

# 2014 | Annual Plan

imagination - citizen agency - public action

Version: March, 2014



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**Disclaimer: This plan is indicative and no rights can be derived from this document. For partnerships to take effect, formal Twaweza procedures will be followed, including rigorous assessment against Twaweza partnership criteria.**

Note: *The Annual Plan was revised in March 2014 with the following changes:*

*The Communications/Public Engagement supplementary Ni Sisi activities totaling: \$337,161;*

*The Finance unit has been reorganized*

*Budget coding has been finalized*

## Introduction: What are we Learning?

Towards the end of 2013 Twaweza hosted a meeting of its independent evaluators, key researchers and practitioners, and representatives from our Board and donors. The two days were powerful – intense and inspiring, reflective and contentious. It raised tough questions about some of our most cherished ideas, and has helped us think through how we need to pivot our strategy for the coming years. This Annual Plan reflects many of these new ideas and questions.

What are some of the key ideas animating our thinking?

First, while some wondered whether we are willing to let go of our main theory of change, we very much believe that Twaweza’s core purpose remains the same as it has been: we want to contribute towards change in complex systems in East Africa, by promoting and enabling citizens to be active agents and to shape their own lives. Our experience over the past four years has made us question much of how we do citizen agency, but we are not quite throwing out the baby with the bathwater.

For example, in our original approach we didn’t want to be prescriptive about citizen action; we wanted to expand choices and leave it up to people to decide, what we called an ‘open architecture’ approach to social change. Sounds good; problem is that it doesn’t work so well in practice and the evidence of successful change suggests less openness and more focus. New evidence about the bandwidth that poor people have to make good decisions, as articulated in Sendhil Mullainathan’s “Scarcity: Why Having Too Little Means So Much”, provides useful insight on what one can expect people to do. Moreover, we have learned that we need to better articulate what we mean, including by defining what we mean when we refer to private or public action, and individual or collective action. We take to heart the call from the evaluators meeting<sup>1</sup> to both analyze what kind of action we have been promoting and want to promote in the future, as well as whether we prioritize some above others, including our stance on the desirability of voice or exit, *à la* Albert Otto Hirschman.

In essence, this is a move away from an unexplained “magic sauce” model where we feed some inputs (i.e. information) into a complex system, hope that the (self-selecting, undifferentiated) citizens will stir it themselves, and *voilà!* – a big outcome (such as increased citizen monitoring of services, and improved service delivery) will somehow pop out on the other end. Precisely because the processes and systems we seek to influence are nuanced, multi-layered, and steeped in politics (from local to national to international), and precisely because we no longer believe there is a single recipe to the magic sauce, we need to do a number of things with greater clarity, articulation and thought.

Second, we need to understand the systems in which we work much better, to map them out; to do political economy analysis<sup>2</sup>. Part of this is also just simply doing our homework: engaging more with both the theoretical frameworks and empirical evidence from within the transparency and accountability field, but also wider such as in public health, economics and political science. We know that experiences are not automatically portable across contexts, but reading deeply can help us think sharply.

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<sup>1</sup>Duncan Green - <http://oxfamblogs.org/fp2p/a-fascinating-conversation-with-twaweza-one-of-the-worlds-cutting-edge-accountability-ngos/>

<sup>2</sup> Daniel Harris - <http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8334.pdf>

Third, we accept that our original Manichean emphasis on ‘officialdom’ vs. ‘lived reality’ (government vs. people, formal governance vs. hustling) is neither a fully accurate representation of reality, nor a helpful way of shaping action. Enabling citizen agency means maneuvering precisely in that space between supply and demand, between citizens and state. However, in our East African context, confidence in engaging with the formal systems has largely been eroded through years of these sectors being unresponsive and corrupt, so much so that even when there is a genuine opportunity to engage or provide feedback, citizens often don’t do so. It’s critical for us to understand the barriers and motivators for citizens to act– but equally, we need to understand the barriers and motivators from the system/sector side, and look for opportunities where the two can connect to get things done. Duncan Green’s point on taking advantage of critical junctures is well taken; although we did not mention it during the meeting, we have been responding and engaging with topical and political issues, particularly in Tanzania, for example in relation to the crisis in education, the new mobile phone SIM-card tax, and the pricing of malaria medicine<sup>3</sup>.

Fourth, we must better articulate the outcomes and sketch out pathways to those outcomes more clearly, as well as prioritize among them. In other words, to be wiser about where we think we can contribute the most, while at the same time take risks and foster innovation. This last point is important. If we accept that we seek to engage with complex systems in a complex world, then we need to do two things simultaneously: keep a hard line on a handful of hypotheses (both in terms of implementation and measurement – next point), as well as be nimble in experimenting with a series of innovative approaches. Part of this is what we are calling the “positive deviants” lab; part of it is the “programming lab.” The former will be an initiative to find, understand – and, when possible – amplify and replicate examples of citizen action and engagement across East Africa. The latter will be an effort co-owned by us and our implementing partners to be more nimble and experimental in the implementation approach: to identify new directions, to vary implementation models, to engage in setting up tighter feedback loops between recipients and implementers. As our Advisory Board member Lant Pritchett tells us, you never get it right the first time. Thus the point is not to design the best intervention, but to develop intelligent antennae to learn fast and realign organizational incentives to adapt fast.

Fifth, we recognize a real tension between the desire for quality, thoughtfulness and iteration on the one hand and scale on the other. The last thing we want to do is create a set of boutique programs. There is little point to innovation and success if they cannot be scaled up; the East African landscape is littered with thousands of pilot projects that went nowhere. Yet we think there is a way to do things in a way that has scale built in from the beginning; ingredients include simplicity to allow easier understanding and replication, a political economy analysis of the drivers and levers of change, and keen attention to incentives and crafting winning coalitions.

The upshot of the pivot is to privilege learning in the organizational DNA. The canine metaphors used following our evaluators meeting notwithstanding, we heed (not heel) the call that we are, at heart, about implementation and getting things done. However it is precisely because we want to get things done better that we take measurement and learning seriously (though we take the point on balancing the two<sup>4</sup>. We take the view that the type of analytical thinking that is inherent in evaluation is also incredibly useful in implementation. It permeates the points made above: understanding complex environments and systems, defining better citizen agency, and articulating hypotheses of how to promote it.

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<sup>3</sup> <http://twaweza.org/go/sauti-za-wananchi-english>

<sup>4</sup> Eric Roetman - <http://www.3ieimpact.org/en/evaluation/working-papers/working-paper-11/>

So how do we develop a learning posture across the organization? If learning is boiled down to the quest for hard quantitative nuggets, we would have missed not only the big picture, but the core of the complexity we seek to understand. What we are aiming to do, particularly next year, is to set up a learning architecture that will use a variety of metrics, methods, and tools; which will build on the theory behind the implementation choices, allow us to learn quickly as we implement and to vary implementation accordingly, and to look for and capture different kind of outcomes.

In sum, these changes are not about retreating from grand ambitions; they are about assessing where we have gotten to so far and shifting tactics. We feel a deep responsibility to be thoughtful about our job and to do it well – the stakes are high for us, but much higher for the people whose realities we want to improve. If we didn't hold ourselves accountable to high implementation and measurement standards, then we truly run the risk of squandering the chance to do something really powerful. The Annual Plan 2014 seeks to both continue our programs, as well as to take the first steps towards achieving this new equilibrium of learning and effectiveness.

# 1. Program Components

## 1.1-1.3 Program Partnerships in Tanzania, Kenya and Uganda

### **Major Aims**

The Programs unit ('Learning Labs') will see some considerable changes in 2014. Central is the notion of learning and experimenting with what works best to make Tanzania, Kenya and Uganda better informed and engaged societies. Partnerships brokered in previous years will be reduced to maximum 15 to 18 core partners in total in the three countries. Our aim for 2014 is to make a significant leap in terms of effectiveness of these fewer strong partnerships that have shown results, and have greater attention to experimenting with what works before moving to scale.

Twaweza will continue its work in Uganda and Kenya maintaining the two track approach, with focus only on media partnerships. In line with the overall plan for 2014, in both countries the emphasis will be on learning and experimenting. Twaweza will maintain its current scale of operation in Uganda and Kenya and retain those partnerships that have, over the past three years, proven to be self-moving and fully resonant with our Theory of Change. In Uganda we further elaborate our goals by working with popular media and creative platforms that help fuse agency with entertainment, particularly pop music and comedy, using these avenues to highlight our key sectoral focus, and promote citizen agency.

The overall interest of the learning labs is to identify and experiment with solutions that work and that are scalable or already at scale, improve them in an iterative process and get those out to citizens in an inspiring manner.

### **What has changed since previous plan?**

We will step up the intensity of our engagement with fewer partners and play a stronger advisory and brokering role so we can get more out of our partnerships. Introducing a much more systematic monitoring system right from the start of each partnership with quicker feedback loops to partners will form the basis of that improved relationship. This is a continuation of something already started in 2013. We will continue the integration of Twaweza partnerships with Uwezo, building on and learning from the progress made in Uganda in 2013, capitalizing on a more harmonized and concerted effort of pulling the work of the units together.

### **Risks and Risks Management**

Uganda is increasingly becoming a "closed Democracy", particularly in the lead up to the next election year. Whereas the political landscape carries all the characteristic of a democracy, there exists little space to inspire citizens to themselves be agents of change. The mere mention of the word 'change' causes ripples within many circles. With the passing into law of the Public Order Management Act 2013, all signals are clear that any communication that might be deemed as injuring the interests of regime survival in Kampala will not be tolerated. Media houses are cautious to take on any media programming that might be interpreted as jeopardizing the interests of the ruling elites. As a way of mitigating the perceived risks, we look towards fusing our agency messages with platforms that do not appear 'political', such as music and comedy, which can only get stronger in playing and gain better traction should there be attempts to close them down.

In Kenya, the Miscellaneous Amendment Bill of 2013, published in October 2013, is a concern. It seeks to cap the amount of foreign funding NGOs can receive at 15% of their budget and can only receive more than the 15% from foreign sources if they demonstrate that they require the funds due to extraordinary circumstances. Initial indications are that the Bill is not likely to pass in its current composition, as major stakeholders, including big businesses, are already lobbying against the

government. Should the Bill become Law, there is likely to be a window before it becomes operationalized.

### **Learning and Experimenting Aims**

In all three countries, more than in previous years, we will motivate our partners to learn and experiment. One of the criteria used to shortlist our current partners into the forecasted 15 to 18 partners is “motivation to learn”. Our task is then to work with each partner to introduce ways that will increase the number and frequency of feedback loops, aiming at improving quality and effect of their work. We expect this to increase the effectiveness of our partnership portfolio and at the same time help us build a body of experience in this type of work that we are focused on.

## **1.4 Experimental Interventions – KiuFunza**

### **Major aims**

The big goal for 2014 is to maintain KiuFunza, keeping it running successfully while improving where necessary. Some challenges still need to be resolved, including fine-tuning processes for teacher payments in January of 2014. A second goal is to learn from the first year, taking time to analyze the data, beginning to write up the quantitative results, and discussing them within the right spaces. Related to this second goal, it will be crucial that we involve ourselves in policy engagement, led by the Strategic Engagement unit. If KiuFunza is to succeed at a macro-level, the groundwork needs to be done in 2014. A third goal is to incorporate a qualitative, ethnographic component into KiuFunza which will use much less structured types of interviews to collect information. A fourth and final goal is to take the time to do our homework and consider new experimental arms in KiuFunza, inside or outside of the current experimental sample.

### **What has changed since previous plan?**

Very little has changed this year. Consistency and uniformity of implementation is built into the makeup of a Randomized Evaluation, and having invented many wheels in the first year we have, compared to the start of 2013, a better idea of what activities will be done and how much they cost.

### **Risks and Risks Management**

A potential risk issue is at the district level, where we face varying partner implementation capacity. To mitigate this the KiuFunza team will review all partnerships and restructure as necessary to maintain the integrity of the work.

### **Learning and Experimenting Aims**

Learning and experimentation are present within the very DNA of research. However, Twaweza continues to learn about evidence-based ‘policy engagement’ and how to leverage the KiuFunza results specifically to join the discussion on education. The challenge, if the randomized evaluation’s learning results are positive and ‘large’, will be to convince the education sector and stakeholders at the ministerial level, local government level, Members of Parliament, and donors to implement the incentive system. Whatever is learned following this can and will have potentially huge implications for the education system.

## **1.5 Uwazi**

### **Major aims**

The big goal for 2014 is to strengthen and expand Sauti za Wananchi, Africa’s first nationally representative mobile phone survey. Strengthening will mean keeping the machinery running without too much respondent attrition, and keeping up the quality of the output. Expansion refers first to the number of call rounds, part of which will be driven by questionnaires from third parties such as the World Bank, and the Center for Global Development; the aim is to have Tanzanian policy

makers and analysts make use of the infrastructure by ‘owning’ one or more rounds. Uwazi will furthermore focus on the learning agenda, heading and participating in working groups on “what works” that will inform Twaweza’s pivot and (experimental) work going forward.

#### **What has changed since previous plan?**

The main change is in the much lower number of policy briefs planned for 2014. This has two reasons: a) practically, Twaweza’s bandwidth to get briefs printed and launched beyond those planned for Sauti za Wananchi is minimal, particularly in line of support provided to other units, and areas of focus within the unit. b) 2014 will be used to critically assess the reach, readership and ‘impact’ of briefs generally, led by the Learning, Monitoring and Evaluation unit.

#### **Risks and Risks Management**

A big risk for Uwazi has always been ambitiousness in the quantity of goals standing in the way of learning and deeper use of the unique data that are available. Twaweza generates and access and minefield of data, but in light of competing priorities and human resource limitations there is not always the space within which to make the most of this data. This risk will be managed by lowering quantity goals and obtaining a better balance between production and learning.

#### **Learning and Experimenting Aims**

Lessons learned in Sauti za Wananchi will be shared with national and global partners (such as the Listening to Africa initiative); contributing to a handbook on mobile phone surveys is planned. Other items under these aims: learning about reach and impact of Sauti and contributing to the “what works” groups.

### **1.6 Strategic Engagement**

#### **Major aims**

The major aims here are to identify and act on key opportunities to advance Twaweza aims through policy action at national and global levels. Three major themes are the focus: greater transparency and openness of government to citizens; informing policy actors and helping them make better use of data and evidence, including citizen voices; and to focus on learning outcomes in education, and more evidence based thinking on how to make education reforms more effective and provide better value for money. At the national levels across east Africa, this will involve engagement with government actors, media, other key influencers and key processes such as the education sector reviews and country action on open government. At the global level, this will include continued work with the Open Government Partnership (OGP) the post 2015 development framework and engagement in key meetings and boards.

#### **What has changed since previous plan?**

Following the 2013 evaluation workshop, Twaweza sees a greater need to explicitly engage with policy actors at both national and global levels, and to better coordinate ‘bottom up’ public engagement and ‘top down’ policy engagement. This will involve a closer reading and analysis of policy audiences we can work with to achieve greater traction, and more proactive engagement at earlier stages where warranted. A set of monitoring metrics will be worked out to clarify and track progress. Managers will continue to play an increasing role so as to have greater capacity in policy engagement in the organization beyond the Head. In addition, a long term consultant and an additional staff person will be recruited to provide adequate staffing to the unit.

#### **Risks and Risks Management**

First, transition from Twaweza’s open architecture approach towards a more coordinated and directed approach will take time to achieve, particularly in coordinating and aligning the approaches



and schedules of different units. That this unit is led by the Head will help, but ways of working will need to evolve. Weekly Ideas Huddles can also help coordination. A second potential risk is that Twaweza not water down its public engagement work or analytical critique in fear of jeopardizing relations with government actors nationally or globally. While maintaining a civil and reasonable tone, we will need to continue to define our signature as based on evidence and not afraid to say things straight so as to maintain our credibility.

### **Learning and Experimenting Aims**

The unit is deeply engaged in reading and following new thinking and evidence on issues related to Twaweza concerns, including through active engagement with Twaweza's independent evaluators. The policy engagement signature is based on using learning to drive policy action, and to encourage the use of feedback loops and openness to admit failure where warranted. These values will infuse our work and be promoted in the work of the unit. Specifically, we will play close attention to the value of coordinating the public and policy engagement better, and studying what forms of engagement are more effective. However, in 2014 no special set of experiments will be conducted by the unit.

### **1.7 Positive Deviants**

Alongside program partnerships, the Programs unit will be the setting up the Positive Deviants Learning Lab, which will rigorously source successful citizen-led initiatives that have brought change, and tell these stories in a way that connects with our Theory of Change. Our aim for 2014 is to gain good insight into both the Positive Deviants approach, as well as the Program Partnership Lab. All this in order to be able to design a superb, and at the same time realistic, strategy for 2015 onwards.

The Positive Deviance lab is an exciting and novel idea for Twaweza, and is described in more detail earlier in the strategic pivot section, including how it fits nicely within the rest of Twaweza.

The intention is to reach and inspire those existing 'Heroes of Change', and nudge citizens who need inspiration to take action. In 2014 Twaweza will take the initiative to form a small but powerful coalition of likeminded organizations who want to be part of the learning and doing, and it is likely that one or more of our partners will become part of that coalition. The Twaweza partners will function as a main channel for Stories of Change.

The Learning Labs will feature continuous rigorous identification and verification of persons and groups that have brought about change despite the difficult circumstances: Positive Deviants and their Stories of Change. Though Stories of Change was always central to Twaweza's communication, this new lab is a deliberate move to make them part of our day-to-day work. The Positive Deviants Lab will form a completely new part of work, carried by the Programs, Communications and LME units. Studying positive deviants leads us to the heart of what Twaweza is about: raising our understanding of how citizen-led change happens and use this knowledge to stimulate agency at scale, mostly by telling Stories of Change.

### **Risks and Risk Management**

It is possible that we will find fewer positive deviants than expected, or that such stories of change and action prove hard to replicate, possibly because the required level of local organization or social capital is missing. From a learning perspective that would all be interesting and valuable. From a change perspective it would not be good news and would require us to revisit our Theory of Change and strategies based on the detailed findings. All the same, even this learning will prove invaluable as we examine how citizens bring about change in their lives.

In 2014 we will have a much stronger learning agenda than ever before, indeed very central to Twaweza's *raison d'être*. To be successful, this requires specific personal interest and expertise. In the previous years it has proven difficult to find local experts in this field, not only for Twaweza but similarly for other likeminded organizations. A risk is that we will not be able to build the expertise and culture in Twaweza to pull this learning agenda off in the short-term. As a way to mitigate this, we will sharpen both our recruitment and internal learning strategies, and build working relationships with relevant knowledge institutions.

### **Learning and Experimenting Aims**

In its very makeup, the Positive Deviance Lab/Stories of Change is all about learning and experimenting. We will borrow heavily from local and international literature and expertise to set this up. Engaging outside our usual circles of partners will be crucial, not only to expanding our work, but sourcing new information and knowledge that may already exist. While learning and experimenting are important, and we will document and publish our experience regularly, we will remain conscious that we are primarily an implementing organization, aiming to achieve change in Tanzania, Uganda and Kenya, and our learning and experimenting is directly supportive of that agenda.

## **2. Learning, Monitoring, and Evaluation**

### **Major Aims**

Learning aims to strengthen our own internal learning architecture by engaging thoughtfully with available evidence and applying lessons to our practice, and also by making better use of monitoring data and greater engagement with external evaluations. In addition to this, to build further collaborative links between Twaweza and relevant national and international entities, both for sharing the lessons Twaweza generates, and to inform Twaweza of current thinking and practices in the learning/knowledge space at regional and global levels.

Monitoring looks to integrate monitoring into various units of Twaweza and strengthen this aspect among our partners (including feedback loops from end-user audiences). Engaging creatively with experimenting and testing new ideas, together with implementation approaches, and using the results to inform practice will also be improved. Finally, monitoring public discourse in the media on topics of interest to Twaweza will provide a database of information for us to tap into and use as needed.

On the evaluation, we intend to continue to facilitate ongoing external evaluations and to make the best use of results as they become available (both for Twaweza's future work, and for external learning). An additional aim is to identify key research questions relevant to the new strategic period (including identifying possible external partners) – i.e. designing the new evaluation jigsaw with a greater focus on mixed and qualitative methods, and finally to identify and engage a number of smaller independent studies that will complement the overall evaluation plan.

### **What has changed since previous plan?**

This year there is a distinct monitoring plan articulated for all implementing units of Twaweza, with the purpose of improving the frequency and quality of meaningful monitoring undertaken by Twaweza and implementing partners. There is also greater focus on experimenting while implementing, and consequently the need to develop nimble monitoring exercises which can provide insights within a short timeframe.

