or low cost access to education	Activity 4. Engagements at sub national	Total	32,216	Uwezo	
Select communities in two districts, community and official commitments to improve learning outcomes are made and acted on	Output 1. Sub-national level officials involved at various levels of conducting the assessment; District reports produced and shared with education leaders at sub-national levels - launches, piggy-back on their meetings	Education stakeholders at local level, Universities, Tenment members	Universities faculty of education, media, Tenmet, TTU at district levels	Uwezo	28,220

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Output 2. Uwezo partners at district level engaged in sharing of evidence through media and face-face meetings	District partners,Uwezo RCs,Uwezo Trainers and Citizens		Uwezo	600
	Output 3. District-level CSOs involved to amplify evidence through launches and meetings	Teachers,Academi cians		Uwezo	1,000
	Output 4. Learning Outcomes evidence shared through targeted national (TV,radio,Print)and local media (eg.Comunity radio) and social media;facts and Evidence of previous years of Uwezo assesment results shared at community/ school during during districs launchies.	Parents,teachers,e ducational stakeholders,polic y makers and policy actors		Uwezo	2,396
Mission E2: Finalise curriculum research and outputs, continue engagement, define future plans			24,300		
Finalise research and outputs			6,150		
	Activity 1. Ongoing analysis and reports	Total	6,150	WWE	
	Subject experts engaged, SEC analysis outputs/findings synthesized - progression, alignment, and cross-cutting themes.	NECTA, TIE, Teachers, Curriculum Technical Comittee Team, National Curriculum Framework Committee	CCA-univ of Wisc, subject experts.	WWE	3,750

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Two reports synthesising different subject areas and aspects of curriculum analysis, one position paper and one policy brief detailing the methodology			WWE	2,400
Engagement and materials			7,650		
<p>Officials involved in the review / development and implementation of the curriculum have positive attitudes towards the SEC methodology and express willingness to incorporate elements of the methodology in their work</p> <p>Officials involved in curriculum development seek more information on the findings and methodology of Twaweza's curriculum analysis, participate actively in all relevant events</p>	Activity 2. Engagement events	Total	2,400	WWE	
	Feedback findings to teachers, schools, administrators			WWE	2,400
		Total	5,250	WWE	
	Internal and external learning, validation, brainstorm sessions on curriculum effectiveness			WWE	5,250
New strategy and structure			10,500		
	Activity 1. Training	Total	7,500	WWE	
	Focused in-depth training on application of SEC methodologies.	NECTA, TIE, Teachers, Curriculum Technical Committee Team, National Curriculum Framework Committee		WWE	7,500
	Activity 2. Materials	Total	3,000	WWE	

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Design and print curriculum analysis briefs.			WWE	3,000
Mission 3. Pilot KiuFunza III using government systems			573,120		
Designing and trialling KF III pilot			460,066		
	Activity 1. Baseline: bonus offer & implementation data	Total	242,117	WWE	
	Printing and distribution communications	Early grade teaching teams, Head teachers	Printer	YS, JM	8,104
	Central training	Early grade teaching teams, Head teachers	Regional implementation teams MOEST, Regional SQA officers	YS, JM	7,398
	Regional Training	Early grade teaching teams, Head teachers	Regional implementation teams TamiSemi, WEOs MOEST, Regional SQA officers	YS, JM	4,445
	Implementation (6 regions)	Early grade teaching teams, Head teachers	Regional implementation teams TamiSemi, WEOs MOEST, Regional SQA officers	YS, JM	22,255

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
<p>A simple scalable KiuFunza model is implemented and tested</p> <p>TAMISEMI and MoEST officials continue to be engaged and active in the KiuFunza scale pilot</p> <p>More education officials, administrators and politicians are aware of the KiuFunza III pilot</p> <p>Impact of the new KiuFunza model is evaluated, lessons for scaling documented and idea of cash-for-learning continues to surface in education reform discussions</p>	Post-Baseline program communication	Early grade teaching teams, Head teachers	Regional implementation teams TAMISEMI, WEOs MOEST, Regional SQA officers	YS, JM	2,000
	Staff costs KiuFunza	Teachers Government Partners Program partners Global education reform community, researchers		YS, JM	170,704
	KiuFunza implementation staff logistics	Early grade teaching teams, Head teachers		YS, JM	27,210
	Activity 2. Endline: High Stakes Student Testing	Total	64,589	WWE	
	Central training	Regional and Government implementers	Regional implementation teams TamiSemi, WEOs MOEST, Regional SQA officers	YS, JM	8,435

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Regional Training	Regional and Government implementers	Regional implementation teams TamiSemi, WEOs MOEST, Regional SQA officers	YS, JM	4,445
	Implementation (6 regions)	Teachers	Regional implementation teams TamiSemi, WEOs MOEST, Regional SQA officers	YS, JM	26,018
	Control school testing	TamiSemi, MOEST, global education reform community	Regional implementation teams	YS, JM	10,691
	Data capture	TamiSemi, MOEST, global education reform community	Regional implementation teams OCR technology firm	YS, JM	15,000
	Activity 3. Teacher payments	Total	153,360	WWE	
	Subject teacher bonus payments	Subject teachers	TAMISEMI, MoEST	YS, JM	98,000
	Head teacher bonus payments	Head teachers	TAMISEMI, MoEST	YS, JM	19,600

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Infrastructure bonus (MOU)	School budgets, communities	TAMISEMI	YS, JM	24,000
	Transfer costs, taxes, communications	Teachers	Regional implementers	YS	11,760
Engagement and materials for KF III			113,054		
TAMISEMI and MoEST officials continue to be engaged and active in the KiuFunza III pilot	Activity 1. KiuFunza III strategic management, content and research outputs delivered	Total	92,904	WWE	
More education officials are aware of the KiuFunza III pilot	KF I-II papers drafted and presented at education economics conferences; KF II impact paper submitted to top journal.	Domestic policy engagement Global education reform audience (RISE) Funders, Academia	KF principal investigators at UCSD and UvA	YS	16,500
Awareness of KiuFunza and its success increases among global development / education community	KF III strategic content produced; all implementation and research aspects managed	Program beneficiaries (teachers), education managers and administrators, domestic policy audience, funders	Internal	YS	75,904
Impact of the new KiuFunza model is evaluated, lessons for scaling documented and idea of cash-for-learning continues to surface in education reform discussions	Policy research engagement in TZ managed	Domestic policy engagement, TZ education stakeholders, donors, domestic and international partners	RISE	YS	500

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Activity 2. Dodoma policy engagement process	Total	20,150	Advocacy	
	Launch event KF III (Dodoma)	KiuFunza MOU Ministry partners; TZ education stakeholders, MPs, donors, domestic and international partners	TamiSemi, MOEST	Advocacy	11,650
	Short film produced promoting KiuFunza through interviews of teachers who were paid bonuses in one district, guided by the qualitative research	As above	Production partner	Comms	7,000
	Brief on KiuFunza III produced	As above		Comms	1,500
New strategy and structure			0		
<p>A compelling concept strategy for scaling KiuFunza is developed</p> <p>A compelling draft strategy for the transition of KiuFunza from Twaweza is developed</p> <p>New funder prospects are identified and engaged; partners and donors are convinced of the value of continuing to support and implement KiuFunza</p>	Activity 1. KiuFunza transition process	Total	0		
	Co-creating a preliminary KF transition concept note, to chart future implementation and financial arrangement (conditional on impact of new model).	Twaweza	Internal	YS, JM	0
	Activity 2. KiuFunza fundraising	Total	0		
	Following-up on existing fundraising efforts, exploring new donor prospects. Develop value-for-money arguments and create content.	Current and new funding organisations	Large funders	YS, AE, JM	0