**Risks and Risks Management**

Potential risks include expectation for partners to implement feedback or monitoring mechanisms and will depend on their interest and capacity. We will also need to strike a balance between how much we focus on monitoring, whilst still leaving ample room and capacity for implementing. This will require thoughtful assessment of our progress as the year unfolds, ensuring a fine assessing of which side we are leaning more towards. Capacity and human resources need to be increased within the LME unit, to enable us to carry out this ambitious agenda. Finding suitable candidates who understand the basics of the work, and who can be brought up to speed on other areas, has been a difficult to achieve in the past.

Without having received the final results from the external evaluations, and knowing the tentative timelines, we run the risk of ending the year without the full findings. We will need to be closely involved with the external evaluation teams to make use of available findings in the best way possible, to allow these to guide us when designing the new strategy throughout 2014.

**Learning and Experimenting Aims**

The core of our monitoring work is to enable implementing units to experiment with a variety of approaches and initiatives, and to learn from these. The main work of the unit this year is to enable Twaweza to learn as much as it can from its own experiments, from external evaluations, as well as from other available international evidence.

## 3. Communications/Public Engagement

### Major Aims

Producing creative content, of the highest quality and standards, for the whole of Twaweza and relevant partners that sparks imagination and spurs action, remains a key focus for this unit. The Communications unit ensures synergies and coherence in messaging, high levels of creativity and imagination, and impactful content.

On the Public Engagement front, supporting content from all Twaweza departments to reach as many people as possible and relevant, audiences and material, to spark imagination, action and behavior change in line with our Theory of Change.

Twaweza Communications remains imaginative and engaging, starting from the Theory of Change and inputting into our learning and that of global audiences.

Finally, we seek to experiment with different types, forms and distribution mechanisms of our content, to understand what is most effective in reaching and engaging young people across East Africa.

### What has changed since the last plan?

The mass communications campaign and communication element around 'Ni Sisi' has been removed in Kenya and Tanzania. In Uganda, the first quarter will see one large-scale intensive campaign that trials the promotion of specific asks and the use of musicians as messengers. As we seek to better understand the concept of positive deviants, 2014 will be a year of learning and reflecting on this concept and how communications interventions can promote increased positive deviance. We already know that we can reach people through media but as we seek to understand better what we are reaching them with, and what effect this might have, it is not the time to engage in large-scale, high-volume, and high-cost campaign interventions across three countries. Instead given the headway made through the Programs Unit in working with artists in Uganda and that extensive work was done in 2013 in putting in place a large scale campaign that was unfortunately not actualised, we will attempt to capitalize on this and learn about the effect we can have with specific calls to action and through working with artists and enhancing their reach through media. In Kenya and Tanzania, we are also keen not to lose the momentum that seems, at least anecdotally, to have been gained through 'Ni Sisi' communication, and so we will seek to more consciously brand 2014 work, whether through partnerships or otherwise, with the phrase 'ni sisi'.

As 2013 was the first year of the existence of an independent communications unit, the level and volume of work is much clearer. The work supporting other units, which previously took up one line of the annual plan but a large proportion of the unit's time, have been broken down into key requirements to show the true extent of the support provided, and the internal resources required, to make this all happen.

### Risks and risk management

Capacity, both in terms of human resources and skillsets required remains a very real problem. Combined with the volume of work required from the unit, there is a risk that we could find ourselves in the same situation as 2013 - overwhelmed. During this time of flux in conceptualization of the Theory of Change and goals there is a real risk that our work is unfocused and lacking in coherence thus potentially reducing the possibility for impact.

Finally, working in Kenya and Uganda with no communications unit members there and with the new orientation around learning and experimentation becomes quite difficult. On the other side, it

seems a shame to entirely give up operating in these countries (as the Communications unit), and therefore this will be addressed going forward.

There are changes that have been proposed in the human capacity setup of the unit, to allow realistic goals to be set, and for them to be met in a timely manner that does not overwhelm the team members as it has in the past.

The communications units have already started learning about citizen agency and factors potentially affecting this that should support clearer conceptualisation and more impactful activities. The unit's work in 2014, in Kenya and Uganda, largely focuses on supporting other units rather than direct content production and experimentation in this area. Thus we keep key areas of work in the two countries, while minimizing the implementation gaps and ensuring local relevance and impact.

### **Learning and Experimenting Aims**

There are three areas pegged for experimentation for the Communications Unit in 2014.

- 1) Learning and understanding more about the role of mass media in behaviour change - through stories conveyed by radio, and trialing a feature film format, we hope to understand the strengths and limitations of these particular media products in creating behaviour change, changing norms and values, and galvanizing organized action.
- 2) Testing effective ways to engage young people - by working with more edgy and creative partners, and through attempting to organize young people around fun interventions, we are seeking to learn the best ways to engage young people. Young people represent the majority of our population and also are more primed to do things differently and have different expectations.
- 3) Extending reach of video, where we are compelled by video as one of the most effective means to convey more complex and nuanced messages yet remain concerned about its reach. By testing different methods of bringing video to communities we hope to be able to overcome the barrier of reach.

We also plan to be deeply engaged in the overall learning agenda. Specifically, through the working groups and seeking outside help, as well as through reading and reflection, the unit will seek to unpack the elements of citizen agency and how it can be expressed and cultivated.

## **4. Operations**

### **Major Aims**

Having the right people to implement our ambitious agenda is of paramount importance. Some positions have been easier to fill than others, and we have been missing crucial human resources in some of our key units, due to recruitment challenges linked to identifying suitable candidates. Filling these positions, particularly those in the LME unit, will be a key focus from the start of the year, particularly as we embark on this strategic pivot.

As in previous years, ensuring that the systems and processes that keep Twaweza operating remain robust, of the highest standard, and well-documented. Our core principles, including value-for-money and accountability will also continue to be strengthened, to ensure that we are operating in a manner that maintains a high bar, and eases the flow of work as we move forward.

### **What has changed since the last plan?**

This year, unlike in any year in the past, the Operations unit intends to engage a consultant to carry out a job evaluation of all our positions. The end result of this evaluation is to establish that there is consistency in the way positions are set, in terms of responsibility, salary allocation, and nature of

work. The underlying reason for this is to ensure fairness across the organization, and to call in the necessary expertise to determine that all staff are indeed being allocated tasks that are in line with what is expected, but also capabilities.

In 2013, the Kenya and Uganda teams relocated to new offices in their respective countries, and the previous year's budget reflected this.

### **Risks and Risks Management**

The job evaluation exercise is potentially sensitive, particularly the results and what they may result in for some positions. As with any such exercise, communication and openness will be of utmost importance, and transparency (within reason and in line with our policies) as well as independence of the findings will be key to ensure the validity of the assessment. Integrity and honesty will also be key, on the part of staff members, to ensure that they represent themselves with truthfulness and sincerity.

### **Learning and Experimenting Aims**

Due to difficulties that have arisen in trying to fill certain positions, there have been instances where candidates selected for positions were not at the level that the position was set at. However, what this creates is an opportunity for staff to learn, to be mentored, and to rise to the challenge. In 2014, a key aim will be to monitor how this is working, and where it is not working well take measure to ensure that managers and staff are giving greater importance to this opportunity. Operationally, we constantly seek to improve our systems, our processes, and our practices. Where there are gaps identified, we learn and we close them; where there are shortcomings, we improve them; and where we are doing well, we ensure that we maintain the same standards. This is an agile process that requires constantly examining how we work and making the necessary changes after thoughtful consideration and review of the various situations.

## **5. Governance and Management**

### **Major Aims**

Following the rollout of Salesforce, and where currently key programs partnerships are managed through it, Twaweza is gearing to embark on second and third phases of this rollout. In the second phase, internal request systems for administrative aspects will be set up, to manage operations across the three countries. We will push forward the transition to the use of Salesforce as the main internal system for communication, collaboration, and workflows, though the first phase has shown considerable improvement in turnaround times, and maintaining of records. The third phase will focus around bringing other unit workflows to the same standard, particularly to aid monitoring of our work, both internally and externally.

Transparency of Twaweza operations and commitment to our transparency goals will remain and persist, particularly as Twaweza continues to support and enhance the government in the Open Government process, in line with Twaweza's goals. This is an important step to complement the Government of Tanzania's ongoing efforts to strengthen good governance across all sectors. Twaweza's internal processes will also become more transparent and free for the public to scrutinize. We are looking to fully implement IATI and IRIS standards.

Promotion of Twaweza values and developing of a new Theory of Change as we aim to better articulate the pathways of change, experimentation, and implementation of our key values and ideas so that we can learn. The aim is to unpack our citizen agency, enhance internal learning

outcomes, and improve external communications through reading and consultation. This will become more evident as we continue to learn from what works globally in the managing of an organization like Twaweza.

#### **What has changed since previous plan?**

The new Twaweza 2015-2018 strategy will be discussed, drafted, and finalized by mid-2014. Key thinkers will be brought into the initial discussions to help shape the direction and Theory of Change. 2014 will be a key year for experimenting to help shape the way forward for Twaweza, as we develop the Strategy 2015-2018.

In 2014 Twaweza aims to be fully compliant with IATI standards, and a new colleague with ample experience in this area has been brought on board to provide guidance and implement this. Availability of as many internal documents online, such that we are accountable to the citizens of our countries and to our donors, will be key to achieving this. The programs and LME units will be supported in developing standards to ensure information is publicly available online.

#### **Risks and Risks Management**

To offset implementation risks, there will be many efforts to orient and continually support staff in using the new workflows and learning and communications components on Salesforce. There will also be continuous training of the new components of Salesforce through learning sessions and one-on-one tech support available both internally and through the customization company.

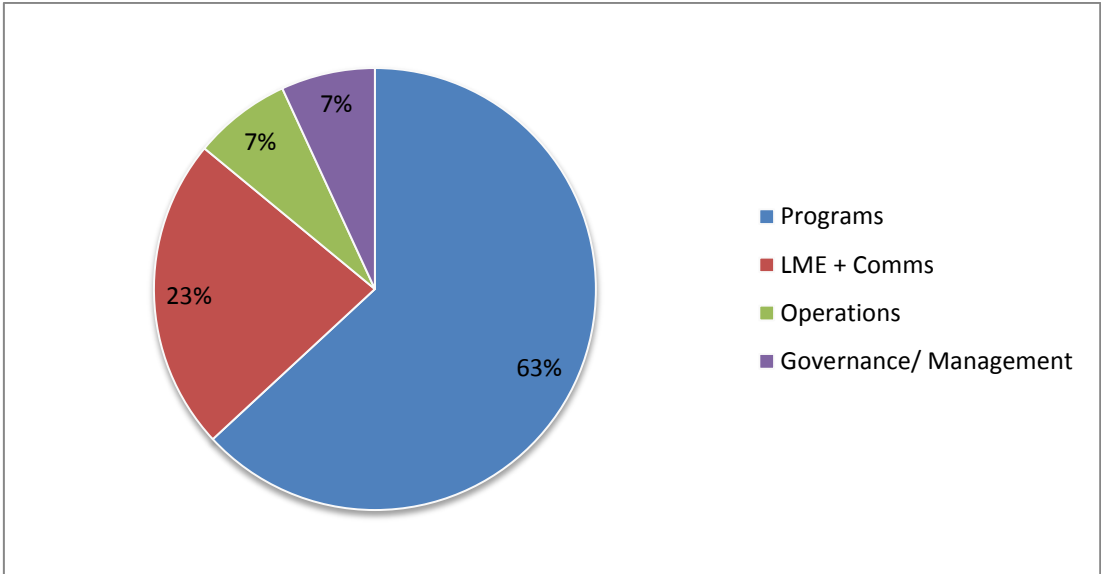
#### **Learning and Experimenting Aims**

Going into 2014, an increase in delegation, authority and responsibility to perform day-to-day tasks will be required of all unit managers, to ensure that the Head has more time to engage with Strategic Engagement, and preparation of the new strategy. This will also be a time dedicated to design work, shaping the future of the organization, and ensuring Twaweza's sustainability and stability going forward.

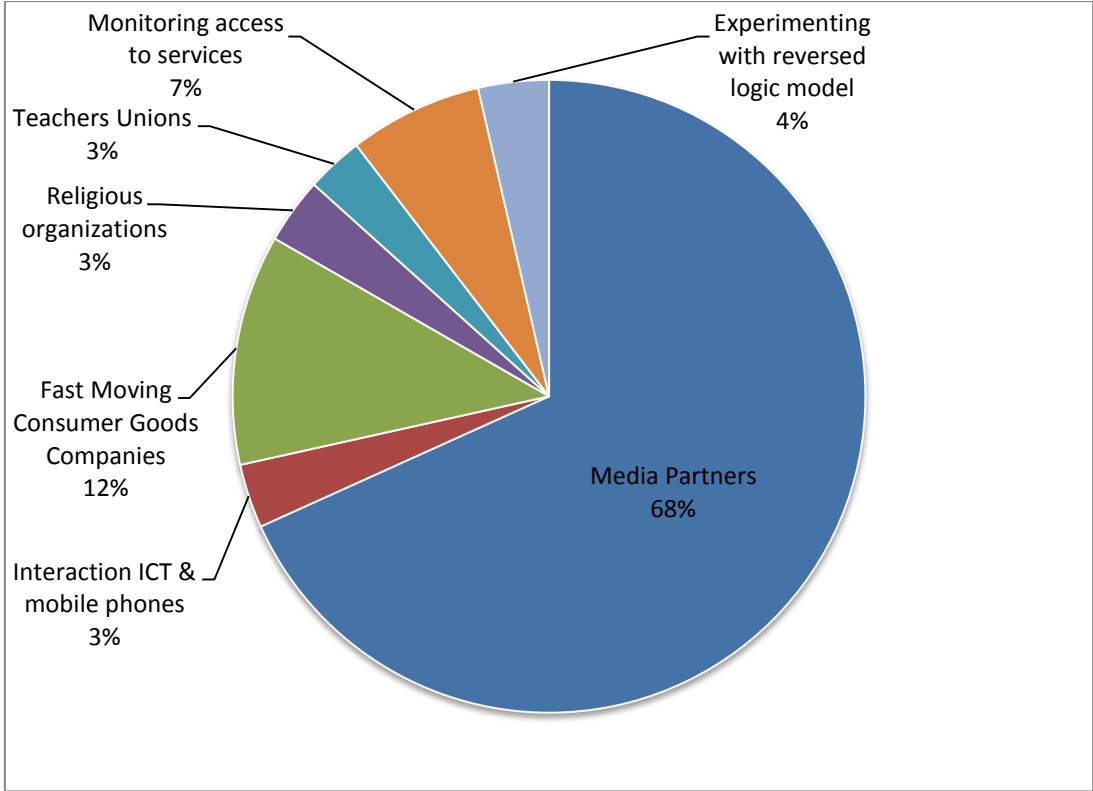
Additionally, using reverse logic in our day-to-day activities, starting with the goals we aim to achieve, and working backwards to identify our starting points. The evaluation pieces, and inputs from all units, will assist in better articulating and informing the learning agenda and the preparatory work for the future of the organization.

# Budget Summaries

## Overall Twaweza Budget



## Regional Programs





<b>Twaweza Annual Budget 2014 Summary</b>							
<b>Outcome and outputs</b>		<b>Budget (USD)</b>					<b>% of Total</b>
		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>	
	<b>Programs</b>						
1.1	Tanzania Core Programs	297,125	458,125	341,125	409,125	1,505,500	11%
1.2	Kenya Core Programs	176,500	231,500	226,500	226,500	861,000	7%
1.3	Uganda Core Programs	214,000	258,000	235,000	261,000	968,000	7%
1.4	Experimental Interventions	787,460	391,821	1,397,602	477,631	3,054,515	23%
1.5	Uwazi	78,235	128,535	80,835	80,235	367,840	3%
1.6	Strategic Engagement	85,150	88,150	88,150	106,150	367,600	3%
1.7	Positive Deviance Lab & Stories of Change	10,000	6,000	16,000	81,000	113,000	1%
	All Programs Staff	264,667	264,667	264,667	264,667	1,058,668	8%
	<b>Subtotal</b>	<b>1,913,137</b>	<b>1,826,798</b>	<b>2,649,879</b>	<b>1,906,308</b>	<b>8,296,123</b>	<b>63%</b>
	<b>Learning, Monitoring, Evaluation and Communications/Public Engagement</b>						
2	Learning, Monitoring, and Evaluation	90,500	565,100	687,300	365,100	1,708,000	13%
3	Communications/Public Engagement	390,566	132,445	113,000	153,200	789,211	6%
	All Staff	127,190	127,190	127,190	127,190	508,761	4%
	<b>Subtotal</b>	<b>608,256</b>	<b>824,735</b>	<b>927,490</b>	<b>645,490</b>	<b>3,005,972</b>	<b>23%</b>
	<b>Operations</b>						
4	Office running costs, administration and finance	171,721	167,457	103,727	112,171	555,076	4%
	Operations Staff	95,821	95,821	95,821	95,821	383,284	3%
	<b>Subtotal</b>	<b>267,542</b>	<b>263,278</b>	<b>199,548</b>	<b>207,992</b>	<b>938,360</b>	<b>7%</b>
5	<b>Governance/ Management</b>						
	Governance and Management	68,000	413,000	72,900	100,000	653,900	5%
	All Staff	62,714	62,714	62,714	62,714	250,857	2%
	<b>Subtotal</b>	<b>130,714</b>	<b>475,714</b>	<b>135,614</b>	<b>162,714</b>	<b>904,757</b>	<b>7%</b>
6	Contingency		30,000	40,000	30,000	100,000	1%
	<b>TOTAL</b>	<b>2,916,150</b>	<b>3,423,026</b>	<b>3,953,032</b>	<b>2,953,005</b>	<b>13,245,212</b>	<b>100%</b>

<b>Twaweza Annual Budget 2014 Detail</b>						
<b>1.1</b>	<b>Tanzania Programs</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
1.1.1	Media Partners TZ	107,500	147,500	122,500	122,500	500,000
1.1.2	Interaction ICT & mobile phones	25,500	30,500	30,500	22,500	109,000
1.1.3	Fast Moving Consumer Goods Companies	98,125	98,125	98,125	98,125	392,500
1.1.4	Religious organizations	28,000	28,000	28,000	28,000	112,000
1.1.5	Teachers Unions	10,000	15,000	15,000	5,000	45,000
1.1.6	Monitoring access to services/Reversed logic model	28,000	139,000	47,000	133,000	347,000
	<b>Total</b>	<b>297,125</b>	<b>458,125</b>	<b>341,125</b>	<b>409,125</b>	<b>1,505,500</b>
<b>1.2</b>	<b>Kenya Programs</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
1.2.1	Strategic Media Partnerships in Kenya	50,000	15,000	25,000	25,000	115,000
1.2.2	Other media Partners	126,500	216,500	201,500	201,500	746,000
	<b>Total</b>	<b>176,500</b>	<b>231,500</b>	<b>226,500</b>	<b>226,500</b>	<b>861,000</b>
<b>1.3</b>	<b>Uganda Programs</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
1.3.1-2	Media Partners UG	179,000	239,000	234,000	260,000	912,000
1.3.3	Teachers Unions/Associations	34,000	18,000	-	-	52,000
1.3.4	Consultancy	1,000	1,000	1,000	1,000	4,000
	<b>Total</b>	<b>214,000</b>	<b>258,000</b>	<b>235,000</b>	<b>261,000</b>	<b>968,000</b>
<b>1.4</b>	<b>Experimental Interventions</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
1.4.1	Strategy	-	5,000	5,000	5,000	15,000
1.4.2	KiuFunza implemented	176,483	386,821	448,926	472,631	1,484,861
1.4.3	KiuFunza research	610,978	-	943,676	-	1,554,653
1.4.4	Uwezo+ pilot, 2 districts (Moved to Uwazi)	-	-	-	-	-
	<b>Total</b>	<b>787,460</b>	<b>391,821</b>	<b>1,397,602</b>	<b>477,631</b>	<b>3,054,515</b>
<b>1.5</b>	<b>Uwazi</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
1.5.1	Primary Data Collection	75,735	121,035	72,735	71,735	341,240
1.5.2	Analytical Work, Research and Learning	2,500	7,500	8,100	8,500	26,600
1.5.3	Misc	-	-	-	-	-
	<b>Total</b>	<b>78,235</b>	<b>128,535</b>	<b>80,835</b>	<b>80,235</b>	<b>367,840</b>
<b>1.6</b>	<b>Strategic Engagement</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
1.6.1	Open Government	39,750	39,750	39,750	39,750	159,000
1.6.2	Open Development initiatives	36,500	36,500	36,500	36,500	146,000