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
Mission 4. Positive deviance practices identified, validated and shared; RISE continued			32,175		
Validation and final report			17,900		
<p>Identified schools accept positive deviance strategy findings</p> <p>Nearby schools commit to try some of the strategies identified</p> <p>Other education organisations express interest in and seek more information about the positive deviance methodology</p>	Activity 1. Positive deviance report and validation finalised	Total	17,900	WWE	
	PD Validation conducted and final report completed	TAMISEMI, ministry of education, MPs as above		WWE	13,000
	2 Policy briefs for RISE produced			WWE	1,050
	Local networks initiated and supported to sustain PD work beyond 2019	local governments, local CSOs		WWE	3,850
Engagement and materials			14,275		
<p>Education officials validate the positive deviant strategies</p> <p>Education officials express positive attitudes towards the methodology and lessons</p> <p>Select teachers in engaged areas adopt some of the positive deviance practices</p>	Activity 1. A positive deviance forum	Total	5,300	WWE	
	Organize a forum on PD methodology and findings, targeting TAMISEMI and CSO			WWE	5,300
	Activity 2. Engage teachers around new PD practices	Total	8,975	WWE	
	Produce and distribute flyer on PD practices			WWE	4,175
	Hold four discussion events with teachers			WWE	4,800
LEARNING MONITORING EVALUATION			340,108		
LME Mission 1: Evidence from practice (implementation) is collected and shared internally (as well as externally) in a timely manner, with the main purpose of informing better implementation and accountability.			67,148		

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
Staff knowledgeable of monitoring structure, responsibilities and processes; using internal system (SF) for tracking & insights.	Activity 1: Using internal system (SF) for tracking & insights.	Total		0 LME	
	Organize internal Trainings/mentoring sessions or continued support and refresher sessions to staff for various internal monitoring / tracking tools (e.g. SF based)	Twaweza		LME	0
	Outcome Mapping: focus on advocacy work, engage and support the use of OM; assist in turning OM findings into products such as briefs, for internal use 2x per year, external audience 1x year. Includes involvement in engagement strategising	Twaweza		LME	0
	LME staff in 3 countries participating in selected trainings relevant to work, possibly one LME workshop with external trainers. Budget in RO.	Twaweza		LME	0
Selective and systemic media monitoring in place, informing practice	Activity 2: Media monitoring	Total	21,948	LME	
	Monitoring of all media coverage launches including Uwezo and Sauti rounds: Clipping of Corporate log, Education and Open governance stories	Twaweza	Ipsos	LME	21,948

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Review and Analysis of Twaweza Corp Log in the Media conducted Semi Annually	Twaweza		LME	
	Media content analysis - civic space, data; internal. Semi-annually.	Twaweza		LME	
Independent verification of Distribution, Coverage and Quality (including Feedback) in at least 80% of all implemented initiatives; results from at least 3 studies formulated to improve practice and knowledge (briefs).	Activity 3. Independent verification of Distribution, Coverage and Quality (including Feedback)	Total	15,000	LME	
	Omnibus surveys: Measurement of coverage, recall and awareness of our and partner media-based initiatives; also for checking brand name recognition, associations.	Twaweza	Ipsos	LME	5,000
	SZW (coverage through media monitoring): feedback from key target audience of Sauti (MP, PS, Ministers, technocrats) via interviews. Includes internal review of Sauti process (tools etc) and peer discussions on different aspects of the methodology and findings	Twaweza	Researchers	LME	5,000
	Tracking dissemination, exposure of various results / reports: Curriculum, KF, PD in schools, Uwezo, Sauti briefs, other reports. Internal, LME support to implementing unit, help with synthesis.	Twaweza		LME	0

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Feedback from target audiences on various Twaweza products & initiatives (e.g. Geopoll) or other methods. Some can be done internally.	Twaweza	Geopoll	LME	5,000
	Activity 4. Independent verification of intermediate outcomes conducted	Total	30,200	LME	
	Narrative tracking of strategies (e.g. OM) for influencing / informing reforms: LME will assist, program units to engage.	Twaweza		LME	0
	Follow-up, feedback on uptake of PD strategies in selected schools. WWE leads on this but LME to support.	Twaweza, global education community		WWE	0
	Engaging with Well Told Story evaluation findings, co-drafting brief with responsible team (Mission 3)	Twaweza, global TAP community, youth-focused CSOs. MPs	Well Told Story	LME	0
	Follow up on work with Tamasha (Mission 1)	Twaweza, global TAP community, youth-focused CSOs, MPs	Tamasha, Learning Collaborative, Global Integrity	LME	20,000
	WWE: strategy on engagement re Curriculum (OM). LME can facilitate. WWE to document; LME assists / support. Synthesis for internal learning, possible external output	Twaweza, global education community		WWE	0
Independent verification of intermediate outcomes conducted as relevant: results from at least 2 studies contributing to improved practice & knowledge (briefs).					

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Follow-up of PA; internal		Childhood Development Organisation	LME	0
	Critical feedback from key stakeholders on Twaweza's work at the end of Year 1 of new strategy	Twaweza, donors	Researcher		3,200
	Evaluation of CSSC partnership to stimulate collective action in Christian prayer groups	Twaweza, global TAP community, youth-focused CSOs. MPs	Christian Social Services Commission	LME	7,000
LME Mission 2: "Mechanisms are set up to test core hypotheses in the theory of change, as well as to measure impact (effect) of Twaweza supported initiatives; knowledge gained from these is shared internally for improving practice and externally to contribute to global knowledge."			224,760		
	Activity 1. Evaluation / hypothesis testing	Total	164,000	LME	
	Long term consultant to support research and LME work				80,000
	PPE: Evaluating Mbunge live show (carry over from 2018). Airing the shows at the constituencies and carry out research with the viewers in six constituencies (mixed methods)	Twaweza, global TAP community, youth-focused CSOs, MPs	Researchers	LME	60,000

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
Impact of initiatives is investigated, lessons inform and improve practice and design	Access to information from public servants' perspectives; how do they incorporate citizen voices into their decision-making	Twaweza, global TAP community, MPs, TAMISEMI, Information Services, Legal and Constitutional Affairs	Researchers	LME	10,000
	Citizen's perspectives and experiences on access to information and participation in local decision making (a revised/expanded mystery shopper exercise on ATI; budgeting here for MIT involvement)	Twaweza, global TAP community, MPs, TAMISEMI, Information Services, Legal and Constitutional Affairs	MIT	LME	0
	External evaluation of Twaweza's strategic period (Similar to the Sida evaluation in 2014 which was for TZ. We may want it to span UG and KE as well, which SIDA won't cover)	Twaweza, global TAP community, donors	SIDA	LME	14,000
Implementation and design of initiatives are informed by evidence	Activity 2. Formative research		30,000	LME	
	Positive deviance among LGAs on governance of education	Global TAP and education communities, academics	Georgetown, IGC	LME	30,000
Measurement of civic space in East Africa	Activity 3. Measurement of civic space in East Africa	Total	30,760	LME	
	Civic space scenarios with public servants	Public servants		LME	30,760
LME Mission 3: In each country, staff and colleagues are engaged in active reading and learning, drawing on various components of LME work, internal practice, and external (country, regional, global) relevant evidence, practice and new ideas			48,200		

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
Learning events (sessions, skills labs, reading club, etc.) are held regularly on topics of relevance to organization	Activity 1. Learning events	Total	2,200	LME	
	Bi-monthly learning session: To introduce new ideas and approaches following current focus areas and participants suggestions (Atleast 20 session per year)	Twaweza		LME	600
	Skills Lab: Quartely, for staff, on technical and other skills identified as essential and/or beneficial in our work.	Twaweza		LME	0
	Food for thought: Informal presentations/sessions, drawing on identified interests (internal learning/sharing, but also brining in external partners) At least 15 in Tanzania	Twaweza		LME	0
	Library: Add to collection thorough and careful selection of books procured online and locally; carry out atleast 2 book parties	Twaweza		LME	1,600
	Activity 2. Link to Global Knowledge	Total	11,000		
	Participation in 2-3 key international learning events or forums (e.g. GPSA, etc.) including the TA/I Learning Collaborative, to share Twaweza results, insights, etc.	Twaweza, global TAP community	Learning Collaborative	LME	4,000
	Learning exchange visit with Raising Voices	Twaweza, peer CSOs	Raising Voices, Learning Collaborative	LME	6,000
	Exchange visits between peer local CSOs	Twaweza, peer CSOs	FCS, THRDC, LHRC, MCT	LME	0

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
Informing global debates	Electronic briefs produced and published online, at least six, on lessons and insights from monitoring and evaluation data, shared with key stakeholders	Twaweza, peer CSOs, global TAP community	Researchers	LME	0
		Twaweza, global TAP community	REAG	LME	0
	Engage and maintain a regional / international advisory group on research and evaluation, hold two telephone meetings over the year				
	Possibly (if funds are secured) host an in-person meeting of this group to discuss the new strategy	Twaweza, global TAP community	REAG	LME	0
	Develop and maintain a more informal national advisory group of actors from different sectors including particularly political advice	Twaweza		LME	1,000
Staff immersed in lived realities	Activity 3. Immersion	Total	35,000	LME	
	Annual exercise involving all staff to experience & connect with lived realities of East Africans.	Twaweza	Uwezo partner, Journalists	LME	35,000
OPERATIONS AND FINANCE			251,769		
OPS	Operations and Finance	Total	251,769	Ops	
OPS	Success 1: Effective policies, systems and procedures to ensure effective financial, administrative, human resource and IT management in place			Ops	0

Outcomes	Outputs/ Activities	Target Audience	Key Partners	Responsible unit, person	Total
OPS	Success 2: Staff recruited and motivated to realize Twaweza goals in a supportive environment			Ops	21,488
OPS	Success 3: Office and assets functioning optimally and well managed			Ops	194,969
OPS	Success 4: Internal documentation and correspondence efficiently managed			Ops	344
OPS	Success 5: Information technology			Ops	19,008
OPS	Success 6 Office assets/Equipment			Ops	9,000
OPS	Others: Bank charges			Ops	6,960
STAFF COSTS			703,928		
Staff	Staff costs	Total	703,928	Ops	
Staff	Salaries Voice and Participation			Ops	74,915
Staff	Salaries Programs Ed			Ops	381,961
Staff	Salaries Comms and Advocacy			Ops	61,748
Staff	Salaries LME			Ops	0
Staff	Salaries OPS/Finance			Ops	185,304

UGANDA

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
Grand total			1,135,651		1,135,651
Civic Space & Citizen Agency			315,310		
Mission O1: 1.To demonstrate how citizens can come together to collectively address their problems, and make government work for them			129,200		
Animators and people's representatives mobilise citizen accountability actions and participation, problem-solving	Activity 1. Training, networking change agents	Total	25,500		
Animators and people's representatives request government information and engage in local government processes	Identify, select, train, skill and mentor changes agents to facilitate communities to address problems that are important to them.		District Partner	Participation	24,000
MPs, councillors and local government officials participate in, endorse and embed Twaweza / partner citizen agency processes and evidence collected	Facilitate the change agents to mobilize and organise citizens to interface and engage their representatives at district and parliament on an issues of concerns			Participation	1,500
	Activity 2. Community gatherings	Total	4,500		
MPs, councillors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making	Raise awareness about the new activities and build rapport with communities and local leaders in target areas (villages, parishes, subcounties and districts)		ACODE/District partner	Participation	4,500
	Activity 3. Identification of change agents, learning	Total	56,000		
Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency	Work with partners to organize learning, review and reflection session progress, emerging opportunities for networking and solving challenges.		ACODE /District partner	Participation	2,000
	Desk review, scooping (field visits and production) of what others are doing so on demonstrating citizen agency			Participation	10,000
	Undertake a quantitative research to strengthen the evidence from the case studies (Fix my community, neighborhood assemblies and youth parliaments)			LME	14,000

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
In selected geographic areas, community media facilitate citizen-government interaction and highlight local collective action and response	Validation meetings for civil servants perspectives, case studies and youth perspectives on ATI and participation in government process.			LME	5,000
	Undertake study to understand the citizens perspectives on access to information and participation in government processes, also functions as community level baseline for citizen agency work, budget under LME			LME	0
	Finalise the study on civil servant perspectives on access to information and citizen participation			LME	25,000
Government officials make decisions informed by citizen input	Activity 4. Partners	Total	1,500		
	Identify, select and engage implementing partners to facilitate citizens to collectively address problems together with government.			Advocacy	1,500
Government officials champion the expansion of citizen collective action, new spaces for interaction and government responsiveness	Activity 5. Materials	Total	15,500	Participation	
	Produce, design, print and distribute customised diaries/note books/Journals for the change agent.		ACODE	Participation	8,500
	Short film and designed publication documenting examples of successful citizen agency and government response, including lessons		Film-makers, designers	Participation	7,000
	Activity 6. Engagement	Total	3,700		
	Boardroom meeting to present and discuss the key findings of the civil servants perspectives on ATI and citizen participation in government processes.		Consultants Quant/Qual study	Advocacy	1,700

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	Support change agents to prepare and present memoranda/petitions to the leadership at different levels of administration and governance		ACODE/District partner	Participation	2,000
	Activity 7. Media	Total	22,500		
	Advocate subtly for journalists' working conditions through online survey, share results with key media and through social media			LME	0
	Implement a radio programme in target district to raise awareness on opportunities, outcomes relating to the work done by change agents		URN/ Any other viable media	Comms	15,000
	Radio reality show tracking the adventures of local problem solvers		District Radios	Comms	7,500
Mission 02: To enable citizens' voices, interests and experiences to be heard and taken seriously in decision-making			186,110		
<p>MPs, councillors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making</p> <p>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency</p> <p>In selected geographic areas, community media facilitate citizen-government interaction and highlight local collective action and response</p> <p>Government officials seek citizen views</p>	Activity 1. National collection of citizens' voices	Total	126,960	SzW	
	7 Sauti call rounds and briefs from 7 households call rounds done. (one with in partnership with academia; government affiliates; peer etc)	Media, policy makers, key actors; development partners/citizens	Ipsos Uganda; PPE; ED, LME	SzW	68,000
	Household interviews - 7 call rounds (at least one with a with either partner agencies; academia; or government affiliates)				
	Procure research permits/authorization	Twaweza/administrative authority	MUREC, UNCST	SzW	300
	Quality control report of the revisit exercise including challenges/best practice/lesson learnt available. Attrition rate of 85+% of SzW panel by 2019 (database of active respondents and the health of the panel available): Field revisit of all 200 EAs	SzW panel; Twaweza	Ipsos Uganda	SzW	45,160

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
<p>on policy and laws, have increased understanding of citizen challenges</p> <p>Government officials endorse, participate in and create spaces in which they interact directly with citizens</p> <p>Government officials make decisions informed by citizen input</p>	Quality control report of the revisit exercise available: Field visit by SzW team as part of quality assurance and control team during the revisit exercise	SzW panel; Twaweza	LME, PPE/COMS	SzW	7,500
	Report of the call backs on selected call rounds (at least 2 reports to be shared and available): Independent quality control: call backs on specific rounds (at least 2 rounds)	Twaweza/partners	Consultant/ Intern, LME	SzW	3,000
	Field visits to manage attrition (at least 3 EAs to revisit in 2019); response rate of 85+% maintained.	Twaweza/partners	Ipsos Uganda	SzW	3,000
	Activity 2. Citizen representatives	Total	12,000	LME	
	Undertake study to establish the effectiveness of URN in reaching out to the district based radio stations			LME	12,000
	Activity 3. Convenings	Total	8,500	Advocacy	
	Convene a national stakeholders conference to reflect on how the citizens perceptions are changing, how government is responding and why.			Advocacy	5,000
	Convene a data hackthon for investigative media and social entrepreneurs Sauti data			SzW	3,500
	Activity 4. Materials	Total	13,600	Comms	
	Design, print and distribute Sauti communication materials and outputs			Comms	7,200
	Produce Sauti podcasts for the online community			Comms	4,000
	Produce, design and print a 4-pager brief with issue specific data for members of parliament based on the orders paper and share with Parliamentary watch			Comms	2,400
	Activity 5. Engagement	Total	14,300	Advocacy	

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	Hold six (6) Sauti za Wananchi call round launches			Advocacy	4,800
	Initiate and convene atleast six (10) national level stakeholder engagement meetings to follow up and further strengthen relationships with government agencies.			Advocacy	1,000
	Organize atleast two (2) community/local level sessions on feedback based on dissemination and engagement of leaders around sauti data (data specific to Karamoja and related feedabck)			Advocacy	3,000
	Leverage existing coalitions, networks and platforms (UWASNET, CSBAG, UNICEF- U report, COFI, ACME and Baraza platforms, Parliamentary Watch) to infuse Sauti data and contribute to shaping advocacy messages			Advocacy	4,500
	Engage sectoral chairperson and area MPs in parliament to introduce them and interest them to use sauti data on issues at committee level and on the floor of parliament			Advocacy	1,000
	Activity 6. Media	Total	10,750	Comms	
	Hold two (2) meeting with editors from selected media houses			Comms	600
	Hold two (2) media briefings			Comms	150
	Provide data and facilitate journalists to write stories using Sauti/Twaweza data			Comms	6,000
	Engage Bloggers to strengthen Twaweza's social media presence in Uganda.			Comms	4,000
	EDUCATION		298,677		
Mission E1: Finalise Uwezo outputs, continue engagement, experiment, create new strategy			248,677		
Finalise outputs, continue engagement, monitor			149,860		
Key education officials (local and	Activity 1. Finalise assessment	Total	14,000	Uwezo	