1.6.3	Engagement with key actors and processes	8,900	8,900	8,900	8,900	35,600
1.6.4	Communicating Key Ideas	-	3,000	3,000	6,000	12,000
	<b>Total</b>	<b>85,150</b>	<b>88,150</b>	<b>88,150</b>	<b>106,150</b>	<b>367,600</b>
<b>1.7</b>	<b>Positive Deviance</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
1.7.1	Positive Deviance Lab	10,000	6,000	16,000	81,000	113,000
	<b>Total</b>	<b>10,000</b>	<b>6,000</b>	<b>16,000</b>	<b>81,000</b>	<b>113,000</b>
	<b>All Program Staff</b>	<b>264,667</b>	<b>264,667</b>	<b>264,667</b>	<b>264,667</b>	<b>1,058,668</b>
<b>2</b>	<b>Learning, Monitoring, and Evaluation</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
2.1	<b>Learning</b>	17,700	52,000	64,500	12,800	147,000
2.1.1	Internal Learning	-	-	-	-	-
2.1.8	Immersion	-	-	-	-	-
2.1.9	Internships	-	-	-	-	-
2.1.10	Link to Global Knowledge	-	-	-	-	-
2.2	<b>Monitoring</b>	22,800	138,100	157,800	125,300	444,000
2.3	<b>External Evaluation</b>	50,000	375,000	465,000	227,000	1,117,000
	<b>Total</b>	<b>90,500</b>	<b>565,100</b>	<b>687,300</b>	<b>365,100</b>	<b>1,708,000</b>
<b>3</b>	<b>Communications/Public Engagement</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
3.1	Stories of change program - Ni Sisi: Supplement	315,141	22,020	-	-	337,161
3.2	Twaweza Communications	-	1,000	8,000	4,175	13,175
3.3	Twaweza Outputs Quality Assurance	46,550	43,900	36,200	31,200	157,850
3.4	Extending reach and Support Twaweza units	28,875	26,525	10,800	42,825	109,025
3.5	Experiments with content and distribution	-	39,000	58,000	75,000	172,000
	<b>Total</b>	<b>390,566</b>	<b>132,445</b>	<b>113,000</b>	<b>153,200</b>	<b>789,211</b>
	<b>All LME and Communications Staff</b>	<b>127,190</b>	<b>127,190</b>	<b>127,190</b>	<b>127,190</b>	<b>508,761</b>
<b>4</b>	<b>Staff and Operations</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
4.1	Policies, systems and procedures established	6,600	-	-	-	6,600
4.2	Staff recruited and motivated	22,305	7,005	7,005	27,005	63,320
4.3	Office and assets functioning	62,393	133,187	58,187	60,311	314,077

4.4	Internal documentation and correspondence	-	-	-	-	-
4.5	IT	38,656	22,915	23,235	24,855	109,662
	Assets/ equipment	41,767	4,350	15,300	-	61,417
	<b>Total</b>	<b>171,721</b>	<b>167,457</b>	<b>103,727</b>	<b>112,171</b>	<b>555,076</b>
	<b>All Operations Staff</b>	<b>95,821</b>	<b>95,821</b>	<b>95,821</b>	<b>95,821</b>	<b>383,284</b>
<b>5</b>	<b>Governance/Management</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
5.1.1	Planning and Reporting	10,000	-	-	15,000	25,000
5.1.2	Management Support (Incl Hivos fee)	14,000	332,000	18,400	10,000	374,400
5.1.3	Policy Development and Compliance	44,000	28,000	6,500	25,000	103,500
5.1.4	Board and Governance	-	53,000	48,000	50,000	151,000
	<b>Total</b>	<b>68,000</b>	<b>413,000</b>	<b>72,900</b>	<b>100,000</b>	<b>653,900</b>
	<b>All Governance/Management Staff</b>	<b>62,714</b>	<b>62,714</b>	<b>62,714</b>	<b>62,714</b>	<b>250,857</b>
	Contingency	-	30,000	40,000	30,000	100,000
	<b>GRAND TOTAL</b>	<b>2,916,150</b>	<b>3,423,026</b>	<b>3,953,032</b>	<b>2,953,005</b>	<b>13,245,212</b>

Tanzania Programs										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
						Q1 297,125 20%	Q2 458,125 30%	Q3 341,125 23%	Q4 409,125 27%	Total 1,505,500 100%
1.1 1.1.1 RK		<p><b>Strategic Media Partnerships Tanzania</b></p> <p><b>Media Partners</b></p> <p>Twaweza partnerships primarily contribute to a better informed society, leading to a more engaged public and better informed policy environment.</p> <p>Special attention is given to:</p> <ol style="list-style-type: none"> <li>1. Increase coverage of Stories of Change, stories on how people are making a difference on their own initiative and commitment;</li> <li>2. Increase coverage of ordinary citizens' voices/perspectives (not just leaders, ensuring greater diversity on whose voice is being heard on public issues, including women and young people);</li> <li>3. Monitor public policy/government promises against practice/realities on the ground – (e.g. funds reaching schools, medical services being free for defined categories, levels of governance);</li> <li>4. Increase work with well-informed data and triangulation of sources;</li> <li>5. Use of comparative information, where possible at decentralized levels;</li> <li>6. The use of humor and creativity and their effect on demystifying authority; and</li> <li>7. Through activities outlined below support sectorial specific communication activities as outlined in the respective sectors. Partners will be supported where possible by Twaweza with information, Stories of Change, ideas, expertise, and access to its network, advice and financial support.</li> </ol>	For, and together with, each individual partner we will design and implement a monitoring and learning path throughout the partnership. Where possible for each partnership, the basic elements are written down below.							
1.1.1.1 RK	1111	<p><b>Sahara Media Group</b></p> <p>Core partner and one of the two MFA's for Twaweza in East Africa. With increased interaction with SMG by the end of 2014 we will have confirmed the value of MFA in terms of scale and influence, bang for buck.</p> <p>Strengthened and improved existing programs with facts ideas and information to realize aforementioned objectives. More emphasis to Stories of Change and actions leading to better service delivery on health, water and education.</p> <p>i) Engaged key staff (Producers, editors) in quarterly evaluation sessions to reflect the preceding efforts and plan for the</p>	<p>i) Every quarter, program clips used to monitor measure and evaluate the quality of programs and feedback shared with Sahara for their own learning and improvement. Clippings also used for accountability;</p> <p>ii) Encouraged Sahara to make use of quick feedback loops such as social media;</p> <p>v) In Q2, monitored reach and coverage by buying TEMPPS;</p>	1,2,3,4	Compass Communication, Vuvuzela, Uwazi and Uwezo.	40,000	40,000	40,000	40,000	160,000

## Tanzania Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		<p>following quarter;</p> <p>ii) Produced and provide quality resources to feed into the available spaces (documentaries, PSAs, fillers) available within the framework agreement;</p> <p>iii) Ensured this media invest more time, resources and focus on new innovations like social media and mobile phones for wide reach, quick feedback loops and citizen monitoring;</p> <p>iv) Strengthened/ clearly planned for monitoring and learning system;</p> <p>v) Increased face to face interaction (at least once per month) with key staff to improve on quality and creativity;</p> <p>vi) Frequently supplied and followed up on the use of (Open) Data;</p> <p>vii) Enhanced access to Uwezo and Uwazi results/findings on partner's media inclusive of social media; and</p> <p>viii) Reviewed programs after six months and renewed contract accordingly.</p> <p>ToC: By providing citizens with meaningful information, Stories of Change that inspire and platforms to speak out call on individuals to become Heroes in their community by 'acting', more citizens will exercise their agency.</p>	<p>vi) In Q2, quality monitored by using an assessment tool developed by a hired consultant in Uganda. Program clips collected every quarter analyzed using this tool by either an intern or hired consultant. Feedback shared with the partner;</p> <p>vii) In Q2, distribution monitored through media monitoring agency such as Ipsos and Push; and</p> <p>viii) Experimented: In Q3 we will challenge SMG to experiment with broadcasting information around one agreed issue for one quarter. We will measure knowledge and speaking out before (Q2) and after (Q4) with Ipsos Omnibus questions and/or AIID listening posts in geographical areas with high RMS coverage (selected from TEMPPS data).</p>							
1.1.1.2 RK	1112	<b>Mlimani Media</b> Hand over/tie-off				25,000	25,000			50,000
1.1.1.3		<b>Clouds Media</b> Decision pending								
1.1.1.4		<b>Tanzania Broadcasting Corporation (TBC)</b> Phase out								
1.1.1.5 RK	1115	<p><b>MiniBuzz</b> Strengthened and improved program with facts, ideas and information leading to citizen agency and better service delivery on health, water and education. i) Engaged presenters and producers in monitoring and evaluation sessions to reflect the preceding efforts and plan for the following phase;ii) Promoted and ensured the partner invested more time, resources and focus on new innovations like social media and mobile phones for wide reach, quick feedback loops and citizen monitoring;iv) Strengthened clearly planned and executed monitoring and learning system; v) Increased face to face interaction (at least once per month) with MiniBuzz team to improve on quality and creativity;vi) Frequent supplied and followed up on the use of data; andvii) Encouraged the use of Uwezo and Uwazi results/findings on partner's program and on</p>	<p>i) In the beginning of Q4, repeated the expert analysis of the quality of the program and give/shared feedback with minibus for their own improvement; ii) In the beginning of Q1, together with MiniBuzz reviewed the quick feedback loops such as social media, sms code, questionnaires and focus group discussions;iii) In Q2 we will monitor reach and coverage by buying rounds of SzW, Ipsos and Push, or</p>	1,2,3,4	Sahara media group, LME, Comms	35,000	35,000	35,000	35,000	140,000

Tanzania Programs										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		social media.	TEMPPS; iv) In Q3, we will measure effects by conducting focus group discussions, interviews and questionnaires; andv) Experiment with use of TRAC FM in Minibuzz in Tanzania.							
1.1.1.6		<b>Dhamira, Makochikochi</b> Phase out. Program did not have expected reach.								
1.1.1.7		<b>Tuwachore Tu</b> Moved to Communication Unit								
1.1.1.8		<b>Uswazi</b> , to be considered as a potential new partner in 2014								
1.1.1.9		<b>Compass Communication</b> Moved to Communication Unit								
1.1.1.10 RK	11110	<b>Vuvuzela Entertainment</b> i)Reviewed contract and adjusted accordingly; ii)Produced a series of high quality media content that reflected Twaweza's goals; lii)Increased face to face interaction (at least once per month) with key staff to improve on quality and creativity; Iv)Engaged key staff in quarterly evaluation sessions to reflect the preceding efforts; v)Ensured the partner invested more time, resources and focus on new innovations like social media and mobile phones for wide reach and quick feedback loops; and vi)Strengthened/ clearly plan for monitoring and learning system.  ToC: Since mobile phones and media already reach millions of citizens daily, working with a content producer to fill airwaves with actionable content will encourage these subscribers/viewers to be aware of and act on their public services.	i) Experimented with funny hot seat clips for mobile phones; li) Q1: we will monitor the partner's program reach and 'valued quality' (quality as perceived by audience) Ipsos Omnibus (Twaweza heavily involved in production of the clips, quality at production is guaranteed up to own Twaweza standards); iv) Q3, we will have monitored the effect of the programs by conducting interviews to a selected sample of audience; and v) Q4 Combined monitoring efforts will determine the way forward.	1,2,3,4		7,500	7,500	7,500	7,500	30,000
1.1.1.11 RK	11111	<b>Possible new media partnerships</b> A number of high potential partnerships will be introduced, ideally starting at a modest scale, testing the ground, iterating, gradually improving and bringing to scale. Potential partners with whom we have started to engage are Uswazi and CloudsFM.					40,000	40,000	40,000	120,000
		<b>Sub total</b>				<b>107,500</b>	<b>147,500</b>	<b>122,500</b>	<b>122,500</b>	<b>500,000</b>
1.1.2 AAK		<b>Interaction ICT &amp; mobile phones with other networks</b> Through activities outlined below support sectorial specific communication activities as outlined in the respective sectors.								

Tanzania Programs										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.1.2.1 AAK	1121	<p><b>Dar411 Mobile</b></p> <p>i) Secured database of at least 25,000 subscribers whom we regularly targeted with SMS and possibly other means of communication;</p> <p>ii) Tested response rates for different messaging strategies;</p> <p>iii) Formulated new sub-groups based on new programs (partners and others) that embed the SMS shortcode; and</p> <p>iv) Leveraged sub-groups to repeat messaging tests as mentioned in (ii).</p> <p><b>ToC:</b> If SMS messages complement other outgoing communications, more citizens will be reached with Twaweza messages and will know and talk to one another about the facts and questions and will act on education, water and health. Dar411 provides an intelligent database, with possibility of profiling Heroes of Change and Citizens 'on the Fence'. The system will gradually build a 'community' of most active responders who we believe may outliers, active citizens with whom we can interact (automated) and try to reach in other ways.</p>	<p>1. Quality of messages designed and vetted internally through an editorial process. Valued quality also assessed by monthly calling of subscribers;</p> <p>2. Weekly analytical dissemination and response reports from Dar411 will provided immediate feedback on distribution, reach and valued quality;</p> <p>3. Using phone numbers, held mobile interviews with a sample of subscribers twice in 2014 to measure effect (potentially Q2 and Q4); and</p> <p>4. Experiment: Dar411 is an experiment in itself, trying out building a profiled database and using targeted SMS in different variations to inform and nudge potential prime movers.</p>	3a,3b, 4a,4b, 4c,4d	Communications, Uwezo on content production; Uwazi on particular research designs as relevant; and other partners that may want to formulate their own sub-groups using our shortcode.	10,000	15,000	15,000	15,000	55,000
1.1.2.2 AAK	1122	<p><b>Cellulant</b></p> <p>i) Recorded and aired 40 popular music and comedy clips as caller tunes, targeting 40,000 download per caller tune.</p> <p><b>TOC:</b> By using popular culture to promote citizen agency, and using 'celebrities' as examples of people making change happen in the country, millions of young people in Tanzania will have an increased sense of being able to speak up, monitor government and make change happen.</p>	<p>1. Cellulant will report on the distribution and reach of caller tunes every quarter;</p> <p>2. With permission from Cellulant, we will use phone numbers accumulated from download records to follow up with downloaders in Q3. These will consist of short qualitative interviews, where we ask respondents about the quality and effect of caller tunes and their motivation to have selected those callertunes; and</p> <p>3. Experiment: Cellulant is an experiment in its own. Its success will be measured by the number of downloads, by the selected success of different types of tunes and effect as measured in Q3.</p>	4a	Vuvuzela on contribution of comedy clips.	15,500	15,500	15,500	7,500	54,000



Tanzania Programs										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		<b>Sub total</b>				25,500	30,500	30,500	22,500	109,000
1.1.3 AAK		<p><b>Fast Moving Consumer Goods Companies</b>            Framework agreements with a variety of fast moving consumer goods and services companies. Expand the range of products and ideas to carry meaningful messages and information to citizens.            In 2014 our approach will change. We will engage with very few FMCG companies on a longer term basis and only for a strategic reason, for instance size of the company, existence of own distribution system, extreme good VfM. All other partnerships will be formed on ad hoc basis following the selected reversed logic model. In other words, the reversed logic model will determine the subgroups to be targeted which inform selection of FMC Goods. A consultant will be engaged with extensive network and experience in the FMCG sector.</p>								
1.1.3.1		<b>Sumaria Speedo</b> Phased out								
1.1.3.2		<b>METL</b> Phased out								
1.1.3.3		<b>Magic Touch</b> Phase out								
1.1.3.4 RK	1134	<p><b>GABA Africa</b>            i) Reviewed and renewed contract accordingly;            ii) Produced, printed and distributed 1.5 million copies of Kingo Magazine through regional buses. Ensured all outputs are achieved as per 2013 contract;iii)Planned for separate monitoring plan using provided readers' phone numbers; andiv)Ensured the partner invested more time, resources and focus on new innovations like social media for wide reach, quick feedback loops and citizen monitoring. TOC: By availing free copies of highly entertaining and informative reading materials to people travelling long hours (by bus), readership of these materials will significantly increase, and millions of people will take up more Stories of Change, information about services, entitlements and options that will enable them to speak up, debate, monitor and take action to improve services.</p>	i) End of Q1, we monitored and ensured quality by our own designed tool;ii) In Q2 monitored reach by contacting a sample of Kingo readers (obtain mobile numbers from bus companies). Distribution from Gaba reports on bus routes; iii) In Q3 measured the effect of the booklets by interviewing a sample of readers using mobile phone. Numbers provided by partner; andiv) Experiment with changing variables on different bus routes (conductor announcement, adding different booklets, add TV broadcasts, stickers).	1,2,4a, 4b,4d	LME and Comms	65,000	65,000	65,000	65,000	260,000

## Tanzania Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.1.3.5 AAK	1135	<p><b>Solar Aid</b></p> <p>i) Distributed 100,000 solar lamps and accompanying 1,000,000 letters to households in schools across the country, to underserved, and hard-to-reach regions;</p> <p>ii) Distributed 12,000 letters to teachers and/or Sunny Money Entrepreneurs which reinforce household letters; and</p> <p>ii) Commissioned a more rigorous evaluation of how solar lights and/or information accompanying lights can potential improve learning.</p> <p><b>TOC:</b> Solar lamps will enable hundreds of thousands of kids in the country to increase their hours of study and improve their performance at school. The purchase of the lamps by parents if inspired by the need to improve learning is an act of 'agency' itself and represents a willingness by parents to take action to improve learning if properly informed.</p>	<p>A separate, independent RCT from Columbia University will focus on the effect of lights and communication materials on learning.</p> <p>1. Distribution from SolarAid reports, reach not measured; and</p> <p>2. Q3: Effect of letter by visiting a sample of schools.</p>	3a,3b, 4a,4d	Communications and Uwezo on message design (likely to concern CG) and LME on evaluation.	30,000	30,000	30,000	30,000	120,000
1.1.3.6 RK	1136	<p><b>TPS</b></p> <p>i) Designed a sharper way of sending out Stories of Change to millions of citizens through 20 million exercise books; and</p> <p>ii) Engaged communications and education consultant to write 20 Stories of Change for pre-test and selected 10 to be published in 20 million exercise books.</p> <p><b>TOC:</b> Widespread access to Uwezo findings will provoke people's thoughts on education and enable them to think about learning outcomes rather than inputs. Messages printed on exercise books will also contain Uwezo tests so that parents, teachers and other citizens will have access to simple tools they can use to test kids.</p>	<p>i) In Q1 quality will be monitored by Pre-testing 20 Stories of Change and select 10 for publishing;</p> <p>ii) In Q2 we monitored distribution by using TPS distribution reports which show the number of books printed and broad location of sales and dates;</p> <p>iii) End of Q3, we monitored reach by piggybacking on other surveys such as the Sunny Money entrepreneurs; and</p> <p>iv) At the end of Q3, effect was monitored using Femina and Fema clubs reporting on any debates that occurred as a result of messages printed on exercise books.</p>	3a,3c, 4a,4b, 4d	LME, Comms, Femina, Uwezo and Consultant.	3,125	3,125	3,125	3,125	12,500
1.1.3.7		<b>Bakhresa, Azania Group, Unilever, Sabuni Detergents or similar</b> No longer pursued								
1.1.3.8		<b>Salt manufacturer</b> No longer pursued								
1.1.3.9		<b>Masoko</b> Phased out								
1.1.3.10		<b>Sumaria Simtank</b> Phased out								
		<b>Sub total</b>				<b>98,125</b>	<b>98,125</b>	<b>98,125</b>	<b>98,125</b>	<b>392,500</b>