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
national) participate in discussions around Uwezo findings	Finalising 2018 Data entry			Uwezo	2,000
	Finalising assessment in Yumbe district			Uwezo	12,000
Major donor interventions in education focus on learning outcomes, use Uwezo findings as a measure of progress.	Activity 2. National materials	Total	15,000	Uwezo	
	Writing, reviewing and editing of the 2018 National	Policy makers at national and district levels, media, educationalists	UBOS, consultants, editors	Uwezo	3,800
National and local government education officials acknowledge the value and importance of independent data, especially on learning outcomes	Writing, reviewing and editing of the 2018 District reports			Uwezo	3,200
	Printing of the 2018 National report		Printing company	Uwezo	5,000
	Designing of the 2018 National report		Designer	Uwezo	3,000
	Activity 3. Sub-national materials produced	Total	8,800	Uwezo	
	Printing of the 2018 District report cards		Printing company	Uwezo	4,800
	Designing of the 2018 District report cards		Designer	Uwezo	4,000
Public statements from government officials (local and national) involved in education reference learning outcomes	Activity 4. Engagements	Total	31,860	Uwezo	
	National engagements			Uwezo	
Parliamentary debates on education reference learning outcomes, Uwezo findings	National report launched	District government officials, OPM, UNHCR & implementing partners, MPs, councilors, media, education NGOs		Uwezo	5,000
A proportion of budget allocations for education in the 2019-2020 budget are focused on learning outcomes	Staff and selected partners' participation in district launch	District government officials, OPM, UNHCR & implementing partners, MPs, councilors, media, education NGOs		Uwezo	7,360
	Advisory committee members and government officials (National and district level) participation in the 2019 Uwezo initiatives (engagement and experiments)	MoES Officials and Parliamentarians		Uwezo	7,500
Citizens (parents) continue to prioritise learning outcomes particularly over free					

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
<p>or low cost access to education</p> <p>In select communities, community and official commitments to improve learning outcomes are made and acted on / followed up</p>	Collaboration with Education Coalitions e.g. FENU and participation and support to education related events organised by other actors such as MoES, SESIL, Reading Association of Uganda, MGLSD, NCDC, Cultural and Religious Institutions' Departments of Education and other CSOs.	FENU	FENU, MoES, CSOs	Uwezo	10,000
	Collaboration with UNATU at national and district	Teachers	UNATU	Uwezo	2,000
	Sub-National Engagements	Total	80,200	Uwezo	0
	Uwezo partners at district level engaged in sharing of evidence through media and face-face meetings			Uwezo	
	District reports launched	District government officials, OPM, UNHCR & implementing partners, MPs, councilors, media, education NGOs		Uwezo	27,200
	Engaging selected district partners and volunteers to support and monitor collective commitments and actions from village meetings adapting facilitated advocacy approaches including documenting and sharing most significant change (MSC) stories from the	District partners	Independent consultants	Uwezo	30,000
	Uwezo staff participation in supporting and monitoring collective commitments and actions from village meetings adapting a facilitated advocacy approach			Uwezo	10,000
	District-level CSOs involved to amplify evidence through launches and meetings			Uwezo	
	Documenting stories of action/change emerging from engaging with Uwezo processes and/or findings	District partners	Independent consultants	Uwezo	6,000

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	Staff participation in validating selected stories of change			Uwezo	2,000
	Partnership with media to enhance data journalism initiated and sustained through workshops, roundtables and spaces to travel and cover Data/Voice activities in the field			Uwezo	
	Education journalists from at least 20 media houses (print, radio & TV) at national and district level involved in the 2019 Uwezo initiatives for exposure and do evidence-based reporting.	Education Journalists	Media houses	Uwezo	5,000
Small experiments			61,017		
Household-based experiment assessment of learning outcomes of 14-20-year olds in terms of everyday adult reading/writing and mathematics implemented in partnership with Oxford Policy Management (OPM)	Activity 1. Uwezo Accountability Strengthened	Total	800	Uwezo	
Learning: applicability of the Uwezo model and method to adult learning	Research Authorization from relevant departments obtained and consent and assent forms translated and printed	Children/adults aged 14-20 years	MoES, MUREC, LGs	Uwezo	800
Relevant education officials welcome the new approach to assessing adult learning	Activity 2: Research design framework developed	Total	700	Uwezo	0
	District and EA Sampling and Map development	One district representing rural and urban	UBOS, Independent researchers	Uwezo	700
Create a model for a pioneering approach to assessing adult learning	Activity 3: Development of Test Manuals and Review:	Total	4,858	Uwezo	

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	Household survey booklets, containing Village, School and Household sheets printed	Children/adults aged 14-20 years	Printing Firm	Uwezo	80
	Training appendices printed inclusive of Survey sheets and test booklets for all trainings (ToT, district wide pilot, Regional trainings, National training, and volunteer training		Printing Firm	Uwezo	25
	Booklet to list all households designed and printed		Printing Firm	Uwezo	40
	Table of Random Numbers Booklet printed		Printing Firm	Uwezo	80
	Volunteer and Village Coordinator's workbooks printed	Children/adults aged 14-20 years	Printing Firm	Uwezo	45
	Trainers/Facilitators manuals printed	Children/adults aged 14-20 years	Printing Firm	Uwezo	23
	Volunteers and Trainers tags and Certificates printed	Volunteers, Trainers and Partner Institutions, DCs, DCCPs and Test Developers	Printing Firm	Uwezo	200
	District/Regional Coordinators/partners engaged			Uwezo	0
	Local council leaders facilitated to support Household listing and Volunteer recruitment			Uwezo	100
	Engaging Village Coordinators(VCs)		DPIs	Uwezo	300
	Activity 5. Household Based Assessments Undertaken	Total	7,966	Uwezo	
	Assessment undertaken in one district			Uwezo	0
	Call for volunteers poster printed (A3 full colour)		Printing firm	Uwezo	50
	Training of Trainers	Trainers		Uwezo	0

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	Facilitators trained in a 2-day session on emerging methods		National Trainers	Uwezo	1,016
	National trainers engaged to support all levels of training.		Trainers	Uwezo	0
	Master trainers engaged as trainers of Trainers.		Trainers	Uwezo	0
	District Coordinator engaged		Trainers	Uwezo	500
	Training of Volunteers: (Districts)	Volunteers		Uwezo	0
	Volunteers and village coordinators undergo a two day training in their respective districts on how to conduct assessments and record data. The training to have both theoretical and practical components. The costs are inclusive of accommodation, lunch, break teas, mineral water, dinner, hall hire and transport reimbursements to and from the training venue	volunteers, VCs, DCs, DCCPs, Heads of organisation	Master Trainers, Key Facilitators, DCs, RCs	Uwezo	2,070
	Volunteers undergo field based practice to understand better the assessment process		Master Trainers, Key Facilitators, DCs. RCs	Uwezo	150
	Stationeries procured for trainings		Suppliers	Uwezo	300
	Volunteer-Transport re-imbursed to return survey booklets	Volunteers	District partner organisations	Uwezo	280
	Volunteers paid modest honoraria	Volunteers, Village Coordinators		Uwezo	1,200
	Assessment materials transported. Transportation costs for assessment materials; The materials to also include the relevant materials for communication of findings and call to citizen action. Transport is two-way.			Uwezo	0
	Trainers and Uwezo staff facilitated to support pre, during and post assessment	Trainers, DCs, staff		Uwezo	2,400

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	Activity 6. Data Accurately Entered and Analyzed	Total	33,000	Uwezo	
	Data Analysis			Uwezo	
	Data entry and Data Re-entry undertaken	Data entry and re- entry	Consultant	Uwezo	1,000
	Quality assuring the report writing through peer review			Uwezo	1,000
	Testing out the capability-driven model: Uwezo methodology and tools promoted among potential users; Staff supported to share Uwezo methodology and tools with interested and potential users locally and regionally			Uwezo	8,000
	Utilising Uwezo volunteers in remedial teaching and learning: Teaching at the right level (TaRL) approach piloted			Uwezo	0
	Training of Trainers (ToT) in the TaRL approach			Uwezo	0
	Uwezo staff, selected trainers and District Coordinators trained on the TaRL approach and on how different literacy and numeracy materials are developed.			Uwezo	3,000
	Materials designed and printed for piloting of the TARL approach in selected communities			Uwezo	0
	TaRL materials developed, designed and printed for use during the TaRL pilot			Uwezo	2,000
	Piloting of TARL approach			Uwezo	0

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	A pilot of TaRL will be conducted in 5 villages and schools per district in at least two districts (a total of 10 EAs and schools) to test the application and benefits of the approach in a Ugandan context			Uwezo	8,000
	Building on the successful pilot of Uwezo assessment in refugee contexts, undertake an in-depth study of the extent and effect of the spillover of refugee children in mainstream schools to inform a future scale-up of the pilot: a study undertaken on the extent and effect of the spillover of refugee children in mainstream schools in at least 2 refugee-hosting districts in the West Nile.	Schools	Uwezo District partners, OPM, UNHCR, Windle Trust, SESIL, Independent researchers	Uwezo	10,000
	Contribution to global knowledge through presentations and publications: Uwezo concept and evidence shared widely at regional and global levels	Total	12,000	Uwezo	0
	Participate actively in global networks for learning and sharing	PAL Network, AU, RELI, WERA		Uwezo	4,000
	Selected strategic conferences attended and Uwezo findings presented			Uwezo	8,000
	New strategy and structure		37,800		
Uwezo 4-year strategy finalised A fundraising strategy developed	Activity 1.	Total	37,800	Uwezo	
	National Advisory Committee meets quarterly to advise on Uwezo processes and tools		National Advisory Committee members	Uwezo	3,800
	Consultations and finalisation of Uwezo strategy including a face to face meeting involving local and global partners	Current and prospective donors, other selected global partners, Advisory Committee members, Educational authorities and Civil society		Uwezo	30,000
	Engage a consultant to help finetune the strategy and develop a fundraising strategy	Uwezo	Independent consultant	Uwezo	4,000

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
Mission E2: Finalise curriculum research and outputs, continue engagement, define future plans			25,000		
Finalise research and outputs			4,600		
<p>Officials involved in the review / development and implementation of the curriculum have positive attitudes towards the SEC methodology and express willingness to incorporate elements of the methodology in their work</p> <p>Officials involved in curriculum development seek more information on the findings and methodology of Twaweza's curriculum analysis, participate actively in all relevant events</p>	Activity 1. Ongoing analysis and reports	Total	4,600	WWE	
	Subject experts engaged, SEC analysis outputs/findings synthesized - progression, alignment, and cross-cutting themes.	Curriculum bodies, PTCs, teachers.	CCA-univ of Wisc, subject experts.	WWE	3,500
	Curriculum analysis report produced.			WWE	1,100
Engagement and materials			11,900		
<p>Officials involved in the review / development and implementation of the curriculum have positive attitudes towards the SEC methodology and express willingness to incorporate elements of the methodology in their work</p>	Activity 1. Training curriculum experts	Total	3,200	WWE	
	Focused in-depth training on application of SEC methodologies.	Curriculum bodies, DES, PTCs-outreach.	CCA, subject experts.	WWE	3,200
	Activity 2. Sharing the methodology	Total	8,700	WWE	
	Boardroom style validation and briefing sessions with key target audiences.	Parliament, MoES, Curriculum bodies, Teachers (pre & in-service).	CCA-univ of Wisc, subject experts.	WWE	6,000

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
Officials involved in curriculum development seek more information on the findings and methodology of Twaweza's curriculum analysis, participate actively in all relevant events	Design & print curriculum analysis briefs.			WWE	2,700
New strategy and structure			8,500		
National-level subject panels formed	Activity 1. Twaweza's Curriculum analysis work smoothly transitioned to key national-level institutions.	Total	8,500	WWE	
Twaweza's curriculum work handed over to target institutions	Support to target institutions to commence process of developing subject content taxonomies - composition of subject panels, etc.	Universities, Curriculum bodies, PTCs.	CCA - univ of Wisc, NCDC & UNEB, PTCs	WWE	5,500
	Curriculum analysis transition/handover activities to NCDC & UNEB.			WWE	3,000
Mission 4. Positive deviance practices identified, validated and shared; RISE continued			25,000		
Validation and final report			1,050		
Key sector players convinced about the value of using PD approach to solve education problems	Activity 1. Evidence is produced and shared on what works in improving school leadership and management	Total	1,050	WWE	
	PD report (short version) produced and shared.	MOES, PTCs, Head teachers	PD consultant, consultative team.	WWE	1,050
Engagement and materials			23,950		
Key sector players convinced about the value of using PD approach to solve education problems	Activity 1. Twaweza's PD work is shared and transitioned to specifically targeted district and community-level players.	Total	23,950	WWE	
Positive deviant practices adopted in a					

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
subset of targeted schools	Schools supported to implement their commitments to action made during the validation sessions. Design and print PD guidance to action briefs/digests.	Local communities, Schools, DEOs.	PD consultant, PTCs, other CSOs.	WWE	11,600
	Local-level (district, parish) PD action dialogues and discussions held. Local networks initiated and supported to sustain PD work beyond 2019. PD transition/handover activities to these networks.	Local communities, foundation bodies, schools.	PD consultant, PTCs, other CSOs, media.	WWE	12,350
LEARNING MONITORING EVALUATION			60,600		
LME Mission 1: Evidence from practice (implementation) is collected and shared internally (as well as externally) in a timely manner,			26,400		
Staff knowledgeable of monitoring structure, responsibilities and processes; using internal system (SF) for tracking & insights.	Activity 1. Using internal system (SF) for tracking & insights.	Total	0	LME	
	Organize internal Trainings/mentoring sessions or continued support and refresher sessions to staff for various internal monitoring / tracking tools (e.g. SF based)	Twaweza		LME	0
	Outcome Mapping: focus on advocacy work, engage and support the use of OM; assist in turning OM findings into products such as briefs, for internal use 2x per year, external audience 1x year. Includes involvement in engagement strategising	Twaweza		LME	0
	LME staff in 3 countries participating in selected trainings relevant to work, possibly one LME workshop with external trainers. Budget in RO.	Twaweza		LME	0
Selective & systematic media monitoring in place, informing practice	Activity 2. Media monitoring in place, informing practice	Total	11,400	LME	

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	Comprehensive media monitoring of Twaweza corporate log, unit activities, key events and launches including coverage of ATI issues, SDGs through an independent company	Twaweza	Ipsos	LME	11,400
	For checking delivery & quality of various media based products: clipping of radio / TV; analysis internal	Twaweza		LME	0
	Media content analysis - capturing data journalism; internal. Semi-annually.	Twaweza		LME	0
Independent verification of Distribution, Coverage and Quality (including Feedback) in at least 80% of all implemented initiatives; results from at least 3 studies formulated to improve practice and knowledge (briefs).	Activity 3. Independent verification of Distribution, Coverage and Quality (including Feedback)	Total	10,000	LME	
	Omnibus surveys: Measurement of coverage, recall and awareness of our and partner media-based initiatives; also for checking brand name recognition, associations.	Twaweza	Ipsos	LME	10,000
	Tracking dissemination, exposure of various results / reports: Curriculum, KF, PD in schools, Uwezo, Sauti briefs, other reports. Internal, LME support to implementing unit, help w synthesis.	Twaweza		LME	0
Independent verification of intermediate outcomes conducted as relevant: results from at least 2 studies contributing to improved practice & knowledge (briefs).	Activity 4. Independent verification of intermediate outcomes	Total	5,000	LME	
	An evaluation of the positioning and impact of SzW program in Uganda polling space (SzW at 1 years): coverage through media monitoring; feedback from key target audience of Sauti (MP, PS, Ministers, technocrats) via interviews	Twaweza, global TAP community	Consultant	LME	5,000
LME Mission 2: "Mechanisms are set up to test core hypotheses in the theory of change, as well as to measure impact (effect) of Twaweza supported initiatives; knowledge gained from these is shared internally for improving practice and externally to contribute to global knowledge."			30,000		