Tanzania Programs										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.1.4 RK		<b>Religious organizations</b> Religious leaders across the country have a unique personal and usually trusted relationship with millions of citizens, which can convince people to take action. Moreover, citizens are often organized around local places of worship which provides a sense of community and confidence to take action. National religious leaders or organizations can link us to their local interfaith groups and networks. Groups can be motivated to engage in citizen monitoring. With the partnership with CSSC we will do exactly that and learn from it.								
1.1.4.1		<b>Wapo Mission</b> No longer pursued								
1.1.4.2		<b>TEC</b> No longer pursued								
1.1.4.3		<b>Interfaith</b> No longer pursued								
1.1.4.4		<b>CCT</b> No longer pursued								
1.1.4.5		<b>BAKWATA</b> No longer pursued								
1.1.4.6 RK	1146	<b>CSSC</b> i) 900,000 Jumuiya discussion guides designed (with Comms), printed and distributed; ii) 45,000 health service delivery monitoring guide design (LME), printed and distributed; v) Supplied high quality resources to feed into the available radio spaces (documentaries, PSAs, fillers) available within the framework agreement; iii) Ensured partner invested more time, resources and focus on new innovations like social media and mobile phones for wide reach, quick feedback loops and citizen monitoring; iv) Strengthened/ clearly planned for monitoring and learning system; and v) Increased face to face interaction (at least once per month) with key CSSC staff to improve on quality and creativity. <b>ToC:</b> With this partnership we will enter into the rooms of 900,000 active bible groups (Jumuiya) across the country. The distributed discussion guides will inform and shape bible group meetings. Discussion programs on 3 large religious radio stations under CSSC will re-enforce the discussion guides. Bible groups will be requested by CSSC to monitor availability of essential medicines in the many health facilities under management of CSSC. Combination of information, speaking out and forming opinion, monitoring in a 'protected environment' will gently stimulate Jumuiya members towards CA.	i) In Q1 quality of discussion guide materials will be monitored by pre-testing them in 2 zones before scaling distribution; ii) Distribution was monitored using acknowledgement forms ( Jumuiya monitoring forms); iii) In the case of radio reach and coverage we monitored using Ipsos and Push. In Q2 quality of radio programs was measured using assessment tool developed by media consultant; iv) In Q3, monitoring forms collected, analyzed and feedback shared with partner. Number and quality of forms are proxy for effect of CA3: Monitoring of services; and v) At the end of Q3, effect measured by interviewing sample of (No Suggestions) members.	3a,4a, 4b,4c, 4d	LME, Comms, Uwezo and Uwazi	28,000	28,000	28,000	28,000	112,000
		<b>Sub total</b>				<b>28,000</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>	<b>112,000</b>

Tanzania Programs										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.1.5 AAK		<b>Teachers Unions</b> The partnership aims at providing teachers with key information to better play their informal leadership role in communities. In 2014 we will finally lay contact with those teachers who are already taking up that role and will provide them with targeted information where possible. Also teachers who would like to play such roles but have not acted so far will be reached. In collaboration with Uwezo, we will also reach out to teachers with the aim to improve learning outcomes.	Database - once completed and populated with initial data - will provide many points of contact with teachers, including phone numbers, email address, postal address, physical address and schools where teaching takes place. This provides many options through which we can	3a,3b, 3c						
1.1.5.1 AAK	1151	<b>Source n' Rise (designing database and capture data for TTU)</b> This partnership forms part of the TTU partnership under 1.1.5.2. i) Engaged on technology behind TTU database that teachers will interact with; ii) Supported teacher's needs from a software perspective; and iii) Enable teachers to access and contribute information on the state of Education across TZ.	conduct short term monitoring exercises on distribution, reach and quality of Twaweza content or longer-term evaluations on the state of teaching and learning. 1. Q3, Reach: Evaluation of the database: its population and use; 2. Q1: Quality: independent quick survey among TTU HQ users on their perception of the dBase; and 3. Q3: Effect: independent quick survey among TTU HQ users on their use of the dBase, website analytics.	3a,3b, 3c,4a, 4b,4c, 4d	LME on teaching/learning evaluation.	10,000	10,000	5,000		25,000
1.1.5.2 AAK	1152	<b>2. TTU</b> i) Teachers should have easy access to information about Education in TZ, particularly on learning achievements;ii) Teachers through TTU engaged to monitor books and teaching aids availability;iii) Twaweza Interacted through email with at least 10,000 teachers who show interest, by providing or brokering existing information on health, water and education services based on regular analysis of information needs;iv) 10,000 teachers engaged through TTU to monitor flow of capitation grant. Report published every six months in form of brief; andv) TTU encouraged to conduct regular polls using their new database and publish them online and as digital newsletter.Budget used for printing and distribution of 2 TTU policy briefs and one newsletter for members. ToC: As more teachers are provided with the flexibility to account for their and their peers' resources, they will grow more aware of their capabilities to improve the Education sector and will demand	Distribution (Q1, Q2): Measured via number of emails sent, briefs printed and digital newspapers dispatched.Reach (Q2, Q3): Measured by number of responses to emails, briefs quoted in the media and responses to prompts within digital newspaper.Quality (Q1): Database integrity tested via phone calls and emails to random sample of teachers. Data usefulness for teacher communication assessed via internal discussion. Effect (Q3, Q4): Will use information from database (e.g.: email) to nudge	3a,3b, 3c,4a, 4b,4c, 4d	Communications on design of CG monitoring results.		5,000	10,000	5,000	20,000

## Tanzania Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
		better allocations.	teachers into improved capgrant delivery. Improvement measured by how much capgrant is actually delivered, documented and utilized.								
		<b>Sub total</b>				<b>10,000</b>	<b>15,000</b>	<b>15,000</b>	<b>5,000</b>	<b>45,000</b>	
1.1.6 AAK		<b>Monitoring access to services</b> Support 2-3 organizations working at national level to monitor and inform quality data on our 2014 goals.									
1.1.6.1 AAK	1161	<b>Femina HIP</b> i) Focus on exchanging content for stories of change in education, water and health; ii) Ask readers' questions for basic monitoring, thereby involving them in the changes they would like to see; iii) Co-produce popular content that can spread messages in non-print networks, including radio segments; and iv) Piggyback strategic shift to combine Fema and Si Mchezo magazines in order to reach more youth than just school-going students.  ToC: By engaging young readers of popular magazines, we will raise awareness on gaps in public services and will prompt actions on their part to improve these services.	Distribution: Measured regularly and we already get reports for this.  Q2 Reach: Mystery calls to distribution outlets to see if magazines reached. Calls to random sample of their "Speak Back" respondents, find out roughly how many magazines reached their school.  Q2 Quality: Calls to random sample of "Speak Back" respondents. Scheduled content exchanges to allow time for both Femina and Twaweza to internally assess value of content.  Q3 Effect: Plan experiments with Femina, e.g.: try new topics, modes and/or destinations of content. Compare changes in topics, modes or distribution with any changes reported by "Speak Back" respondents. Potentially commission independent study on distribution, reach, quality and effect of publications.	3a,3b, 4a,4b	Communications on content exchange and at times Uwezo on guidance regarding education.		90,000		90,000	180,000	

Tanzania Programs										
Code/Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.1.6.2 AAK	1162	<b>Legal Human Rights Center. Tie-off grant, follow up on outputs and monitoring</b> i) Through printed materials make citizens aware of the responsibility of the government to ensure equity and quality education, water and health services; ii) Through the knowledge above citizens should feel confident to debate and claim that such services are adequately provided; and iii) With help of LHRC's paralegals, conduct basic monitoring exercises to check whether citizens are engaged in the constitution process and are somehow linking it to their daily life including access to social services. <b>ToC:</b> As more citizens grow more aware of their role within the constitution, they will use their roles to account for their human/social rights.	1. Quality ensured by a collaborative design process, including pre-testing. 2. In Q2, monitored distribution by contacting a sample of LHRC legal workers. 3. In Q3, measured the effect of the booklets by interviewing a sample of readers in one of the LHRC districts via LHRC's paralegal distributors.	4a,4b, 4c	Heads Office and Communications on editorial process and approval of printing.	20,000				20,000
1.1.6.3 AAK		<b>Relaying existing monitoring information</b> Integrated in other partnerships or moved to Comms Unit		4a,4b, 4c,4d						
1.1.6.4 AAK	1164	<b>Experimenting with reversed logic model</b> In the course of Q1 and Q2, reversed logic models will be designed and updated for our 2014 goals. These models describe the pathways of change and will be used for all our partnerships. In 2014 we will try out the reversed model using a selection of (new and existing) partners from different networks, logically deducted from the model. We will test the applicability and effectiveness of this approach and, if successful, in future this may become our leading model.	Monitoring distribution, reach, quality, effects all depend on the type of outputs and will be more rigorous than normal to test this model.			40,000	40,000	40,000		120,000
1.1.6.5 AAK	1165	<b>Consultant</b> to support reversed logic experiment, especially regarding selection and networking with potential partners.				5,000	5,000	2,000		12,000
1.1.6.6 A+AK, RK	1166	<b>Consultancy and mentoring.</b> During 2014 Twaweza has formed closer working relationships with selected partners and at times required specific expertise to enhance higher return on our shared investment in the partnership. Where justified, programs will have engaged extra expertise in five to ten instances to support partnerships.	A condition for expertise brought in from outside is that besides its primary purpose, the work contributes to organizational learning.	1,2,3,4	All partners, all other Twaweza units	3,000	4,000	5,000	3,000	15,000
		<b>Sub total</b>				<b>28,000</b>	<b>139,000</b>	<b>47,000</b>	<b>133,000</b>	<b>347,000</b>
1.1.7 AAK 1.1.7.1 AAK		<b>Below activities 1.1.7-1.1.9 are integrated in other partnerships and activities or transferred to Communications unit</b> <b>Sourcing and amplifying information in the education sector.</b>  <b>Explore key players and networks in education sector.</b>								

Tanzania Programs										
Code/Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.1.7.2 AAK		Channel, broker relevant information and stories in education through other partnerships.								
1.1.7.3 AAK		Incorporate new knowledge about education sector in our own publications.								
1.1.7.4 AAK		Commission printing and circulation of publications.								
1.1.7.5 AAK		Produce PSAs and/or other electronic communication on education sector.								
1.1.8 AAK		Sourcing and amplifying information in the health sector.		2,4a,4b						
1.1.8.1 AAK		Explore key players and networks in health sector.		2,4a,4b						
1.1.8.2 AAK		Channel, broker relevant information and stories in health through other partnerships.		2,4a,4b						
1.1.8.3 AAK		Incorporate new knowledge about health sector in our own publications.		2,4a,4b						
1.1.8.4 AAK		Commission printing and circulation of publications.		2,4a,4b						
1.1.8.5 AAK		Produce PSAs and/or other electronic communication on health sector.		2,4a,4b						
1.1.9 RK		Sourcing and amplifying information in the water sector.								
1.1.9.1 RK		Explore key players and networks in water sector.								
1.1.9.2 RK		Channel, broker relevant information and stories in water through other partnerships.								
1.1.9.3 RK		Incorporate new knowledge about water sector in our own publications.								
1.1.9.4 RK		Commission printing and circulation of publications.								
1.1.9.5 RK		Produce PSAs and/or other electronic communication on water sector.								
GS		<b>All Program staff</b>				Q1	Q2	Q3	Q4	Total
		Salaries				87,264	87,264	87,264	87,264	349,055
		Benefits				31,465	31,465	31,465	31,465	125,859
		<b>Total</b>				<b>118,728</b>	<b>118,728</b>	<b>118,728</b>	<b>118,728</b>	<b>474,914</b>
		Note: Includes Kenya, Uganda, and Positive Deviance Labs								

## Kenya Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
						Q1 176,500 20%	Q2 231,500 27%	Q3 226,500 26%	Q4 226,500 26%	Total 861,000 100%
1.2		<b>Strategic Media Partnerships Kenya</b>								
1.2.1		<b>Ongoing Partners</b>								
1.2.1.1	1211	<b>Royal Media Services</b>								
PO		RMS is one of the partnerships that will be phased out by the end of Q1 2014. The partnership had its ups and downs, and more of the latter. The framework agreement Supported RMS to improve its current programs and craft new programs across all the networks (Television and Radio) in the interest of the following objectives: i) Increase rural coverage (issues, citizen voices); ii) Increase coverage of ordinary citizen's voices/perspectives (not just leaders, ensuring greater diversity on whose voice is being heard on public issues, including women and young people); iii) Monitor public policy/government promises against practice/realities on the ground – (e.g. funds reaching schools, medical services being free for defined categories, levels of governance); iv) Increase work with well-informed data and triangulation of sources; and v) Increase coverage of stories on how people are making a difference on their own initiative and commitment.	In Q2 a 'traditional' evaluation will be done to focusing on the partnership mechanics, uncovering the true RMS perception and interest, motivation for the partnership, or aspects thereof. The information will be highly relevant for other, continued Twaweza MFA's in Tanzania and Uganda.	1,2 3abc, 4ab 5	Uwezo, Comms	40,000				40,000
1.2.1.2		<b>KBC</b> No longer pursued								
1.2.1.3		<b>QTV</b> No longer pursued								
1.2.1.4	1214	<b>Kilimo Trust</b>								
PO		KiMI is a consortium consisting of various partners, among them the Kenya Broadcasting Corporation, (KBC), several Community Radio Stations, Universities, the Ministry of Agriculture, Airtel and GSMA. They have developed a short messaging service for availing agricultural content to farmers around the country in combination with radio and TV audience of about 11 million. KiMI has stimulated and inspired citizen actions through this network of radio stations and SMS platforms, using farmer's listeners groups at community level, by producing agricultural content. This has been dubbed Farmer Voice Radio (FVR) model. The model has been very successful and in reaction to popular demand, KiMI now seeks to broaden programming content to other areas such as education, health and water. Twaweza will have partnered with Kilimo Trust for one year, and tested the grounds.	1. Reach: Follow Kilimo's own research 2. Quality: Q2 assess a sample of at least 4 different types of broadcasts against the (adapted) quality tool. 3. Effect: Measure the number of farmer's groups who have discussed issues introduced by Twaweza 4. Experimenting: The Farmers Voice Radio (FVR) is believed to be successful in terms of agricultural gains. During 2014 we will have tested if the success of the FVR model can be transferred to the education sector.	3abc, 4abcd	Uwezo	10,000	15,000	25,000	25,000	75,000



## Kenya Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		<b>Sub total</b>				<b>50,000</b>	<b>15,000</b>	<b>25,000</b>	<b>25,000</b>	<b>115,000</b>
1.2.2 1.2.2.1 PO	1221	<p><b>Other media partners</b></p> <p><b>Ongoing Partners</b></p> <p><b>Shujaaz</b> has entered a new phase in its existence: A high quality Strategic Document articulates its vision and ToC, and provides guidance for the years to come. A number of donors have signed up to support WTS in its new strategy, dramatically reducing transaction costs. Twaweza has supported WTS in this transition and will also sign on to a renewed partnership for the years to come.</p> <p>Partnership with <b>Well Told Stories</b>. A targeted large scale youth multimedia action will open the world of millions of young Kenyan people to a diverse range of information, ideas and practical action options to recreate their circumstances and improve their lives. Production and distribution of 1,000,000 ShujaazFM comic books monthly, with portions carrying Twaweza themes. The comic book is also distributed through syndicated radio shows (19 radio stations to date), TV animations, mobile formats, website and Facebook. Through a monthly comic book that entertains as much as it educates, ShujaazFM is a tool to engage the youth demographic and stimulate citizen agency. Twaweza, and particularly the Uwezo unit, provides information, ideas, and financing to ShujaazFM, to enhance their ability to stimulate youth to speak out publicly and take action, including leading to better service delivery in health, water and education.</p>	<p>1. Reach: Omnibus questions in Q1, including Magazines, radio, internet, mobile/SMS;</p> <p>2. Quality: One time hi level quality assessment by international standard expert, mainly for feedback to WTS and only if they are interested, Q2;</p> <p>3. Effect: Most important one for 2014: Measure actual action taken by readers of Shujaaz: Prime-movers (use WTS database) and on the Fencers. If possible also Endorsers (general public). Do this together with WTS in Q2; and</p> <p>4. Experiment with large scale SMS feedback.</p> <p>There is great overlap between the visions and ToC of Shujaaz and Twaweza. We will continue to actively engage and learn from each other's experience in Kenya and Tanzania. Particular areas of interest: Transfer of artistic work to other countries (Tanzania already starting in 2014, Uganda possibly second half of 2014); sourcing for, and engaging (do-hivi guides) with prime-movers at scale; quick feedback loops using SMS and social media.</p>	3abc, 4abcd		125,000	125,000	125,000	125,000	500,000

## Kenya Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.2.2.2 PO	1222	Partnership with <b>Buni Ltd</b> through production and broadcasting of XYZ: A thought provoking program that uses satire to confront public service subjects in a way usual conventional ways wouldn't do. Through accessing nationwide platforms reaching more than 8 million audiences, and tens of thousands more using other platforms like Facebook, YouTube, online BuniTV, and buses. With XYZ more citizens will access the information and spur public debate on issues that are often left untouched.	1. Effect: Q2 fairly large monitoring effort designed on measuring 'tilling the soil'. This will be the center piece of monitoring XYZ. It will be conducted in close partnership with BuniTV and will be first of its kind in Twaweza; 2. Quality: One time hi level quality assessment by international standard expert, for our info and feedback to Buni, Q1; and 3. Reach: Omnibus questions in Q1, including on buniTV, mobile TV, internet.	4ab, 5			50,000	35,000	35,000	120,000
1.2.2.3 PO		Partnership with <b>Mediate Ltd</b> through production and airing of episodes in the popular drama, Makutano Junction which is a soap opera that depicts everyday life struggles in a rural shopping center. This 2014 new phase in the partnership has been based on intense collaboration with Uwezo. A new 'decor' has been added to the imaginary village makotano Junction: A school and its community. The story has described the progress made to the school and learning from within the community and within existing means.  Collaborations and support to: i) Broker credible information sources on issues of education, accountability, transparency and citizen agency. ii) Tapping into the more than 8 Million viewers per show, millions of Kenyans are exposed to ideas and information as well as exploration of options they could consider as citizens in improving their lives. iii) Capitalize of the multiple outlets of reaching out to people through leaflets, MS platform, facebook, youtube and online spaces. iv) Monitoring and evaluation both internally and externally to enhance learning and understanding better how to program the episodes. In Twaweza's view, because of its strong and diverse characters to witty that viewers identify themselves, and because of its story telling character, a drama soap as MJ has the highest potential of all partnerships to stimulate action.	1. Reach: Omnibus questions in Q1 on MJ 2. Quality: One time quality assessment by Kenyan group of experts 3. Effect: Part of GU; Q4 measure effect of Uwezo experiment among Omnibus respondents of Q1 who have seen MJ. 4. Experiment: Integrating Uwezo by taking up a whole new section in the show: a school community.							