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
Interventions are informed by and adapted based on evidence	Activity 1. Formative research	Total	30,000	LME	
	Finalise the study on civil servant perspectives on access to information and citizen participation, budget in Mission 1	Public servants, Twaweza, global TAP community	Researchers, Civil Servants	LME	0
	Undertake study to understand the citizens perspectives on access to information and participation in government processes, also functions as community level baseline for citizen agency work	Public servants, Twaweza, global TAP community	MIT	LME	30,000
	Support the design and piloting of the intervention (Mission 1) based on five studies	Twaweza	Busara	LME	0
LME Mission 3: In each country, staff and colleagues are engaged in active reading and learning, drawing on various components of LME work, internal practice, and external (country, regional, global) relevant evidence, practice and new ideas			4,200		
Learning events (sessions, skills labs, reading club, etc.) are held regularly on topics of relevance to organization	Activity 1. Learning events (sessions, skills labs, reading club, etc.) are held regularly on topics of relevance to organization	Total	800	LME	
	Learning session: To introduce new ideas and approaches following current focus areas and participants suggestions (Atleast 10 session per year)	Twaweza	Program and Research Partners	LME	0
	Reading Club: Bi-monthly for staff and interested partners, aim is to develop critical thinking by discussing articles on development, following themes and/or participants' suggestions.(At least 10 articles discussed per year)	Twaweza		LME	400
	Skills Lab: Monthly (12 per year), for staff, on technical and other skills identified as essential and/or beneficial in our work.	Twaweza		LME	200

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	Food for thought: Informal presentations/sessions, drawing on identified interests (internal learning/sharing, but also brining in external partners) At least 8 in Uganda	Twaweza	Program and Research Partners	LME	200
Informing global debates	Activity 1. Link to Global Knowledge	Total	3,400	LME	
	Initiate meetings to mobilize, constitute and form Twaweza Uganda National Advisory Committee.	Twaweza		LME	1,500
	Convene Twaweza Uganda National Advisory Committee meeting.	Twaweza		LME	1,500
	Library: a) Maintain and develop the use of salesforce library b) Add to collection thorough and careful selection of books procured online and locally c) Quartely Book Party	Twaweza		LME	400
	Provide monthly content for updating of LME page on Twaweza website, at least 12 per year.	Twaweza, global TAP community		LME	0
	Produce electronic briefs synthesising lessons and insights from monitoring work, at least 4 in the year, share online, via social media and email	Twaweza, global TAP community		LME	0
	Learning exchange w Raising Voices (travel Twa staff to UG; writing of lessons / notes); invite to RV to visit TZ program (if relevant) to come from TAI funds in TZ	Twaweza, global TAP community	Raising Voices	LME	0
OPERATIONS AND FINANCE			99,976		
	Operations and Finance	Total	99,976	Ops	
	Success 1: Effective policies, systems and procedures to ensure effective financial, administrative, human resource and IT management in place			Ops	0

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible unit,	Total
	Success 2: Staff recruited and motivated to realize Twaweza goals in a supportive environment			Ops	11,742
	Success 3: Office and assets functioning optimally and well managed			Ops	62,625
	Success 4: Internal documentation and correspondence efficiently managed			Ops	177
	Success 5: Information technology			Ops	20,492
	Success 6 Office assets/Equipment			Ops	2,900
	Others: Bank charges			Ops	2,040
STAFF COSTS			361,088		
Staff	Staff costs	Total	361,088	Ops	
Staff	Salaries Voice and Participation			Ops	35,980
Staff	Salaries Programs Ed			Ops	166,009
Staff	Salaries Comms and Advocacy			Ops	35,737
Staff	Salaries LME			Ops	63,383
Staff	Salaries OPS/Finance			Ops	59,979

KENYA

Outcome (by activity)	Outputs/Activities	Target Audience	Key Partners	Responsible unit, person	Total
Grand total			784,652		784,652
Civic Space & Citizen Agency			412,450		
Mission O2: To enable citizens' voices, interests and experiences to be heard and taken			412,450		
<p>MPs, councillors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making</p> <p>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency</p> <p>In selected geographic areas, community media facilitate citizen-government interaction and highlight local collective action and response</p> <p>Government officials seek citizen views on policy and laws, have increased understanding of citizen challenges</p> <p>Government officials endorse, participate in and create spaces in which they interact directly with citizens</p> <p>Government officials make decisions informed by citizen input</p>	Activity 1. National collection of citizens' voices	Total	393,690	SzW	
	Sampling frame; selection of EAs accompanied with a methodology write-up before the baseline: technical support from KNBS (Sampling and Training)	Twaweza/research partner	Kenya National Bureau of Statistics (KNBS)	SzW	1,100
	EA maps for at least 250 EAs available before baseline survey activity: Enumeration Area Maps (250 Maps @\$15 each)	Panel sample	Kenya National Bureau of Statistics (KNBS)	SzW	3,750
	2,240 functioning and high quality mobile phones purchased and issued to respondents (90%+ of respondents can be reached during call rounds): Mobile Phones (2,240 Pieces @\$24)	Panel sample	SzW	Ops	53,760
	700 SIM cards issued to at least 30% of the respondents (90%+ of respondents can be reached during call rounds): SIM Cards (700 Pieces @\$1)	Panel sample	SzW/research partner	Ops	700
	1,120 solar charges issued to respondents with no source of electricity (at least 50% of sample). 90%+ of the respondents can be reached during call rounds: solar Chargers (1,120 Pieces @\$24)	Panel sample	SzW	Ops	26,880
	Undertake second baseline survey data collection	Media, Policymakers, key actors; development partners	KNBS; research partner	SzW	250,500
	At least three call rounds conducted and research briefs written/launched	Media, policy makers, key actors; development partners	PPE/ED	SzW	46,500

Outcome (by activity)	Outputs/Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Maintain at least 90% response rate; quality control report and field visits: At least 2 quality control call backs, 6 field trips during baseline and field visits during the call rounds.	Twaweza/partners	Research partner	SzW	10,500
	Activity 2. Convenings	Total	0	Comms	
	Investigate Bunge la Wananchi (citizens' parliament) as a platform for citizen voice and data dissemination		Bunge la Wananchi	SzW	0
	Activity 3. Material	Total	7,760	Comms	
	Produce 8 briefs	Governors, media, technocrats	Designer	Comms	4,560
	Compendium of data for governors' conference	Governors	Designer	Comms	3,200
	Activity 4. Engagement	Total	6,000		
	8 launch events	Governors, media, technocrats		Advocacy	4,000
	Present Sauti and host a booth at Council of Governors	Governors	Governors' association	SzW	2,000
	Research into upcoming parliamentary / council debates			SzW	
	Sharing relevant facts with governors and MPs via social media			Comms	
	Pre and post launch engagements with relevant technocrat and government officials, minimum 4	Sector relevant officials		SzW	
	Activity 5. Media	Total	5,000		
	Direct social media engagement			Comms	0
	Working through influencers	Elite citizens, relevant officials, media	Social media influencers	Comms	5,000
	2 op-eds	Elite citizens, relevant officials, media	Newspapers	SzW	
	5 media interviews	As above		SzW	
	Send bi-weekly facts to media on current debates	Media		SzW	0
EDUCATION			50,000		
Mission E1: Finalise Uwezo outputs, continue engagement, experiment, create new strategy			50,000		

Outcome (by activity)	Outputs/Activities	Target Audience	Key Partners	Responsible unit, person	Total
Finalise outputs, continue engagement, monitor			16,000		
<ul style="list-style-type: none"> - MPs are aware of and make public reference to Uwezo data - Education officials public statements reference learning outcomes - New policies and reforms (including curriculum review / roll out) target learning outcomes 	Activity 1. Engagements	Total	16,000	Uwezo	
	Policy and media engagements enhanced and deepened: 1 meeting held with the Parliamentary Committee on education	Members of Parliament	Parliamentary Service Commission	Uwezo	3,000
	2 breakfast meetings held with the MOE, TSC and relevant SAGAs	Senior managers/Directors in the relevant government departments	MOE, TSC, SAGAs	Uwezo	1,500
	Public launch of the reports from the experiment with basic education policy and legal frameworks analysis	Government officials, CSOs, parents, public	Media	Uwezo	1,500
	Participation in EE4A: 1 national policy conference held	Policy Actors	IPA, RTI, MOE, KICD, APHRC, WERK	Uwezo	10,000
	Engagement in pre-conference preparatory activities including development of the conference concept, solicitation for, review and selection of abstracts to be presented at the conference and writing papers using Uwezo data for presentation at the conference.	Government officials, CSOs, parents, public	IPA, RTI, MOE, KICD, APHRC, WERK	Uwezo	0
	Mining the existing Uwezo data for production of papers for publication, seminar papers, blogs and newspaper opinion pieces	Government officials, CSOs, parents, public	Twaweza, PPE, Pal Network	Uwezo	0
Small experiments			22,000		
	Activity 1. Reviewing the policy and legal environment	Total	22,000	Uwezo	

Outcome (by activity)	Outputs/Activities	Target Audience	Key Partners	Responsible unit, person	Total
<ul style="list-style-type: none"> - Targeted education officials are aware of the policy obstacles to achieving quality education - One new reform initiated based on the findings of Twaweza study - Five best Uwezo partners increasingly engaged to implement local education interventions - Public and policy debate on learning outcomes through media and parliament 	The basic education policy and legal frameworks audited for inconsistencies and conflicts that hinder and/or negate effectiveness in delivering quality education, and gaps between the laws, policies and practice as per available Uwezo and other data documented.	Media, policy actors, key actors, private sector, development partners, academics, general public	Relevant government officials, CSOs,	Uwezo	4,000
	An audit of the basic education sector policies, laws and practice is conducted to establish gaps and conflicts in their implementation	Media, policy actors, key actors, private sector, development partners, academics, general public.	Relevant government officials, CSOs.	Uwezo	4,000
	Reviewing relevant basic education sector laws and policies in light of available Uwezo and other evidence, and drafting position papers and policy briefs for policy engagement	Development partners, MOE, SAGAs, TSC, CSOs	MOE, CSOs, Twaweza PPE	Uwezo	0
	At least one partnership with a media house established to run a program on learning outcomes, their distribution and their drivers.	Public, CSOs, Policy actors, private sector, development partners	Media	Uwezo	0
	2 National reports highlighting the policy and legal gaps and conflicts, as well as the gaps and conflicts between policies, laws and practice that impinge on delivery of quality basic education are produced and shared.	Public, CSOs, Policy actors, private sector, development partners	Twaweza PPE,	Uwezo	5,000
	5 best performing Uwezo partners of all time profiled: Report on the contribution of the selected partners to promotion of education in their areas and Uwezo's contribution to their achievements generated.	Twaweza/Uwezo, development partners, MOE, CSOs	Uwezo Partners	Uwezo	6,000

Outcome (by activity)	Outputs/Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Uwezo questions (4 -5) loaded on every Sauti round to contribute to and enrich the policy engagement piece 3 Uwezo briefs produced and launched through the media	Public, CSOs, Policy actors, private sector, development partners	Sauti/Twaweza, Media	Uwezo	3,000
New strategy and structure			12,000		
National Advisory Committee engaged in brainstorming about the future strategy	Activity 1. Engaging Uwezo Advisors in Kenya in envisioning its post 2019 future	Total	5,000	Uwezo	
	3 meetings held with the NAC to help enrich the conceptualization of Uwezo Kenya's future. 3 NAC members facilitated to participate in the Uwezo reflection meeting that will include critical friends from outside of Twaweza.	Uwezo/Twaweza	NAC members	Uwezo	5,000
Uwezo Kenya story told in a variety of ways to reach different audiences of interest	Activity 2. Documenting and sharing Uwezo's impact stories over the last 10 years	Total	7,000	Uwezo	
	At least five different products, including blogs, a video documentary, an academic publication and newspaper opinion pieces produced to celebrate the 10 years of Uwezo in Kenya	Public, CSOs, Policy actors, private sector, development partners and the academia.	CSOs, MOE, TSC	Uwezo	7,000
LEARNING MONITORING EVALUATION			31,000		
LME Mission 1: Evidence from practice (implementation) is collected and shared internally (as well as externally) in a			29,800		
Staff knowledgeable of monitoring structure, responsibilities and processes	Activity 1. Using internal system (SF) for tracking & insights.	Total	0	LME	
	Organize internal Trainings/mentoring sessions or continued support and refresher sessions to staff for various internal monitoring / tracking tools (e.g. SF based)	Twaweza		LME	0
	Outcome Mapping: focus on PPE unit (some Uw & WWE), engage and support the use of OM; assist in turning OM findings into products such as briefs, for internal use 2x per year, external audience 1x year. Includes involvement in engagement strategy for SzW and Uwezo.	Twaweza, global TAP community		LME	0

Outcome (by activity)	Outputs/Activities	Target Audience	Key Partners	Responsible unit, person	Total
	LME staff in 3 countries participating in selected trainings relevant to work, possibly one LME workshop with external trainers. Budget in RO.	Twaweza		LME	0
Selective & systematic media monitoring in place, informing practice	Activity 2. Media monitoring	Total	19,800	LME	
	Comprehensive media monitoring of Twaweza corporate log, unit activities, key events and launches including coverage of ATI issues, SDGs through an independent company	Twaweza	Ipsos	LME	19,800
	For checking delivery & quality of various media based products: clipping of radio / TV; analysis internal	Twaweza		LME	0
	Media content analysis - capturing data journalism; internal. Semi-annually.	Twaweza		LME	0
Independent verification of Distribution, Coverage and Quality (including Feedback) in at least 80% of all implemented initiatives; results from at least 3 studies formulated to improve practice and knowledge (briefs).	Activity 3. Independent verification of Distribution, Coverage and Quality (including Feedback)	Total	5,000	LME	
	Omnibus surveys: Measurement of coverage, recall and awareness of our and partner media-based initiatives; also for checking brand name recognition, associations.	Twaweza, global TAP community	Ipsos	LME	5,000
	For feedback from target audiences on various Twaweza products & initiatives, via FGD & KII, internal	Twaweza		LME	0
Independent verification of intermediate outcomes conducted as relevant: results from at least 2 studies contributing to improved practice & knowledge (briefs).	Activity 4. Independent verification of intermediate outcomes	Total	5,000	LME	
	An evaluation of the positioning and impact of SzW program in Kenya polling space	Twaweza	Researcher	LME	5,000
LME Mission 3: In each country, staff and colleagues are engaged in active reading and learning, drawing on various			1,200		
	Activity 1. Learning events (sessions, skills labs, reading club, etc.) are held regularly on topics of relevance to organization	Total	800	LME	

Outcome (by activity)	Outputs/Activities	Target Audience	Key Partners	Responsible unit, person	Total
Learning events (sessions, skills labs, reading club, etc.) are held regularly on topics of relevance to organization	Learning session: To introduce new ideas and approaches following current focus areas and participants suggestions (Atleast 10 session per year)	Twaweza	Program and Research Partners	LME	400
	Reading Club: Bi-monthly for staff and interested partners, aim is to develop critical thinking by discussing articles on development, following themes and/or participants' suggestions.(At least 10 articles discussed per year)	Twaweza		LME	0
	Skills Lab: Monthly (12 per year), for staff, on technical and other skills identified as essential and/or beneficial in our work.	Twaweza		LME	200
	Food for thought: Informal presentations/sessions, drawing on identified interests (internal learning/sharing, but also brining in external partners) At least 10 in Kenya	Twaweza	Program and Research Partners	LME	200
Informing global debates	Activity 1. Link to Global Knowledge	Total	400	LME	
	Library: a) Maintain and develop the use of salesforce library b) Add to collection thorough and careful selection of books procured online and locally c) Quartely Book Party	Twaweza		LME	400
	Provide monthly content for updating of LME page on Twaweza website, at least 12 per year.	global TAP community, donors		LME	0
	Produce electronic briefs synthesising lessons and insights from monitoring work, at least 4 in the year, share online, via social media and email	global TAP community, donors			0
OPERATIONS AND FINANCE			80,723		
	Operations and Finance	Total	80,723	Ops	
	Success 1: Effective policies, systems and procedures to ensure effective financial, administrative, human resource and IT management in place			Ops	0
	Success 2: Staff recruited and motivated to realize Twaweza goals in a supportive environment			Ops	18,222