## Kenya Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
1.2.2.4 PO		<b>MEDEVA.</b> Citizen debates at Integrity Barazas, Reach 50,000 Kenyans through mobile phones, 1 Integrity and Leadership Manifesto produced, published and distributed through 3 mainstream dailies, 6 Twaweza PSAs aired during each episode on radio and TV. When a mix of facts and real-life stories are chronicled and presented to the public for debate - ground is opened up to expose what is happening in service delivery in Kenya.	1. Reach: Confirm the viewership numbers as provided by Medeva, using Ipsos Omnibus questions in Q1; 2. Quality: Most important aspect of our monitoring this year: Did Tazama live up to the expectation from the past? Findings will be used to inform decision on (dis)continuation of the partnership; and 3. Effect: Repeat Omnibus from selected respondents of Q1 to find out effects in terms on knowledge, speaking up, and self-efficacy. Q1.	1,2 3abc, 4ab 5							
1.2.2.5 KdG		<b>Media in Africa Holding (Matatu Minibuzz)</b> Depending on re-start of show which is more likely since CEO moved to live in Nairobi. Produce and broadcast a 30 minute interactive, citizen participatory TV and radio show 5 days a week. This daily show is set in a "taxi" (public bus) where passengers who board the bus are the key discussants. By showing people speak out every day on various topics publicly; this presents various perspectives and the diverse opinions of ordinary citizens on topics of national importance. The assumption is that listening to other citizens speaking out, getting factual information, and demonstration of taking action on MiniBuzz, viewers will take up information daily, will speak out more in public places, and to a limited extent take action to make a change, related to health, water, and education, plus a variety of other sectors.	Depending on re-launch								
1.2.2.6 KdG,PO	1226	<b>Possible new media partnerships</b> A number of high potential partnerships will be introduced, ideally starting at a modest scale, testing the ground, iterating, gradually improving and bringing to scale. Partners we are already engaged with: Makutano Junction, Minibuzz.		1,2 3abc, 4ab 5		40,000	40,000	40,000	120,000		
1.2.2.7 PO	1227	<b>Consultancy and mentoring.</b> During 2014 Twaweza has formed closer working relationships with selected partners and at times required specific expertise to enhance higher return on our shared investment in the partnership. Where justified, programs will have engaged extra expertise in four to six instances to support partnerships.	A condition for expertise brought in from outside is that besides its primary purpose, the work contributes to organizational learning.	1,2,3,4	All partners, all other Twaweza units	1,500	1,500	1,500	1,500	6,000	
		<b>Sub total</b>				<b>126,500</b>	<b>216,500</b>	<b>201,500</b>	<b>201,500</b>	<b>746,000</b>	

## Uganda Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				Total
						Q1	Q2	Q3	Q4	
						214,000	258,000	235,000	261,000	968,000
						22%	27%	24%	27%	100%
<b>1.3</b>		<b>Strategic Media Partnerships in Uganda</b>								
1.3.1		<b>Ongoing Partners</b>								
1.3.1.1	1311	<b>Vision Group (VG)</b> In 2014 VG will be handed over by Q2 or receive a tie-off grant. We will do final monitoring during Q1+2.  In particular VG has committed to do the following: a) Weekly full page feature on teachers making a difference b) Harambe (Weekly program across VG platforms that links leaders to the citizens) c) Special features d) Market outreaches e) News Bulletins with citizens voices f) Hero of the month	For VG this will be final monitoring and lessons will contribute to documenting our experiences with MFA's. We will be measuring the quality of the outputs in Q1. A Quality Analysis tool has been developed and will be used to measure the quality of the agreed upon outputs in as far citizen agency is concerned and how best VG has given ordinary citizens a platform to speak out and share stories of change. Effect will be measured in Q2 among readers on selected print outputs that lend themselves for recall of information, for instance hero of the month.	Citizen Agency; 4a and 4c.	Buzz Events, Stream Ideas	25,000	25,000			50,000
1.3.1.1	MD									
1.3.1.2		<b>Nation Media Group (NMG)</b> Phased out								
1.3.1.3	1313	<b>Uganda Radio Network (URN)</b> Unique in the region, URN is an independent web based news agency, with over 50 client subscribed radio stations, will aim to continue increasing the number and quality of daily news items broadcast by district radio stations all in their own languages. URN maintained established upcountry bureaus, helped interested radio stations launch participatory radio programming and strengthened the quality of the radio National Perspective Magazine.  Depending on results of the evaluation, the intention is to continue partnership with URN and support URN in its gradual but steady growth path.	During the year 2014, we will experiment with trying out a Citizen's news board where Citizens and participating radio stations can post clues for new stories from all over the country and URN through their existing bureaus follows up these stories. The intervention is anticipated to help increase news coverage from all parts of the country, resulting in citizens getting more factual information of their expressed interest, increased popularity of citizens' voices, having more perspectives and shared stories of change by ordinary citizens. This will lead to more and more diverse information uptake and citizens speaking out.	Citizen Agency; 4a and 4c.	Buzz Events, Stream Ideas	40,000	40,000	40,000	40,000	160,000
1.3.1.3	MD									

## Uganda Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
			Learning, Monitoring and Evaluation In 2014, we will evaluate URN's work for the last 3 years. Specifically the evaluation exercise will look at the quality of the out puts in terms of CA, try to establish coverage of news items as posted by URN: What (type of) news gets picked by radio stations for broadcasting and reach: what have people listened to. This evaluation will happen in the 1st Quarter of 2014.							
1.3.1.4 MD	1314	<p><b>MiniBuzz</b> A 30 minute interactive, citizen participatory TV show 5 days a week. It encourages speaking out and dialogue and to a limited extent influence citizens taking action. Minibuzz ensures the program reflects more on the above outcomes. Also, more focus is dedicated to Twaweza sectorial outcomes, engaging key staff (Producers, editors) in quarterly evaluation sessions to reflect the preceding efforts and plan for the following quarterly.</p> <p>By showing people speaking out every day on various topics publicly, this presents various perspectives and the diverse opinions of ordinary citizens on topics of national importance. The assumption is that listening to other citizens speaking out, getting factual information, and demonstration of taking action on Minibus, viewers will take up information daily, will speak out more in public places, and to a limited extent take action to make a change, related to health, water, and education, plus a variety of other sectors.</p> <p>Another assumption is that if the show is successful, the format of having citizens become the key discussants in shows will spread and affect other shows being produced.</p>	<p>In 2014 Minibuzz will experiment with quicker feedback loops: daily questionnaires by passengers on the bus, focus groups in the Minibus while upcountry. Minibuzz will also experiment with TRAC FM, which will be the first appearance of TRAC FM on TV.</p> <p>Learning, Monitoring and Evaluation In Q1 2014, the evaluation exercise to establish the quality of the shows on the Minibuzz is completed. In the same exercise the reach is determined in terms of percentage of people who watch the show. An evaluation of effect is also done through a survey to find out if people who watch Minibuzz have taken any action, are thinking of taking any action or would support others if they take action.</p>	Citizen Agency; 4a and 4c.	Buzz Events, Stream Ideas, Uwezo	40,000	40,000	40,000	40,000	160,000
1.3.1.5 MD	1315	<p><b>Rock Point 256</b> A weekly radio drama with a focus on young people and citizen agency broadcast over some 20 radio stations. The drama has been supported to integrate messages of citizen agency and learning, and stimulate dialogue amongst young people to take action to improve their lives.</p> <p>The show models and dramatizes different ways and options to taking action and effect change. Young people, it's assumed, will speak up and take action to improve their lives once exposed to</p>	Experimenting with vicarious modeling of behavior using radio. A variety of positive characters in the drama series offer opportunities for youth to identify with and model their behavior after. It would be interesting to know if listeners actually did what the positive characters are doing in the drama.	Citizen Agency; 4a and 4c.		24,000	24,000	24,000	50,000	122,000

## Uganda Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		<p>this new information and different perspectives.</p> <p>Uwezo will have continued to be heavily involved in the partnership, integrating education related motivational information in the story lines.</p>	<p>Learning, Monitoring and Evaluation A survey will be commissioned in the 1st Quarter of 2014 to establish coverage and reach of the radio drama. As part of the contract agreement, Communication for Development Foundation Uganda (CDFU) will carry out Focus Groups Discussions (FGDs) on a monthly basis to measure the relevance and quality of the programme in terms of messages as quick feedback loops to inform the show. An end of programme Study will be carried out by CDFU at the end of the project in Q3 of 2014 which will include a measurement of effect. Together with CDFU we will try to find a method to measure in Q3 as part of the end of contract evaluation if this vicarious modeling actually has taken place.</p>							
1.3.1.6 MD	1316	<p><b>Buzz Events Ltd</b> A project that taps into the platform created by artists and musicians. Artists are oriented, briefed and immersed into the ToC, supported to record high quality audio and music videos supportive of Citizen Agency without compromising on the entertainment of the product. The assumption is that if artists gain experience by being immersed in the life of ordinary citizens and briefed about the relationship between music and social change, they would feel more convinced and understand the benefits of producing songs that mirror what's happening in society. By bringing an emotional connection with their listeners, more young citizens will feel encouraged to speak out and feel a sense of self efficacy to change what is happening in their lives. The artists have been supported to be active ambassadors to speak out to their fans about specific messages that will be developed during the course of the project implementation. A big recognition event where the artists that have been identified by the public as being "Their Voice" and acting as a bridge between the leaders and the led has been organized and broadcast live on 3 television stations. A category to recognize an artist was created within the popular Buzz Teenies Awards. The assumption has been affirmed that this recognition</p>	<p>This is not a standalone partnership but should be seen as one in Uganda's effort to tap the potential of the popularity of music culture and its pop heroes to reach out to youth. Our learning focus is to establish if indeed we can influence artist's views (not by buying songs) in a way that is reflected in their songs and behavior.</p> <p>Learning, Monitoring and Evaluation In Q1 we will measure reach to youth of the VG broadcast event, as well as the Teenies awards in Q3 using Ipsos or other means. The activities under Buzz Events will be measured to establish the improvement in terms of quality of the songs on the air waves as a result of this initiative. A music expert/critic will be engaged to make an assessment of how this campaign will</p>	Citizen Agency; 4a, 4b, 4c and 4d	VG, Minibuzz and Stream ideas International	20,000	25,000	25,000	25,000	95,000

## Uganda Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		will motivate many artists to compose more meaningful songs that amplify people service delivery and governance concerns. In turn this will subtly put pressure on the leaders to deliver on their promises and responsibilities.	have motivated artists. This will be done in Q4 of 2014. In terms of effect, a baseline survey in Q1 will find out if young people and Ugandans at large would be able to do something as a result of hearing their music stars calling upon them to do something. In Q4 at the end of the campaign, we will be able to measure any difference in terms of behavior by the primary target audience regarding the call to action as will be agreed upon.							
1.3.1.7 MD	1317	<p><b>Trac FM</b> A highly interactive SMS based platform for public monitoring and instant public feedback on service delivery using mobile phone technology. It's software that helps radio stations during a show get instant feedback from listeners on their views which is instantly visualized and used by the radio host.</p> <p>By giving people this platform, they can speak out, share divergent views/opinions, and undertake citizen monitoring instantly and in a very public manner, mostly on district radio stations.</p>	<p>Learning, Monitoring and Evaluation During this phase we are going to find out if indeed TRAC FM helps people to improve service delivery. We will also be measuring the effect of quality improvement of radio shows in terms of content and interactivity. Together with the LME unit we will design and measure the effect and quality of Trac FM as a partner. In Q2 This will include testing actual radio programs in FGD's and comparing the effect with other shows that do not use Q&amp;A. We will have compared popularity and reach of similar shows without SMS technology, using listenership data from Synovate in Q2. In terms of effect we have measured the difference in knowledge and specific indicators as developed by the LME unit to test differences between audiences that listen to radio talk shows on radio stations with Trac FM vis-à-vis audiences that listen to talk shows on other radio stations.</p> <p>Lastly, we will experiment in Uganda with using TRAC FM services and listener's database for ongoing monitoring purposes of other media</p>			15,000	15,000	15,000	15,000	60,000

## Uganda Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
			partnerships to help improve programming. Trac FM will help us get feedback for TV programmes. One such show where we intend to use Trac FM software is the monitoring and getting feedback on the Bobi Wine Ghetto president Reality TV show.								
1.3.2 1.3.2.1 MD	1321	<p><b>New Partners/Partnerships Ideas</b></p> <p><b>Stream Ideas International (The Ghetto President Reality TV Show)</b></p> <p>Supported a leading artist, Bobi Wine, to use him and his family to model parental involvement in Children's learning. This will have been done through extending support to a Reality TV show that features Bobi Wine and his family. The artist will also post on his Facebook page key facts as provided by Twaweza. He has composed a song and generally used his platform to spear head the agency campaign. The assumption is that artists in Uganda and East Africa in general have a huge following and platform to air out facts and messages for social change. If they can be supported with facts to come out and speak publicly they would be able to influence their audiences and fans but also would compel those responsible to deliver services to wake up and do something.</p>	<p>Learning, Monitoring and Evaluation</p> <p>In Q1 we have measured coverage and reach of the show, as well as quality assessment of the clips to establish if the shows are spot on in terms of delivering messages on agency and parental involvement in children's learning.</p> <p>For learning, we will work with Trac FM to have continuous feedback mechanism where viewers are requested to give feedback. There will be quarterly FGDs to measure short term effect of the show on the viewers.</p>			15,000	20,000	15,000	15,000	65,000	
1.3.2.2	1322	<b>Below are a number of Ideas in the pipeline of which one or two will be tested in 2014</b>					50,000	75,000	75,000	200,000	



## Uganda Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
1.3.2.3 MD		<p><b>Explore partnership in the area of satire via television akin to work done by Buni Ltd in Kenya</b></p> <p>Use of puppets to stimulate debate and pass on information on selected social issues. We will partner with a local organization in Uganda, <b>Reefknot Communications</b> to use puppetry to simplify issues that might be otherwise complicated for a certain class of people to understand. With Puppetry, we hope to demystify the "untouchable" nature of leaders. By making the leaders appear "human," it's hoped that Ugandans will feel they can hold them accountable and speak out. The Puppetry show will also be used as a platform to reproduce scenarios where the relevant authorities like Ministers will be "grilled" by the President. These way ordinary citizens will get information on key service delivery issues and be informed about any bad governance issues like corruption. The "President" will then call upon people to follow the money and ask for accountability from the service delivery providers. The show will be used to highlight areas where service delivery is in a mess and highlighting key governance issues in a manner that you can't miss. The assumption is that leaders will not want to be featured here and also people will know more about who is messing them and will be called upon to act. Work on this idea started in 2013 and discussions with stakeholders including Buni Ltd to offer technical support have been finalized. Currently engaging with the media stakeholders and relevant government agencies to buy into the idea as a way of mitigating against the potential risk of having the show interrupted by the authorities.</p>	<p>We will use this 6 months experiment to learn how the regime will react to such a show. There are fears that unlike Kenya where leaders can be made fun of, the regime in Uganda might not be that receptive. So depending on how the regime reacts we will be able to get lessons on how to engage with authorities in situations where the media freedoms are not that absolute. Similarly, during this period we will learn how to use the same concept of TV puppetry but make it suitable to different media spaces prevailing in different countries.</p> <p>Learning, Monitoring and Evaluation We will do a media coverage survey to establish the popularity (or lack of it) of the show. A quality assessment of the episodes will be done to determine whether the productions carry meaningful messages. FGDs with viewers will be done to determine whether people feel the show informs them and if they have changed their attitudes and got to know some useful information as a result of watching the show.</p>	Citizen Agency; 4a, 4c and 4d	VG, Buni Ltd						

## Uganda Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.3.2.4 MD		<p><b>Fusing Comedy With Agency.</b> We will support a Creative Arts Agency, Solofx, to help two comedy groups to fuse comedy with Agency. The idea is to have a research and content creation team that will help and support two comedy groups to make their comedy more sharp, critical, satirical and relevant to people's realities. The content will be informed by day to day happening in Uganda and these will be linked to issues of good governance and service delivery. Every week the content creation team will suggest a skit for the comedy groups to act.</p>	<p>Comedy and satire have come to dominate a lot of media space in Uganda. Every day, there is comedy show on TV. The comedy though falls short of critically analyzing and presenting issues affecting Ugandans. Under this project we will be able to learn if indeed comedy can be fused with agency, whether Ugandans can get a message passed on satirically and humorously in a manner that it sticks and influences their thinking and behavior. Learning, Monitoring and EvaluationA quality analysis will be done before (Q1) and after (Q4), to compare comedy groups that are supported by Solofx with those that are not. Focus will be on establishing if the comedy shows are strong on agency messages. Just like other similar media shows, we will be able to do a coverage and reach survey to establish the popularity and reach of the shows in Q2. Also in Q2 FGDs will be done to establish any effect of the shows on viewers of the comedy shows in any way.</p>	<p>Citizen Agency: CA 4a, 4d. Education; 3a and 3c.</p>	<p>VG, Minibuzz and Buzz Events</p>					

## Uganda Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
1.3.2.5 MD		<p><b>Identify potential partners to explore ways of venturing into comic books</b></p> <p>This will involve the design, production and dissemination of print comic books. The comic books will target young people between the ages of 10 and 16. This specific category of young people may not be interested in majority of the channels and platforms we are engaging with. Through comic books, we will be able to design and create character (s) that are like super heroes to these young people. Learning from the Shujaaz FM experience in Kenya, we will look at combining “slang” and English. Because cartoon/comic books make easy reading for young people, the books will provide an avenue where specifically designed agency messages will be passed through to help create a sense of responsibility and self-efficacy amongst the young people. The comic books will be produced by an existing partner whom we will scale up work we are working on now. They will be distributed through Newspapers. A possibility of pairing Buzz Events with Vision Group to work on this together. The comic books will be produced monthly.</p>	<p>Engaging children and young people under the age of 15 is rather challenging. Yet we all know that cognitive development happens at this stage. The comic books will help us to learn how creative reading materials can improve citizen agency among young people.</p> <p>Learning, Monitoring and Evaluation Determine popularity and coverage of the comic books. Since the books will be distributed through a newspaper it’s easy to get that. But also looking at Piggy backing on the UWEZO Assessments to establish if there is any difference in terms of learning abilities for children who read the comic books, establish sense of self efficacy amongst those who would have not read the comics and also to establish coverage and actual utilization of the comic books by the intended audiences.</p>	Citizen Agency: CA 4a, 4c and 4d. Education; 3b	Buzz Events, VG						
1.3.2.6 MD		<p>Explore partnership with <b>Wizarts Media</b> in the area of focused TV and radio programming. The idea is to use a local celebrities to come up with a radio programme (FOLLOW ME) where celebrities will share positive stories and comment on events to fuel discussion on selected issues both on traditional and social media. The programme will air daily on at least thirty radio stations with an icon speeding anything from one month to one quarter being followed, produce an interactive TV programme (FACE THE CITIZENS) that links leaders with the population in a studio setting. Leaders will be brought before a panel of citizens before cameras to answer specific service delivery questions.</p>	<p>Wizarts media is trying out a practical example of doing daily current affairs magazines that are distributed to radio stations all over the country. We will also be able to concretize our work with musicians and celebrities through the FOLLOW ME programme to establish the real impact of celebrities on their fan base.</p>	Citizen Agency, 4a, 4b and 4d	Wizarts media, Stream ideas, Buzz Events						
1.3.2.7 MD		<p>Exploit the popularity of pop culture to introduce and pioneer the RAP NEWS concept to attract young people to current affairs using a pop rapping language that is interesting to them.</p>	<p>This is something new on the Ugandan Television scene. It would be interesting to know how far this goes in arousing young people's interest in current affairs and subsequently its impact on citizen agency and how young people view holding leaders accountable.</p>	Citizen Agency; 4a. Education; 3a and 3c.	Peripheral Visual International						

## Uganda Programs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		<b>Sub total</b>				<b>179,000</b>	<b>239,000</b>	<b>234,000</b>	<b>260,000</b>	<b>912,000</b>
1.3.3		<b>Teachers Union/Association</b>								
1.3.3.1 MD,MN	1331	<b>Uganda National Teachers Union (UNATU)</b> Handed over the partnership to Uwezo by July 2013. The partnership aims at strengthening communication and responsiveness with its members countrywide, promote a new 'compact' with society focused on teacher welfare and standards, foster its members to monitor and analyze situation, particularly in relation to capitation grant, availability of books and other supplies, water and sanitation, and other issues teaching conditions and learning quality	Teachers are one of the networks identified under the Twaweza Theory of Change. Quite often emphasis is put on criticizing teachers for nonperformance. We would like to establish how improved communication amongst teachers and getting their opinions on key education issues can improve learning and also have an influence on the policy making process in the education sector.	Education; 3a, 3b, 3c	Uwezo, VG, Minibuzz, RockPoint	34,000	18,000			52,000
		<b>Sub total</b>				<b>34,000</b>	<b>18,000</b>			<b>52,000</b>
1.3.4		<b>Consultancy</b>								
1.3.4.1 MD	1341	<b>Consultancy and mentoring.</b> During 2014 Twaweza has formed closer working relationships with selected partners and at times required specific expertise to enhance higher return on our shared investment in the partnership. Where justified, programs will have engaged extra expertise in three to five instances to support partnerships.	A condition for expertise brought in from outside is that besides its primary purpose, the work contributes to organizational learning.	Citizen Agency: CA 4a, 4c and 4d. Education; 3b	All partners, all other Twaweza units	1,000	1,000	1,000	1,000	4,000
		<b>Subtotal</b>				<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>4,000</b>

## Experimental Interventions

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
						Q1 787,460 26%	Q2 391,821 13%	Q3 1,397,602 46%	Q4 477,631 16%	Total 3,054,515 100%
1.4		KiuFunza is an RCT and as such has learning and experimentation built in. Programmatically it is also an experiment, being the first RCT implemented by Twaweza. A further new element for Twa is the policy engagement regarding the potential scale-up.		All of KiuFunza is linked to Twa goal 3b						
1.4.1 YS		<b>Strategy</b> In consultations with KF Principal Investigators do literature review prepare idea note and outline for KF 2015 new intervention design. No financial resources, needs time.	New experiments design	3b	J-PAL/IPA					
1.4.1.1 SE unit; YS, CM	1411	2014 Strategic Engagement TZ (1 day workshop; 3 visits MOEVT; MP/Ministry/Union field visit Mbweni)			COSTECH		5,000	5,000	5,000	15,000
		<b>Sub total</b>					<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>15,000</b>
1.4.2 CM, YS		<b>KF implemented</b> Assistant hired, materials designed, prepared, district level coordination and communication, randomization of treatments carried out and communicated, field teams trained, field visits done, CGF payments carried out, monitoring reports obtained through district coordinators, COD payments done after end-line survey.		3b						
1.4.2.1 CM, YS	1451	<b>Intervention preparation and field implementation</b> 3 headline phases: baseline, midline, endline 11 districts			District Partners: details available on request					
		<b>Baseline Intervention</b> communication materials prep, dispatch				43,000				43,000
		<b>Baseline DC training</b> and pilot Kigoma				25,000				25,000
		<b>Baseline vol training</b> , field: offers communicated				82,995				82,995
		<b>Midline vol training</b> , field: communication, monitoring						50,105		50,105
		<b>Endline DC training</b> and pilot Kigoma							25,000	25,000
		<b>Endline vol training</b> , field: testing learning outcomes							216,081	216,081
		<b>Endline test development</b> (12 sets), dispatch						10,000	2,250	12,250
		<b>District Partner</b> support and monitoring by Twaweza				2,200	2,200	2,200	2,200	8,800
1.4.2.2 YS, CM	1452	<b>CGF intervention</b> payments (based on 2013 payment)					355,334	355,334		710,668

## Experimental Interventions

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.4.2.3 YS, CM	1453	<b>COD intervention</b> payments (Total number of students Grades 1-3 KF schools = 124967   COD schools 40% of total or about 50000 students   expected upper bound pass rates are English 5% ; Kiswahili 60% ; Math 60%). NB ACTUAL PAYMENT NOT EXPECTED BEFORE JAN 2015.							195,313	195,313
1.4.2.4 YS, CM	1454	<b>Data entry</b>			Captricity.com		3,000	2,000	4,500	9,500
		<b>Seminars</b> , institutional collaboration and capacity development; conference visits			J-PAL/IPA		3,000	6,000	4,000	13,000
		<b>Staffing</b> hired (senior consultant implementation, data entry typists)				12,788	12,788	12,788	12,788	51,150
						500	500	500	500	2,000
		<b>Contingencies</b> (bank charges, communication and other overheads)				10,000	10,000	10,000	10,000	40,000
		<b>Sub total</b>				<b>176,483</b>	<b>386,821</b>	<b>448,926</b>	<b>472,631</b>	<b>1,484,861</b>
1.4.3 YS		<b>KF research</b> 3 phases: baseline, monitoring, endline. Elements: RA(s) hired through J-PAL, research firm contracted, surveys designed, questionnaires prepared, enumerator teams trained, survey work carried out, database organized. (Detailed budget available)		3b	J-PAL/IPA EDI					
1.4.3.1 YS	1461	<b>JPAL/IPA</b> researcher, assistant, analysis, and management costs			J-PAL/IPA	105,473		105,473		210,945
		<b>Data collection</b>			EDI					
1.4.3.2 YS	1462	<b>Phase 1</b> - Preparation (all rounds)				86,337				86,337
		<b>Phase 2</b> - Baseline training				112,738				112,738
		<b>Phase 3</b> - Baseline Survey				209,101				209,101
		<b>Phase 4</b> - Schools Monitoring (including Training)						146,487		146,487
		<b>Phase 5</b> - Endline training						115,159		115,159
		<b>Phase 6</b> - Endline Survey						526,557		526,557
		<b>VAT</b> (all rounds)				97,329			97,329	
1.4.3.3 YS	1463	<b>1.4.3.3 Ethnographic research</b> component						50,000		50,000
		<b>Sub total</b>				<b>610,978</b>	<b>943,676</b>			<b>1,554,653</b>
1.4.4		<b>The support for this is now listed under Uwazi ; it needs time, pilot/field budget moves to Uwezo KE</b>								
		<b>Sub total</b>								
		<b>Note:</b> Staff costs included under Uwazi								

Uwazi										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
						Q1	Q2	Q3	Q4	Total
						78,235	128,535	80,835	80,235	367,840
						21%	35%	22%	22%	100%
1.5		<b>Primary Data Collection</b>								
1.5.1										
1.5.1.1	1511	<b>1.5.1 Sauti za Wananchi</b>								
EM, YS		Sauti za Wananchi (SzW) is Africa's first nationally representative mobile phone survey. SzW will collect data from the following groups of people: 2000 Households across Tanzania, 100 Heads of Health Facilities, 100 Water Group Leaders and 120 Head Teachers of Primary Schools and 200 citizen monitors. A dedicated SzW lead analyst will analyze the data and produce policy briefs that can fill the currently exciting informational gap in Tanzania.	SzW is an innovative approach to survey implementation and media engagement, providing learning to the organization and partners in Tanzania. It also fits well in the global learning agenda of Twaweza: the lessons learned in Sauti will be shared with the Listening to Africa initiative and many others interested in this approach.	Covering a wide range of topics, SzW links to all 5 goals.	Ipsos Synovate- Data collection Firm and 3rd Party Users of the platform, e.g. World Bank, ILPI, CGD					
		<b>A. Data Collection</b>								
		1. Household Interviews (2000 Households across Tanzania)- 20 Rounds MAX				62,835	62,835	62,835	62,835	251,340
		2. In-depth Interviews (with some of the HH respondents)- 100 Interviews				1,000	1,000	1,000	1,000	4,000
		3. School Interviews (120 Primary School Head Teachers)-2 Rounds				2,000		2,000		4,000
		4. Health Facility Interviews (100 Heads of Health Facilities)- 1 Round					1,500			1,500
		5. Citizen Monitoring of Public Service (200 SzW Group Leaders)- 2 Rounds				2,000		2,000		4,000
		6. Water Management (100 Water Group Leader) - 1 Round							1,500	1,500
1.5.1.2		Transfer of management of Listening to Dar to TMF/ Raia Mwema newspaper								
1.5.1.3	1513	Moved to 1.5.2.4 Uwezo technical support below.								
EM		1. Conflict resolution in SzW EA's- 6 Trips				1,500			1,500	3,000
		2. Quarterly Top Caller Award (To be given to top 3 callers)- once per quarter				200	200	200	200	800
		3. QC Listening In consultant at the SzW Call Centre				200	200	200	200	800

**Uwazi**

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
		4. Impact evaluation of briefs with LME (LME budget)	Learning about reach and impact of a core Uwazi activity; possibly experiment with different formats.								
		<b>C. Communication</b>									
		1. Analysis of SzW data, response behavior and quality of mobile phone data (Moved to Communications budget)									
		2. Guest Writers & Editors- 4 Briefs				1,500	1,500	1,500	1,500	6,000	
1.5.1.4		Citizen Monitoring now done through SzW survey.									
1.5.1.5 EM	1515	<b>D. SzW Sample Revisit &amp; Replenishing</b>			Ipsos						
		SzW Revisit & Replenish (June 2014)					25,000			25,000	
		Mobile Phones for replenished Sample (n=200)					4,000			4,000	
		Solar Chargers for replenished Sample (n=200)					4,000			4,000	
		Airtime for replenished sample (n=200)					200			200	
		200 scales for weight measurement					7,600			7,600	
		Field visits during Replenishing and Revisits					2,000			2,000	
1.5.1.6 YS, CM	1516	<b>E. Mobiles for Development Conferences / Collaborations</b>									
		Tech for Development Event organized by Twaweza					1,000			1,000	
		Mobiles East Africa conference				1,500				1,500	
		Tech 4 Africa							3,000	3,000	
		2 International Mobile Phone for Development Conferences				3,000		3,000		6,000	
		Twaweza / World Bank collaboration on RMPS Handbook					10,000			10,000	
		<b>Sub total</b>				<b>75,735</b>	<b>121,035</b>	<b>72,735</b>	<b>71,735</b>	<b>341,240</b>	
1.5.2 YS, EM, CM		<b>Social Sector Analysis and Publications</b> Uwazi produces in-depth analysis of "what works" to inform Twaweza work, as well as national and global audience; key fields are "what works" in education, citizen agency and governance/corruption.									
1.5.2.1 YS, EM, CM	1521	<b>1.5.2.1 Briefs: aim to deepen our and key actors' understanding of service delivery; give publicity to big public/open data; feed into Uwazi in-depth research work.</b> Limited number, taking into account resonance, research interests and communications capacity.		1, 2, 3							



**Uwazi**

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		A. Uwazi briefs Focus on "what works" in public service delivery, informed by Uwazi research, working groups, literature review of mainly African RCTs. 3 briefs					2,000	2,000	2,000	6,000
		B. Strategic engagement briefs: data analysis support (writing, process etc by SE unit). MAX 6 briefs / Uwazi time only. Requirements for support listed under Section 1.5.4.								
1.5.2.2 YS	1522	<b>1.5.2.2 Literature reviews / working groups</b> Uwazi is part of reading groups to review key literature on Education (RCT) evidence, Information interventions. Output is 1-2 review papers, input to pivot discussions and 2014-18 Strategy. Policy briefs on these can be considered for policy engagement (listed above).	To know what works, which programs are worth pursuing Twaweza needs to do homework in terms of evidence established by others. This activity aims to do that, mainly in Q1-Q2.	1, 2, 3, 4	J-PAL PIs, EGAP network					
1.5.2.3 YS	1523	<b>1.5.2.3 Research on Governance, service delivery:</b> Uwazi initiates reach work, if possible with partners (REPOA) on Governance and policy issues.	Learning agenda: use wealth of existing data on service delivery, elections, governance to explore underlying drivers of political economy and accountability. Look for policy deviants, natural policy experiments.	1, 2, 3	REPOA, Ruth Carlitz					
		A. Elections-Governance-Services study On relation between service delivery and Governance, elections. Output is a research paper, seminar-conference presentations; possibility to follow-up with (RCT type) interventions to improve practices, audits. Policy brief as spin-off.								
		B. Policy deviance paper: study a natural experiment in TZ service sector where for some reason things are implemented differently. Goal is to establish what the difference is and what the impact on outcomes is.								
		Hiring consultants for specific data work, to respond to needs/requests and assist with research/learning agenda (both 1.5.2.3 and 1.5.2.2).				2,500	2,500	2,500	2,500	10,000
1.5.2.4 YS, CM	1524	<b>1.5.2.4 Conference visits</b>	Conference participation will facilitate exchange and engagement with new papers, ideas.							
		CSAE Oxford 2014					3,000			3,000
		EGAP meeting 2014						3,600		3,600
		NEUDC meeting 2014							4,000	4,000
		<b>Sub total</b>				<b>2,500</b>	<b>7,500</b>	<b>8,100</b>	<b>8,500</b>	<b>26,600</b>
1.5.3		<b>No software purchases foreseen in 2014</b>								

Uwazi										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.5.4 Consultant , Advisory role-YS		<b>Technical assistance: Uwazi to provide quick advice on selected data work. In case of substantive work advice on selection of consultant(s) to take on the work; advise on the deliverables and quality of work. The unit/partner requesting TA needs to provide a calendar/time plan for the support and to process any contract-payments.</b>								
		TA Uwezo (calendar for support tasks to be sent by Uwezo) - Questionnaire change advice, incl Uwezo+ - Advice on design of Uwe data collection, sampling - data cleaning (consultant) - policy briefs (consultants) - Uwezo EA, national reports (consultants)	Not a new activity as such, but advice/experimentation on restructuring the Uwezo data collection might lead to innovation.							
		TA RCT Solar Aid Advice on design, implementation								
		TA LME survey work, design-implementation advice								
		TA strategic engagement, data analysis support								
		<b>Sub total</b>								
<b>GS</b>		<b>All Uwazi and Experimental Interventions Staff</b>				Q1	Q2	Q3	Q4	Total
		Salaries				68,977	68,977	68,977	68,977	275,909
		Benefits				28,806	28,806	28,806	28,806	115,223
		<b>Total</b>				<b>97,783</b>	<b>97,783</b>	<b>97,783</b>	<b>97,783</b>	<b>391,131</b>
		<b>Note:</b> Includes Experimental Interventions								

## Strategic Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
						Q1	Q2	Q3	Q4	Total
						85,150	88,150	88,150	106,150	367,600
						23%	24%	24%	29%	100%
1.6	Strategic Engagement									
1.6.1	Open Government Partnership									
1.6.1.1 RR, EK	1611	<b>Tanzania</b> - Government supported and civil society engaged to prepare progressive Freedom of Information law, with public and expert consultation, ready for Parliament by Oct 2014	We will promote learning from experiences of other countries.			12,500	12,500	12,500	12,500	50,000
BT, EK BT		- Government supported to prepare focused second Tanzania OGP Action Plan, (incl. clear commitments on Freedom of Information law, open contracting, open data, open census data, open GIS) by June 2014	Blog posts will be reflective and speak honestly, including about limitations and failure and what we can learn from them							
BT		- Independent briefing note on Tanzania's performance against first OGP Action Plan published by March 2014				500	500	500	500	2,000
EK		- Contributed to IRM report on Tanzania by March 2014								
RR		- Ikulu and specific ministries/agencies (e.g. Education, eGov) supported to get more traction on delivery on commitments, ongoing - Media actor(s) supported to generate public understanding and debate on OGP, ongoing - Engage key civil society and media players to use OGP platform to further its own agenda, ongoing - 4-6 blog posts published 2014 on Tanzania's OGP good practices from Tanzania & elsewhere, popularization, critical commentary), with syndication, ongoing - Selectively supported advancement of OGP in the Africa region as opportunities arise, including through Africa focal point of OGP CS office				Ikulu, Constitutional Affairs, sectoral ministries, DFID, WB (SOGDAT)	4,500	4,500	4,500	4,500

## Strategic Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.6.1.2  RR  BT support	1612	<b>Global</b> - Provided strategic leadership to OGP as lead CS Chairman, focused on consolidating principles, quality of engagement and delivery - Provided leadership to CS members of OGP SC, clarifying what OGP can do and not do, developing mechanisms to engage global community - Recruited associate to assist the CS co-chairs of OGP (based in NY or Dar) - contributed to setting a norm on safeguarding civic space - Contributed to making Summit at UNGA powerful and of value, Sept 2014 - Participated in, presented at and learned from key meetings, boards and public forums, to articulate key ideas on OGP - Supported Independent OGP CS Coordinator to strengthen quality standards, learning and work in Africa	Global Leadership of OGP will seek to underplay the PR and emphasize honesty, quality of engagement and delivery, and challenges to making this real, through agenda setting, chairing meetings, presentations, remarks and interviews.			22,250	22,250	22,250	22,250	89,000
		<b>Sub total</b>				<b>39,750</b>	<b>39,750</b>	<b>39,750</b>	<b>39,750</b>	<b>159,000</b>
1.6.2		<b>Open Development</b>								
1.6.2.1  BT	1621	<b>Open Data</b> Beta sites for publishing and visualizing Uwezo and Sauti za Wananchi data by March 2014 and regularly updated, and feedback/ideas provided to other Twaweza program areas as needed (ongoing)	-On sites will have prominent button to elicit feedback and clear manner to respond to it -Blog posts shall be reflective		Uwezo RM and Uwazi Manager	15,000	15,000	15,000	15,000	60,000
BT		Beta site for publishing and visualizing key education sector data (with OKFN/SOGDAT) by June 2014								
BT		Beta site for publishing and visualizing key rural water supply sector data, through DFTP/Data Palooza process by June 2014			MOEVT, NECTA, WB, OKFN, WaterAid, SNV	12,000	12,000	12,000	12,000	48,000
BT		Supported www.tanzania.go.tz to and Open Data Initiative / Portal be more useful, ongoing								
RR		Supported 2-3 third party efforts to make data available or add value to public datasets (e.g. Shule.info), ongoing			Key Dar based media houses, TMF, AMI					

## Strategic Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
BT		Related but not core to Twaweza efforts to promote open access (e.g. on extractives, asset disclosure, budgets) supported with linking, referral and feedback, ongoing								
BT/RR		4-6 blog posts published on open data (e.g. case studies, popularization), with syndication ongoing								
BT/RR		Linked media and used social media to promote awareness about and use of open data								
BT/RR/ RC		Responsibly pass on open budget portals to other think-tank's, with tie off funding, by May 2014			REPOA, ODI in Uganda	4,500	4,500	4,500	4,500	18,000
BT		Value of process map for open data initiatives around 2015 elections explored by Sept 2014			Hivos, Ushahidi	5,000	5,000	5,000	5,000	20,000
		<b>Sub total</b>				<b>36,500</b>	<b>36,500</b>	<b>36,500</b>	<b>36,500</b>	<b>146,000</b>
1.6.3		<b>Engagement with Key Actors &amp; Institutions</b>								
1.6.3.1 RR/SPORR/ SPO	1631	<b>Tanzania</b> -Recruited SPO to serve as focal point for policy and key actor engagement by March - Participated actively in selected meetings/ processes and media events to promote key Twaweza ideas, shared feedback and opportunities through SF Chatter, ongoing-Proactively engaged with selected CS partners to identify and advance shared goals through collaboration on specific projects by May then ongoing-Create a key actor constituency for Sauti za Wananchi mobile phone data survey findings and use, through monthly presentations and occasional blog postsWrite 5-6 Uwazi style policy briefs, with data analysis and quality assurance support from Uwazi, on Twaweza core issues	-Proactively seeking advice from key actors- E15Feedback sought on briefs in Q3			500	500	500	500	2,000
RR/DD/ BT		Developed exploratory concept on a weekly 'Ideas to Make Life Better' newspaper column/ blog (lead author RR but often writing in collaboration with staff and other colleagues), Concept Note March implemented May onwards			-Comms for brief and media Uwazi on issues - Uwazi to analyze data and check brief claims; Comms to help link w media	2,400	2,400	2,400	2,400	9,600

## Strategic Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
BT/RR		-Held meetings with key local actors and donors on key Twaweza issues, shared on Chatter -Grab key opportunities as they arise that promote Twaweza objectives									
RR/BT/ Managers						2,250	2,250	2,250	2,250	9,000	
RR/ Managers						3,750	3,750	3,750	3,750	15,000	
		<b>Sub total</b>				<b>8,900</b>	<b>8,900</b>	<b>8,900</b>	<b>8,900</b>	<b>35,600</b>	
1.6.3.2 RR	1632	<b>Global engagement</b> -Contributed to and learned from engagement with boards, academic institutions, and conferences/presentations/ writing/video to advance ideas of transparency, accountability and citizen engagement, education, post-2015 development framework, and selected others. -Presentations placed on Twaweza website and promoted through social media, newspapers -2-3 new strategic affiliations explored and expanded; previous affiliations that were not effective pruned. -Increased support to Twaweza staff for engaging with key actors and institutions. -4-6 blog posts / articles / op eds published in international media (e.g. UK Guardian) / blogosphere -Grab key opportunities as they arise that promote Twaweza objectives			Hewlett, IBP, Revenue Watch, ONE, ON, CGD, Harvard U., IDS, MIT, Princeton, UCLA  Guardian (UK), NYT/IHT		3,000	3,000	6,000	12,000	
BT/RR											
RR/SPO											
RR/SPOs/ Managers											
BT/RR									15,000	15,000	
		<b>Sub total</b>					<b>3,000</b>	<b>3,000</b>	<b>21,000</b>	<b>27,000</b>	
1.6.4		<b>Communicating Key Ideas</b>									
1.6.4.1 RR/BT	1641	<b>Support to units</b> - Wrote and published 6 blog posts during 2014 on Twaweza's programmes, to promote key ideas and learning, including cross postings elsewhere - Supported to Comms Manager to tweak, update and promote Twaweza websites, use of social media and monthly Twaweza blogs; with clear/ simple guidelines and mechanism on doing so starting January 2014 - Supported LME Manager to promote core ideas on learning, evaluation, rigor, feedback loops, etc.			Comms unit, managers  Key partners, staff  LME						
BT											
RR/BT											
		<b>Sub total</b>									

## Strategic Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				Total
						Q1	Q2	Q3	Q4	
GS		<b>All Strategic Engagements</b>				Q1	Q2	Q3	Q4	Total
		Salaries				33,179	33,179	33,179	33,179	132,716
		Benefits				14,977	14,977	14,977	14,977	59,907
		<b>Total</b>				<b>48,156</b>	<b>48,156</b>	<b>48,156</b>	<b>48,156</b>	<b>192,623</b>
		<b>Note:</b> Two fulltime staff, but 50% of the Head's salary/benefits costs								