Outcome (by activity)	Outputs/Activities	Target Audience	Key Partners	Responsible unit, person	Total
	Success 3: Office and assets functioning optimally and well managed			Ops	50,641
	Success 4: Internal documentation and correspondence efficiently managed			Ops	310
	Success 5: Information technology			Ops	7,926
	Success 6 Office assets/Equipment			Ops	720
	Others: Bank charges			Ops	2,904
STAFF COSTS			210,479		
	Staff costs	Total	210,479	Ops	
	Salaries Voice and Participation			Ops	47,784
	Salaries Programs Ed			Ops	114,765
	Salaries Comms and Advocacy			Ops	0
	Salaries LME			Ops	0
	Salaries OPS/Finance			Ops	47,930

REGIONAL					
Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible	Total
Grand total			1,896,114		1,896,114
Civic Space & Citizen Agency			8,250		
Mission O2: To enable citizens' voices, interests and experiences to be heard and taken seriously in decision-making			8,250		
Informing global debates	Activity 1. Global outreach	Total	8,250	SzW	
	At least 3 regional presentation/briefs shared/done on SzW approach and/or findings	Media		SzW	3,000
	Reinforced SzW platform as a reliable platform where citizens can share their feedback by having at least one call round partnership with relevant peers & government affiliaties in Tanzania; Kenya and Uganda respectively: Networking and partnership peer organizations and Gouvernement affiliaties (at least 3 engagement; workshop attended at country level)			SzW	2,250
	Maintain 85+% attrittion rate of Sauti panel: Survey and support of SzW activities through field visit of SzW Regional team (baseline); at least one visit done in each respectively country (Kenya; Uganda and Tanzania)		SzW county units	SzW	3,000
EDUCATION			18,000		
Mission E2: Finalise curriculum research and outputs, continue engagement, define future plans			12,750		
Finalise research and outputs			7,500		
Informing regional debates	Activity 1.	Total	7,500	WWE	
	Technical support for curriculum analysis.	MOES, curriculum institutes, educ. donors.	CCA - Univ of wisconsin, panel of experts.	WWE	5,000
	Regional report on primary curriculum effectiveness.			WWE	2,500
Engagement and materials			5,250		
Informing global debates	Activity 1.	Total	5,250	WWE	
	Participate in international events to share and debate our analysis methodologies and findings.	Academic institutions, curriculum institutes, other educ. stakeholders	CCA - Univ of Wisconsin, Panel of experts.	WWE	5,250

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible	Total
Mission 4. Positive deviance practices identified, validated and shared; RISE continued			5,250		
Validation and final report			750		
Informing regional debates	Activity 1.	Total	750	WWE	
	Regional PD report produced and shared.	MOES, PTCs, head teachers	PD consultants, CSOs.	WWE	750
Engagement and materials			4,500		
Informing regional debates	Activity 1.	Total	4,500	WWE	
	Organize a regional forum to share PD methodology and findings.	MOES, PTCs, head teachers	PD consultants, CSOs.	WWE	4,500
LEARNING MONITORING EVALUATION			13,800		
LME Mission 1: Evidence from practice (implementation) is collected and shared internally (as well as externally) in a timely			5,800		
	Activity 1. Using internal system (SF) for tracking & insights.	Total	5,800	LME	
	LME active support: regional positions quarterly travel to countries for in house mentoring, training and support			LME	2,800
	LME staff in 3 countries participating in selected trainings relevant to work			LME	3,000
LME Mission 3: In each country, staff and colleagues are engaged in active reading and learning, drawing on various			8,000		
	Activity 1. Interns	Total	8,000	LME	
	Young people engaged in productive short-term arrangements, contributing to their own learning and beneficial to the organization. Budget for all 3 countries.			LME	8,000
GOVERNANCE AND MANAGEMENT			123,500		
Gov/Man Mission 1: Planning and reporting completed, submitted, discussed, and used to ensure timely delivery of quality			20,000		
	Annual plans produced by each directorate, consolidated and approved by Executive Director and Board, posted online and shared with donors. Plans developed in a way that is useful for internal operations, easy to follow for implementation, monitoring and learning.			ED	0
	Half year reports (both narrative and unaudited budget v/s expenditure) in agreed format produced by each directorate, consolidated, and discussed during the quarterly management team meeting, Board/donor meeting, and relevant monthly bilateral with the Executive Director			ED	0

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible	Total
	Annual report (both narrative and audited financials) produced by each directorate and consolidated, consistent with agreed reporting system			ED	0
	End of strategy report printed and Promotional / fundraising flyers			Comms	2,000
	Ongoing website maintenance and design commissions, photos			Comms	8,000
	Annual planning retreat for high-level strategic discussions conducted, Directors involved in preparations			ED	10,000
Gov/Man Mission 2: Management and strategic support provided to the Directors and entire team			46,000		
	Management team supported to better execute their duties through management training. This year includes tailor made management training and coaching by renowned company, linked to QMT			ED	0
	Quarterly management meetings held in person three times/year rotating between Tanzania, Kenya, and Uganda, with all Managers in attendance.			ED	11,000
	Workflows are documented and updated as required, and developed into Salesforce tabs. Clear milestones and deliverables to ensure complete running of the system by mid 2016			ED	0
	Weekly staff meetings held for information-sharing and documented. Technology permitting, meetings to be held jointly across East Africa.			ED	0
	Twaweza's 2019-2022 strategy is discussed and finalised, clarity is provided through a series of meetings and sessions with the team & consultants for strategic coherence.			ED	0
	Change Management Consultant			ED	35,000

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible	Total
Gov/Man Mission 3: Twaweza has strong values, policies, and procedures, and staff are enabled to ensure compliance			32,500		
	Key values and ideas behind Twaweza articulated and promoted to better inform the way staff operate. Book of Key Documents & associated material developed & shared with all staff and Board			ED	500
	Systematic assessment of actual practice against policies (spot-checks) done continually by ED Office and once a year through external consultant, reports produced, and required actions taken.			ED	2,000
	Full statutory compliance completed, including company annual returns, financial audits, property and income taxes, and immigration requirements.			ED	30,000
Gov/Man Mission 4: Governance Board and donors are consulted, engaged, and informed on all pertinent matters related			25,000		
	Governance Board exercising statutory and management oversight, and engaged to provide support, advise, and insight into Twaweza goals and strategy. Joint meeting with donors held twice a year, one in person and one via teleconference. Board packs shared in advance in a timely manner.			ED	10,000
	Develop and induct the new Board (with expert input).			ED	2,000
	Donors are informed and engaged regarding Twaweza's activities and operations through reports and meetings - one in person (May) and one via teleconference (September).			ED	2,000
	Fundraising conducted, and donor management tool developed and implemented (ideally via Salesforce).			ED	5,000
	Regional travel for the Executive Director and Director of Programs and Services to attend series of internal and external meetings.			ED	6,000
OPERATIONS AND FINANCE			68,379		
	Operations and Finance	Total	68,379	Ops	
	Success 1: Effective policies, systems and procedures to ensure effective financial, administrative, human resource and IT management in place			Ops	0

Outcome (by activity)	Outputs/ Activities	Target Audience	Key Partners	Responsible	Total
	Success 2: Staff recruited and motivated to realize Twaweza goals in a supportive environment			Ops	22,604
	Success 3: Office and assets functioning optimally and well managed			Ops	7,042
	Success 4: Internal documentation and correspondence efficiently managed			Ops	0
	Success 5: Information technology			Ops	38,733
	Success 6 Office assets/Equipment			Ops	0
	Others: Bank charges			Ops	0
STAFF COSTS			1,664,185		
Staff	Staff costs	Total	1,664,185	Ops	
Staff	Salaries Voice and Participation			Ops	335,400
Staff	Salaries Programs Ed			Ops	287,580
Staff	Salaries Comms and Advocacy			Ops	243,410
Staff	Salaries LME			Ops	304,157
Staff	Salaries OPS/Finance			Ops	393,277
Staff	Governance and Management			Ops	100,361