## Positive Deviance Labs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
						Q1 10,000 40%	Q2 6,000 0%	Q3 16,000 1%	Q4 81,000 6%	Total 113,000 48%
<b>1.7</b>		<b>Positive Deviance Lab</b>								
1.7.1 SPO, KdG		<p><b>Positive Deviants Learning Lab &amp; Stories of Change:</b> The epicenter of the Tanzania Learning Labs is rigorous identification and verification of persons and groups that have brought about change despite the circumstances: Positive Deviants (PosDev), and their Stories of Change (SoC). The program is therefore both analytical as well as an intervention. Studying Positive Deviants leads us to the heart of what Twaweza is about: Raising our understanding of how citizen-led change happens, understand the successful pathways of change people have chosen and use this knowledge to stimulate agency at scale, mostly by telling Stories of Change. A selected group of motivated partner's functions as a main channel for Stories of Change to reach 'Heroes of Change', and those citizens who need a little nudge to take action. The overall interest of the learning labs is to find and try out solutions that work and that are scalable or already at scale, and improve them in an iterative process. The Positive deviants work will build on the National Ni Sisi Awards competition organized by the Communications unit for identifying people and Stories of Change.</p>	The entire Positive Deviant Lab is central to our learning and experimenting agenda. As a Lab it is an experiment, and we wish to learn from the positive deviants		Existing and potential linkages (internal and external)					
1.7.1.1 SPO, KdG	1711	<p><b>Preparations, homework</b> In Quarter 1 will be used to create conceptual clarity around Positive Deviants (PosDev) lab. This work will be led by an internal Working Group with members from different units and will include background reading, preparing a concept note and leading discussions during the 2014 retreat; organizing consultation sessions with selected experts, and planning for the rest of the year. By Feb we will have a first draft note ready which will serve as a basis. Late Feb or early Mar a two day meeting will be organized with selected interested parties from Tanzania, an international expert in the field of Positive deviance, and few selected others (for instance Twaweza advisory board members). Output of Q1: clear conceptual note on Positive Deviance that is carried by a number of key partners in Tanzania and to be presented at the board meeting in April.</p>		4a, b, c, d	Programs, LME, Comms, Uwazi, Uwezo, MIT	10,000				10,000



## Positive Deviance Labs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.7.1.2 SPO, KdG	1712	<p><b>Positive Deviance coalition:</b> This networking effort is crucial to the success of PosDev and SoC as an intervention and will build broader ownership of the Positive deviance Lab. It is about creating a constituency around positive deviance, a growing coalition of influential organizations and individuals who share our conviction to learn from positive deviants and who are keen to use the findings and reach out to citizens who want to make change happen. This coalition will help broaden the reach of the lab and will force us to focus on practical utility in Tanzania. Central to this is a committed core group consisting of interested NGO's, individuals, possibly committed private sector or media companies. This is led by the Programs unit and for Twaweza forms the cross road of PosDev, partnerships, SoC, shared branding of Ni Sisi outside Twaweza. The coalition will undertake a number of activities, still to be developed, but likely quarterly learning events, shared implementation, engaging with analytical part. Another aspect to networking is led by Strategic engagement. This will target interested people who bring specific strategic value to the Positive Deviance and Stories of Change program, but whose time commitment is limited, but who have the commitment and leverage to make things move. Output Q2: Coalition identified and built; clarity on purpose and role; a document spelling out purpose, way of working, role of members.</p>		4a, b, c, d	ACT, Restless Development, VSO, Oxfam, LME, Comms, Programs		1,000	1,000	1,000	3,000

## Positive Deviance Labs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.7.1.3 SPO, KdG	1713	<p><b>Research (and backstopping)</b> The Ni Sisi coalition will partly shape this agenda and the research needs to add value to Twaweza as well as to the coalition partners. Once validated a selection of SoC will be subjected to a more rigorous qualitative analysis, methodologies to be developed, together with backstopping experts. This will include fieldwork visiting identified positive deviants, testing and further developing approaches, models and methods developed so far. The outputs of the research phase will be a combination of a research report, working paper or academic paper, book presenting a mix of experiences by PosDevs, film or video production, meeting.</p> <p>For this analytical aspect of positive deviants we will draw on international, East African and Tanzanian knowledge. We will work with key consultants with relevant expertise, with a Tanzanian and international university students, and with a Tanzanian university for learning and continuity. Costs will include international and national travel and lodging; fees for Tanzanian academics; internship costs for PhD students.</p> <p>Output for Q3: Testing of the 'idea' of Positive deviance completed, findings described in initial report.</p>		4a, b, c, d	Ni Sisi Coalition, LME, Uwazi, Programs, Comms, MIT, University of DsM		5,000	15,000		20,000
		<p><b>Sourcing Positive deviants through Uwezo network</b>The extensive Uwezo network of thousands of volunteers visiting tens of thousands households will be utilized to source for positive deviants and do first level verification and analysis. Particular strategies will be developed and tested to use the network, and possibly by other networks of coalition partners. Output Q4: Program launched and Positive deviants celebrated in an award ceremony; Document ready that shapes the program for 2015 and onwards.</p>		4a, b, c, d	Uwezo, programs, LME, MIT, Irene Guijt?					
1.7.1.4 SPO, KdG	1714	<p><b>Full design of the program and launch</b> In Quarter 4 all work will be brought together to design the Positive Deviants Program for 2014 - 2018. Ideally this will include modes of cooperation with coalition partners. The PosDev lab will be officially launched in November of December 2014 and will bring together selected the Ni Sisi coalition and selected organizations and individuals from the region and abroad.</p>		4a, b, c, d	LME, Uwazi, Programs, Comms, University of DsM				80,000	80,000

## Positive Deviance Labs

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
1.7.1.5 SPO, KdG		<p><b>Stories of Change</b> These compelling Stories of Change will be used in a variety of ways. They will be used by Coalition partners in their actual work in their communities; they will feed in Twaweza partnerships and will continuously inform our reversed logic models.</p>		4a, b, c, d						
		<b>Total</b>				<b>10,000</b>	<b>6,000</b>	<b>16,000</b>	<b>81,000</b>	<b>113,000</b>
		<b>Note:</b> Staff included under Programs (Tanzania)								

## Learning, Monitoring and Evaluation

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				Total
						Q1 90,500 5%	Q2 565,100 33%	Q3 687,300 40%	Q4 365,100 21%	
<b>2</b>		<b>Learning, Monitoring, and Evaluation</b> > use information to inspire, challenge and improve our work, reflect and contribute to the global knowledge community								
2.1		<b>Learning</b>								
2.1.1	2110	<b>Internal Learning</b>								
VL, MK, GS,ZO		<p>a) Assist Kenya and Uganda managers to implement learning activities in respective offices, record implementation, and formally seek staff feedback bi-annually</p> <p>b) Develop agenda for systematic learning on Twaweza sectorial and technical issues</p> <p>c) Liaise with HR to review staff assessments and incorporate as relevant into learning sessions &amp; skills labs</p> <p>d) Set up and assist in managing working groups on key learning issues (e.g., citizen agency, positive deviance, etc.). Key outputs of the working groups are:</p> <p>(i) in Q1, review available evidence and recommend a set of approaches &amp; experiments for Twaweza in 2014; and for 2015-18.</p> <p>(ii) Support the work of the groups by identifying relevant outside help, e.g., conducting specific literature reviews, identifying and inviting experts for consultations, etc.</p> <p>(iii) Meet quarterly to address specific questions within the topic, review new evidence; invite external relevant guests. Review in Q2 or Q3 in light of any new external evidence (articles, studies, etc.), and lessons learned through Twaweza's own work</p> <p>(iv) Lead learning session(s) on the above and link to reading club, as relevant, in order to share key findings and implications for Twaweza</p>	<p>In particular point (d) links with experimenting: the working groups are meant to review the state of the evidence/ learning about key topics or approaches, guide Twaweza/Uwez o decisions on implementation ; and periodically review any new evidence.</p> <p>Working Groups:</p> <ol style="list-style-type: none"> <li>1. Understanding Positive Deviance</li> <li>2. Unpacking Citizen Agency (the 'black box' of citizen action)</li> <li>3. Clarifying pathways of change / reverse</li> </ol>			5,500	2,500	2,500	500	11,000

## Learning, Monitoring and Evaluation

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
			logic 4. What drives learning outcomes 5. Evidence for Information leading to change							
2.1.1.2 VL, MK, GS,ZO		<b>Learning Sessions</b> a) Bi-monthly sessions for staff in Kenya, Uganda, and Tanzania (purpose: to introduce new ideas and approaches, following current focus areas and participants' suggestions) b) at least 20 sessions held in Tanzania and at least 12 each in Kenya and Uganda								
2.1.1.3 VL,MK, GS,ZO		<b>Reading Club</b> to develop critical reading skills a) monthly for staff, partners, interested partners in Kenya, Uganda, Tanzania (purpose: to discuss articles on development, following themes and/or participants' suggestions) b) at least 20 articles discussed in Tanzania, and at least 10 in Kenya and Uganda.								
2.1.1.4 VL,MK, GS , ZO		<b>Skills labs</b> a) Monthly (12 per year), for staff, on technical and other skills identified as essential and/or beneficial in our work in each of Tanzania, Kenya and Uganda implemented								
2.1.1.5 VL,MK, GS,ZO		<b>Food for thought</b> a) Informal presentations/sessions, drawing on identified interests (internal learning/sharing, but also bringing in external partners) as opportunity arises across East Africa, at least 12 in Tanzania and 7 in each of Kenya and Uganda.								
2.1.1.6		N/A (Key elements subsumed in 2.1.1 above)								
2.1.1.7 VL, GS	2117	<b>Library</b> a) Adopt & use "Mendeley" or other similar referencing system for organizing key digital materials, across the organization (link to working groups as per 2.1.1 above) b) Install & use digital library cataloguing/tracking system c) add to collection thorough and careful selection of books procured online and locally d) establish libraries/reading rooms in the Kampala and Nairobi offices.				1,000	1,000	1,000	1,000	4,000

## Learning, Monitoring and Evaluation

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
2.1.1.8 VL,GS	2118	<b>Immersion</b> a) annual one-week program for all East Africa staff and one partner org. to experience health, water and education services from citizen's perspective, to challenge and inform our thinking and program work b) Concept note and identification of partner by Q1; immersion to take place in Q2 (likely end of May) c) Clear outputs as a result of immersion (these link also to contributing to global learning): i) set of essays/reflections to be published in variety of platforms (e.g., guest blogs, op-ed pieces) , through engaging key staff and/or outside help (e.g., students, or a journalist) ii) presentations, other materials on Twaweza site/blog iii) report (posted on website)			OPS		35,000				35,000
2.1.1.1 VL	2111	<b>Internship Programme</b> a) Proactively reach out to interns, especially graduate-level at East African and other universities b) > 10 interns placed in Kenya, Uganda, Tanzania c) LME and HR/Ops communicate clearly re: internship flow / process of selection & assignment d) Exit interviews conducted with interns; materials documented and shared e) Report produced at end of the year on intern experiences & contributions, for 3 countries (with input from Ops for relevant interns)			OPS	6,000	6,000	6,000	6,000		24,000
2.1.1.2 VL	2112	<b>Link to Global Knowledge</b> a) Keep up with the thinking/development of ideas in East Africa, and globally, in areas central to Twaweza's Theory of Change through monthly updated database of key articles, blogs, books, presentations, etc. Encourage colleagues in the 3 countries to interact/use this database (e.g., for internal learning exercises) (i) Actively participate in selected international networks related to LME, e.g., Transparency and Accountability Initiative TALEarn, Feedback Labs, etc. (and use the networks to improve / inform Twaweza's work). Participate in one training/workshop on methodological issues (e.g., qualitative evaluation). (ii) In Quarter 1, revise and create new output for the LME page for the Twaweza website; review quarterly; update as needed	The methods, lessons, connections from the networks will be useful in informing Twaweza's strategic planning ; link also to working groups (in learning)				2,000	2,000			4,000
VL, MK,ZO		b) Write & post on Twaweza's blog/ web (as well as other relevant blogs, as per invitations), at least 12 from Tanzania, 2 Kenya, 3 Uganda; derived from (i) monitoring examples & lessons learned from programmes and Uwezo monitoring activities (ii) lessons learned & examples from Twaweza's evaluation activities									

## Learning, Monitoring and Evaluation

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
2.1.1.0.1 VL	21101	c) 4 experts invited to present insights and methods relevant to Twaweza's and partners work in East Africa (e.g., Lant Pritchett, Owen Barder, Stuti Khemani, Ben Ramalingam, Amadou Mahtar Ba); possibly one per quarter.			Strategic engagement, Uwazi,	5,000	5,000	5,000	5,000	20,000
2.1.1.0.2 GS		d) >8 presentations made at conferences and learning exchanges to feed lessons from Twaweza's work into global debates (LME keeps track, posts on web, disseminates as relevant)			All implementing units					
2.1.1.0.3 VL	21103	e) Convene a second Twaweza's evaluators meeting, comprised of core evaluator groups, wider community of practice (e.g., TAI), and donors (cca 30 participants), to (1) share update of evaluation results, and (2) input into writing the Twaweza evaluation strategy for 2015-18. Concept note, participant list & "save the date" by end of January 2014; outline agenda by March; conference end of August.			Head's office, and all implementing units			45,000		45,000
2.1.1.0.4 VL	21104	f) Improved dissemination of LME work regionally (TZ) and globally, through production of relevant materials and events. Set the format and process in Q1, but likely to include 3 categories: (i) Insights/data mostly for internal use, materials produced in-house, posted on the web for transparency; minimally 6 per year (ii) Insights/findings/learning that has a wider external audience, producing a "brief" or similar product, distributed through mailing lists/posts, as well as web; aim one per quarter (iii) Data/results of value to wider external audience (e.g., TZ follow-up survey) producing 1+ outputs, wide sharing, promotion, possibly event/launch (once per year)			Communications, Heads office	200	500	3,000	300	4,000
		<b>Sub total</b>				<b>17,700</b>	<b>52,000</b>	<b>64,500</b>	<b>12,800</b>	<b>147,000</b>
2.2										
2.2.1 VL, AS	2210	<b>Monitoring Framework &amp; Platform</b> a) Monitoring framework for Twaweza & Uwezo adjusted to 2014 & shared in Q1; sessions held in each country to review framework with relevant staff b) Monitoring plans articulated within all main units (Uwezo, Uwazi, Communications, Programs, Strategic engagement), specifying the planned level of monitoring for main outputs, with clear delineation of responsibilities c) Salesforce monitoring platform developed and accessible online in Q1 d) Staff confident in using the Salesforce monitoring platform (through trainings, ongoing support, etc., as needed), by end of Q2			Implementing units Head's office for SF development					
2.2.2 VL, MK	2220	<b>Monitoring production &amp; distribution; coverage/reach</b> <b>a) Production &amp; Distribution:</b> Implementing units enabled to keep track (through Salesforce as soon as viable) of key outputs; LME liaises with implementing units to enable documentation of delivery/distribution, and to advise on key tagging (target audience, geographic spread, etc.) <b>b) Coverage/reach:</b> (i) Measure of coverage for nationally-reaching initiatives at least once per year, via Omnibus surveys or other structure. This includes a possible follow-up survey in Uganda (baseline in Dec 2013). (ii) Tailored coverage measures for a selected number of initiatives at least once p/y			Link to all implementing units: Mon activities in units' AP as well, aligned w LME	5,000	15,000	15,000	5,000	40,000
2.2.3	2230	<b>Monitoring Quality</b>								

## Learning, Monitoring and Evaluation

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
VL, MK		<p><b>a) Internal quality:</b>                      (i) Implementing units enabled to assess/track internal (Twaweza/Uwezo) dimensions of quality (e.g., publication standards, scientific reporting standards, etc.)                      (ii) Articulate guidance for pre-testing of materials (building from best practices, including private sector) for Twaweza &amp; partners' outputs. May include engaging a consultant to develop guidance.</p> <p><b>b) 3rd party quality assessment:</b>                      (ii) For selected initiatives, LME conducts periodic "objective" quality assessments via third party, including MFA outputs, through clipping and independent analysis/review, for all 3 countries, on a quarterly basis. In addition to MFAs, aim for 10 assessments in TZ, 3 in UG and 2 in KE.</p> <p><b>c) Feedback mechanisms:</b>                      Each implementing unit to have articulated feedback mechanisms for its key initiatives; depending on the case, LME can advise, assist, or manage                      (i) For program partners &amp; Uwezo, implementing parties carry this out on a periodic basis; LME can advise/guide                      (ii) For Uwazi, Strategic Engagement, 1 exercise per year (e.g., call-back based on distribution list)                      (iii) LME responsible for bi-annual brief report summarizing the mechanisms for all of Twaweza and documenting their use</p>	Feedback from users / target audience is essential in ensuring quality and relevance of initiatives; essential part of being a learning organization. Link with the FBL initiative.		Programs, Comms, Uwezo	10,000	12,800	15,000	10,000	47,800
2.2.4 VL, MK	2240	<p><b>Monitoring effects</b>  <b>a) Established programs/initiatives:</b>                      Development and implementation of several monitoring/research activities articulated around target groups (for a combination of activities), or tailored to specific, large-scale individual activities. To link with assessment of coverage, wherever possible. Estimate 5 studies in TZ, 3 in UG.                      (i) Study design to be developed by LME w/ implementing unit; mixed methods when appropriate. In Q1, generate an outline/template for study design document.                      (ii) LME identifies, engages company to implement study; liaising with co-donors where appropriate (e.g., URN, Buni, and WTS)                      (iv) Findings are used for learning, planning; and disseminated widely (ref "link to global knowledge" and how to work with Comms on this).</p> <p><b>b) Experiments:</b>                      Working with relevant units (Uwezo, programs &amp; communications), develop unique/tailored approaches a number of implementing experiments, including feedback mechanisms, uptake/reach, and measure/assessment of short-term effects. Selected of these, if promising, can be candidates for more serious testing through "additional evaluation added."</p>			Programs, Comms, Uwezo		100,000	120,000	100,000	320,000
2.2.5	2250	<b>Media monitoring</b>								



## Learning, Monitoring and Evaluation

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
VL, GS, MK, ZO		a) Monthly corporate log for Twaweza & Uwezo outsourced; daily newspaper monitoring (expand newspaper monitoring to UG) provided to staff & shared w external partners; includes internal checks on monitoring accuracy b) Corporate log & Twaweza/Uwezo in the news report compiled monthly; available online c) Twice a year, analysis of clips (news coverage, and corporate log) via consultant d) Reviewing Twaweza media engagement on the whole, through organizing a half-year review of Twaweza in the media (internal event), including corporate log, presentations, website traffic data, journalism & radio engagement (in collaboration with Communications unit)			Communications unit cooperation on tracking delivery & quality	7,800	10,300	7,800	10,300	36,200
		<b>Sub total</b>				<b>22,800</b>	<b>138,100</b>	<b>157,800</b>	<b>125,300</b>	<b>444,000</b>
2.3		<b>Evaluation</b>								
2.3.1		<b>Evaluation Management</b>								
		n/a (activities finalized in 2013)								
2.3.1.1 VL		a) LPT evaluation finalized (reports expected by June 2014: Round 4 KE; baseline TZ; 2 working papers on methods / experiences), as per no-cost extension. Reports on web, communicated widely (ref "link to global knowledge" & link to Comms)								
2.3.1.2 VL	2312	b) AIID & Follow-up TZ survey (i) Meaningful and timely (monthly) reports from Sikiliza data; continuous engagement with the AIID team, including the Dodoma-based group (ii) In Q1, decide on purpose & sampling of the follow-up survey (aiming for "pulse of Tanzania" survey, but also useful for AIID evaluation) (iii) End of Q2, company contracted, follow-up survey carried out, data available; (iv) AIID and Twaweza-produced reports available & widely disseminated (ref "link to global knowledge" and Comms link)	Identifying active and non-active areas/locations		Head's office, Uwazi		300,000	200,000	157,000	657,000
2.3.1.3 VL	2313	c) Georgetown additional evaluation of media interventions in Kenya or Uganda (1 or 2 studies; budget will vary accordingly): i) methodology finalized & research conducted ii) materials (hypotheses, methods, data/results) available in format relevant for internal Twaweza needs iii) materials (hypotheses, methods, data/results) published & shared with wider audience (ref "link to global knowledge" and Comms link)			Head's office, Uwazi	50,000	50,000	200,000	50,000	350,000
2.3.1.4 VL	2314	d) Identify and preliminary engaging of an institute/entity for evaluating open-ended initiatives through cutting-edge qualitative methods (i) In Q1, liaise with experts in qualitative and mixed methods fields (e.g., Lily Tsai, Irene Guijt) (ii) One qualitative study in 2014, for a selected initiative (e.g., Uganda youth initiatives; ethnographic KiuFunza component). (iii) materials (hypotheses, methods, data/results) published & shared with wider audience (ref "link to global knowledge" and Comms link) (iv) In particular, support the positive deviance work			Head's office, Uwazi, Programs		5,000	25,000		30,000

## Learning, Monitoring and Evaluation

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
2.3.2 VL	2320	<b>Evaluation Components added</b> a) Based on new thinking (e.g., testing type of information leading to citizen action), 5 additional smaller studies commissioned via research institutes, or (and giving preference to) fellowships, particularly focusing on PhD students, both East African and international. Call for bids for these studies sent out end Q1; results available Q3			Head's office, Uwazi, Programs		20,000	40,000	20,000	80,000
		<b>Sub total</b>				<b>50,000</b>	<b>375,000</b>	<b>465,000</b>	<b>227,000</b>	<b>1,117,000</b>
		<b>Note:</b> Staffing included under Comms								

## Communications/Public Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					Total
						Q1 75,425 19%	Q2 110,425 28%	Q3 113,000 29%	Q4 153,200 24%	452,050 100%	
3.1		Ni Sisi – N/A in 2014									
3.2		<b>1. Twaweza Communications: Imaginative and engaging communications about Twaweza, the Theory of Change and learning.</b>			This unit provides quality assurance support to a number of other units, and the budgets are reflected within the respective units						
3.2.1 BT	3210	<b>An engaging website that communicates Twaweza's work and vision to all audiences is updated regularly, brought up to date in terms of activities and partnerships</b> *Two developers sourced to support future larger changes and to trial creation of interactive and dynamic content Note: an overhaul will be required for the new strategy period (2015 onwards) *Partners requested to provide quarterly submissions including success stories * New and previous partners written up for the web *LME section improved and all monitoring data uploaded *More coherent links to Uwezo website established *Updated experimental interventions and strategic engagement	Given difficulties in finding developers for the website to meet our requirements of increasing dynamism and appeal of content, we will invest time in finding and trialing suppliers on smaller projects.		Babak Fakhmzadeh, KINU, Aim Group		1,000	1,000	1,300	3,300	
3.2.2 BT		<b>Regular engagement across all social media platforms (organizational and other) that contributed to public online debate, globally and in East Africa.</b> *Social Media Policy- long form and short accessible version with key guideline finalized *Regular updates of organizational social media channels. *Trial input into ongoing debates across social media platforms.	Maintaining a high level of social media engagement across other people's platforms has proved time-consuming and difficult so we will attempt different methods of systematizing this to see if it is plausible on a regular basis. We will also continue to try to use social media in different ways to understand what elicits most response.		All units, East African bloggers						

## Communications/Public Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
3.2.3 TY, EK	3230	<b>Creation of a selection of publications that communicate Twaweza's vision to potential partners, media, donors, policy-makers and other NGOs.</b> *Maintenance of the Twaweza blog *Creation of postcards describing the work of each unit following completion of new strategy *Creation of new brochure about Twaweza		5	All units				2,875	2,875
3.2.4 RC		<b>More creative, dynamic and regular internal communications (Tanzania, Kenya, Uganda) that fostered smoother cross-departmental working and synergies in messaging and projects</b> *Finalizing organization brand guidelines and standards *Finalizing workflow for content production and inputting into Salesforce to ensure accountability and flow *Creation of in-house editorial board			All units, head					
3.2.5 MC, IK, TY	3250	<b>Refresh office environment</b> so it is inspiring and informative, particularly reception and conference room in Tanzania and entire offices in Kenya and Uganda			All units, artists, designers, printers			7,000		7,000
		<b>Sub total</b>					<b>1,000</b>	<b>8,000</b>	<b>4,175</b>	<b>13,175</b>
3.3		<b>2. Quality Content: Produce creative content for the whole of Twaweza and relevant partners that sparks imagination and spurs action. Ensured synergies and coherence in messaging.</b>								
3.3.1 3.3.2		Reformulated as individual items below 3.3.4 -3.3.9								
3.3.3 GS	3330	<b>Organized, archived and held all Twaweza outputs</b> *Maintain an electronic and hard copy archive of all outputs *Manage the physical store of outputs	Trialing software for management of publications stocks		All units		2,000	800		2,800
3.3.4		<b>Enhance the quality of content produced by partners in Tanzania, Uganda and Kenya</b>	Experimenting and learning from different types and styles of content with these partnership with a particular emphasis on the best use of media	3,4	Programs Unit, LME, respective partners					

## Communications/Public Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
3.3.4.1 TY		<b>Vuvuzela:</b> review, comment and provide ideas for at least one hot seat short animated clip per week contribute ideas and review other weekly comedic content. Investigate the strengths and limitations of humor as a vehicle for promoting active citizenship, as a mechanism for challenging power, both directly (exposing leaders' hypocrisy and wrongdoing) and indirectly (general recognizing the fallibility and humanity of those in power). Input into conceptualization and assessment of partnership.	Increased feedback loops implemented through Programs used for enhancing program quality. Learning about the strengths and limitations of humor as a means to speak truth to power, challenge the status quo and increase demand for accountability.							
3.3.4.2 EK		<b>GABA - Kingo Magazine:</b> review 6 issues of Kingo magazine and 52 cartoons. Investigate the use of comics/cartoon in print as a vehicle for transmitting data and policy information in popular formats Input into conceptualization and assessment of partnership.	Increased feedback loops implemented through Programs used for enhancing program quality. Learning about the strengths and limitations of humor as a means to convey research and policy.							
3.3.4.3 EK		<b>Sahara Media:</b> provide one full program per month for airing, provide varied content for 265 radio and TV public service announcements per quarter, supported linkages with Uwezo and Uwazi and other experts for 7 different talk shows on a monthly basis, provide ideas and input for 7 different documentary or feature programs on a monthly basis, ensure regular profiling of Uwazi and Uwezo research on the news once a month. Directly input into regular engagement with Sahara and support the recruitment of consultants to ensure high quality media products Input into conceptualization and assessment of partnership.	Increased feedback loops implemented through Programs used for enhancing program quality. Learning about the role of media in informing citizens.		Maria Sarungi, TMF, Abdu Simba, Creative Productions/Media agencies (Aggrey & Clifford, Compass, Maweni Farms etc.)					
3.3.4.4 EK		<b>Femina:</b> review 6 issues of new combined magazine produced by Femina, enhance linkages with other Twaweza units' work and provide stories of change for features. Input into conceptualization and assessment of partnership.								
3.3.4.5 EK		<b>MiniBuzz:</b> review programs regularly, provide feedback on quality; enhance links with Uwezo and Uwazi research and other experts.								

## Communications/Public Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		Input into conceptualization and assess of partnership.								
3.3.4.6 RC		<b>Shujaaz / Well Told Stories:</b> Review one Story of Change / Ni Sisi feature per quarter. Input into conceptualization and assessment of partnership.								
3.3.4.7 EK		<b>Mediate / Tazama:</b> review programs once a month to provide feedback on quality, support linkages with Uwezo, and learn from format to consider relevance to Tanzania and Uganda. Input into conceptualization and assessment of partnership.	Reviewing content in conjunction with feedback received will enhance learning on audience's interest in and engagement with content		Sahara Media, MiniBuzz, Creative Productions/Media agencies (Aggrey & Clifford, Compass, Maweni Farms etc.)					
3.3.4.8 TY		<b>Medeva / Makutano Junction:</b> review programs once a month to provide feedback on quality, support linkages with Uwezo, and learn from format to consider relevance to Tanzania and Uganda. Input into conceptualization and assessment of partnership.	Reviewing content in conjunction with feedback received will enhance learning on audience's interest in and engagement with content		Sahara Media, MiniBuzz, Creative Productions/Media agencies (Aggrey & Clifford, Compass, Maweni Farms etc.)					
3.3.4.9 RC		<b>Buzz Events:</b> support concept development for ni sisi awards (1 event) including messages, calls to action and creativity of presentation. Input into conceptualization and assessment of partnership.	Through using specific ask / calls to action - learning about artists' potential for inspiring citizens through social persuasion and learning more about the relationship between artists and social movements							
3.3.4.10 EK		<b>RockPoint256:</b> support content and script development and reviewed programs as required. Input into conceptualization and assessment of partnership.								
3.3.5		<b>Produce high quality content for partners</b>	Ensuring all content is created with a focus on goals and use of reverse logic, and experimenting within these parameters around what types of content are more effective. Some formats are fixed but within this different content and messages can be trialed	3,4	Programs Unit, LME, respective partners					

## Communications/Public Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
3.3.5.1 GS		<b>Develop a pool of technical experts to support content production including editors, translators, illustrators, designers (layout)</b> *Source suppliers *Standardize rates *Contract templates									
3.3.5.2 TY	3352	<b>Establish mechanisms for pre-testing content</b> *Source consultants *Develop guidelines	Learning about audience response to content prior to production			3,000	3,000	3,000	3,000	12,000	
3.3.5.3 EK, GS	3353	<b>Feedback built in to all popular materials and outputs for key actors at select intervals</b> *Create template and standard questions *Established mechanism *Feedback forms twice a year for key actor outputs (briefs)	Learning about audience response to produced content to inform future outputs				2,000		2,000	4,000	
3.3.5.4 EK		<b>Fast Moving Consumer Goods:</b> support reverse logic for channeling messages through FMCG platforms, produce creative messaging and content for these platforms (volume and frequency to be confirmed)	Learning about effectiveness of reverse logic model								
3.3.5.5 TY		<b>Solar Aid:</b> write a letter designed to increase active parents' engagement with their children's learning. Input into conceptualization and assessment of partnership.									
3.3.5.6 EK	3356	<b>Tanzania Printing Services:</b> development of 20 stories of change (10 selected) for secondary school students that are pre-tested and include feedback mechanisms	Through pre-test learning about content that appeals to students, and understanding more about the effects of stories of change		Illustrators, Dar411	1,000				1,000	
3.3.5.7 TY	3357	<b>Christian Social Services Commission:</b> production of discussion guides for Bible groups that encourage monitoring, debate and action. Guides to be pre-tested before mass production - 4 varieties of guides. Produced 2 posters to be distributed to CSSC hospitals for use in waiting rooms.	By providing information that links agency back to religion, stories in pre-existing and strongly linked groups, learning about the possible routes to group mobilization and organization		Illustrators, Designers, Dar411		250			250	
3.3.5.8 TY		<b>Dar411:</b> draft and review weekly SMS content to ensure variety of messages, to test different types of messages and levels of response, utilizing the short code as an opportunity for immediate feedback, supporting the creation of special interest groups and those focused on	Learning about different ways of using SMS and levels of success (through response rates)								

## Communications/Public Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
		or targeted by a particular activity. Ensuring messages sent are linked with other activities where relevant.									
3.3.5.9 GS	3359	<b>GABA Africa - Kingo Magazine:</b> production of stickers for buses carrying Kingo magazine for promotion and production of panels for magazine racks to echo magazine messages.				350					350
3.3.5.10 EK	33510	<b>Mwananchi Shujaa (Citizen Hero):</b> citizen heroes show to be finalized and aired through Sahara Media (season one completion and season two)				6,600	12,500	6,600			25,700
3.3.5.11 EK	33511	<b>Tanzania Tunayoitaka (The Tanzania We Want):</b> citizens interacting directly with leaders at all levels, expressing views and receiving responses through live TV and radio debates				24,000					24,000
3.3.5.12 EK	33512	<b>Produced 2 documentaries for media partners on critical issues</b> *Examples include religious issues, natural resources	Learning about documentaries as vehicles for citizen voice and as tools for inspiring more citizens to express their views publicly			15,000	15,000	15,000	15,000		60,000
3.3.5.13 MD	33513	<b>Buzz Events:</b> production of celebrity endorsements to enhance and entrench the artists as role models encouraging agency and demand for accountability / improved services. Production of posters for citizen agency music and Buzz Teenie awards that include calls to action.	Experimenting with more proscriptive messages and testing responsiveness to these calls to specific actions.		Illustrators, Designers, LME		11,600				11,600
3.3.6 TY	3360	<b>Created material based on citizens' views, voices and experiences on a range of service delivery and governance issues</b> *Edited, translated and printed outputs from Sauti za Wananchi data collection *Edited, translated and printed other briefs produced by Uwazi	Experimenting with a different format for four call rounds	1,2,3,4	Uwazi, Printers, Translators	3,200	3,200	4,900	4,600		15,900
3.3.7 TY	3370	<b>Experimental Interventions: Tell the story of randomized intervention on capitation grant and cash on delivery</b> *Edited, translated and printed a brief link the intervention to Twaweza goals and theory of change		3,4	Uwazi / KiuFunza team Policy makers (Bunge, relevant government LDAs)		250				250
3.3.8 RC		<b>Learn about citizen agency</b> *Lead on citizen agency working group *Maintaining organizational repository of readings on citizen agency		4	LME						



## Communications/Public Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
3.3.9 RC		<b>Positive deviance: Support conceptualization, research, coalition building and launch event and content</b> *Support production of citizen hero awards *Production of content from research. Possible examples include a film, a book									
		<b>Sub total</b>				<b>46,550</b>	<b>43,900</b>	<b>36,200</b>	<b>31,200</b>	<b>157,850</b>	
3.4		<b>3. Public Engagement: Support content from all Twaweza departments to reach as many people as possible, and relevant, and to spark imagination, action and behaviour change.</b>									
3.4.1 GS		<b>Develop dissemination systems</b> *Hard and soft copy mailing lists *Contract with distribution company / ies *Ensured publications available for all external meetings and events *Developed calendar of external events for distribution of publications and speaking opportunities									
3.4.2 TY	3420	<b>Uwazi: Media debate generated about Sauti za Wananchi findings and other briefs, key policy actors are aware of Sauti za Wananchi and some of its findings and respondents in the sample are informed about findings</b> *Newspaper partnership for weekly research piece *Radio partnership with presenter *10 British Council events *Dissemination of outputs, including to media, parliamentarians, NGOs *Press releases for all rounds of data *Presentations at 3 other events *Infographics / cartoons (one per quarter) *Quarterly editors' dinner		1,2,3,4	Nation Media (Mwananchi Communications), Clouds Media, East Africa radio, British Council, KINU, Parliament, Tanzania Editors Forum, Policy Forum	27,675	17,675	3,100	42,675	91,125	
3.4.3 GS	3430	<b>Programs: Partnerships designed to increase citizen agency</b> *Promote partner content *Include Ni Sisi branding element more extensively through partner outputs *Complete distribution of Uganda posters for ni sisi		3,4			150	200	150	500	
3.4.4 TY		<b>LME: Share Twaweza's learning with the world</b> *Internally create content and outputs, 10 in the year (differing length, depth and formats) from evaluations and monitoring data *Support creation of outputs from flagship evaluation report		5	LME						

## Communications/Public Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
3.4.5 RC		<b>Uwezo: Support Uwezo communications to have increased impact and quality and spark debate and action on learning outcomes</b> *Review and input into key flagship materials, particularly 3 national reports and East African reports *Input into major scale or budget activities as per Uwezo plans		3,4	Uwezo						
3.4.6 RC		<b>Strategic Engagement: Supported creation of user-focused data portals to make data more accessible and available to key actors and citizens</b> *Input into Sauti za Wananchi and Uwezo data portals (Twaweza data) *Input into program design and review of content for other open data projects (including from government)		5	Ben Taylor, Strategic Engagement, Government of Tanzania (NBS, COSTECH), World Bank, KINU						
3.4.7 EK	3470	<b>Strategic Engagement: Support high level engagement with key policy actors, nationally and internationally to advance Twaweza agenda and objectives</b> *Planning and strategizing on key moments of opportunity *Ensuring availability of materials for all engagements *International media engagement *Billboards outside parliament		3,5	Strategic Engagement, Uwezo, Uwazi		7,500	7,500			15,000
3.4.8 EK	3480	<b>Strategic Engagement: Support international and national engagement with the Open Government Partnership</b> *Four events for competition winners *Review and quality assurance of outputs		3,4,5	Strategic Engagement, Head's Office, Government of Tanzania	1,200	1,200				2,400
		<b>Sub total</b>				<b>28,875</b>	<b>26,525</b>	<b>10,800</b>	<b>42,825</b>	<b>109,025</b>	
3.5		<b>4. Experiments with content and distribution: test methods of distributing content, particularly video that extends reach, and small scale tests of content and outputs to learn about effectiveness</b>									
3.5.1 TY	3510	<b>Distributing video trials</b> *Trial distributing content through video bandas, commercial distributors, mobile phone TV, tablets in hair salons and barbers shops			Push Mobile, Assoc of Vids Bandas and Libraries, Home needs Network, All partners		6,000				6,000
3.5.2 TY	3520	<b>Distribute video to scale</b> *Dependent on the success of the above, expand one to scale			Push Mobile, Association of Video Bandas and Libraries, Home Needs Network, All			25,000	15,000		40,000

## Communications/Public Engagement

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
					partners					
3.5.3 TY, EK, RC	3530	<b>Testing whether young people can be inspired to engage more and take action with edgy, fun and creative opportunities</b> *Guerilla sticker campaigns, flash mobs, guides to making change, working with hip hop artists, communal / social art, fashion	Producing a selection of unique outputs or trying to mobilize young people around specific issues in creative ways to understand their responsiveness to and engagement with these forms of communication	4	Restless Development, Mawazo Chanya, Compass Communications, Wachata Crew, Umoja Hip Hop Darasa, Aggrey and Clifford, Oxfam, Tanzania House of Talent (THT) Miss Tanzania		13,000	13,000		26,000
3.5.4 TY, EK, RC	3540	<b>Testing the power of broadcast media using stories of change</b> *radio drama, feature film	Testing different media and styles of communicating stories to understand effectiveness		Media for Development International, Sauti Yangu		20,000	20,000		40,000
3.5.5 TY, EK, RC	3550	<b>Successful content scaled up</b>			Restless Development, Mawazo Chanya, Compass Communications, Wachata Crew, Umoja Hip Hop Darasa, Media for Development International, Maweni Farm, Sauti Yangu, Oxfam, Aggrey and Clifford				60,000	60,000
		<b>Sub total</b>					<b>39,000</b>	<b>58,000</b>	<b>75,000</b>	<b>172,000</b>
GS		<b>All Communications and LME staff</b>				Q1	Q2	Q3	Q4	Total
		Salaries				90,390	90,390	90,390	90,390	361,561
		Benefits				36,800	36,800	36,800	36,800	147,199
		<b>Sub total</b>				<b>127,190</b>	<b>127,190</b>	<b>127,190</b>	<b>127,190</b>	<b>508,761</b>
		<b>Note:</b> Includes LME staffing								

**Communications/Public Engagement: Supplement**

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				Total
						Q1	Q2	Q3	Q4	
						315,141	22,020			337,161
<b>3</b>		<b>Program Communications (carried over from 2013):</b>								
3.1										
3.1.1.1	3111	New materials created using stories of change as a basis as well as propagating the concept of Ni Sisi and promoting citizen action on key issues. Materials focused on issues relevant to 2013 goals. Materials created:								
		A feature film, around a story of change - in which an ordinary citizen is the main protagonist. The film aims to encourage vicarious modeling in the audience to increase political self-efficacy. Film distributed through video halls. Partner: Twisted Films	New format of content (film)		Twisted Films, Programs Unit	22,020	22,020			44,040
		Five concerts held in five regions of Uganda featuring artists promoting the calls to action of the Ni Sisi campaign; including a range of publicity for the concert in broadcast media and through on-the-ground activities. T-shirts and posters produced alongside TV and radio adverts featuring artists and ordinary citizens promoting the calls to action of the campaign. The concerts aim to harness social persuasion to increase young people's sense of political self-efficacy. Partner: Fenon Entertainment	Testing working with artists as messengers and persuaders, including specific calls to action (testing proscriptive messages versus open ended ones)		Fenon Entertainment, Programs Unit	100,000				100,000
		Designing six banners that feature the calls to action of the campaign and transmit the general philosophy of Ni Sisi.			Desert Line Projects, Programs Unit, Fenon Entertainment	600				600
3.1.1.2	3112	<b>New materials disseminated through other channels. Specific channels used to target subsets of audiences relevant to the output.</b> Distribution mechanisms:								
		Broadcasting existing Ni Sisi radio adverts and new adverts created promoting the calls to action of the campaign over sixty days. Partner: Choice FM			Choice FM, Programs Unit	4,291				4,291
		Broadcasting existing Ni Sisi radio adverts and new adverts created promoting the calls to action of the campaign over sixty days. Partner: Signal FM			Signal FM, Programs Unit	5,721				5,721

**Communications/Public Engagement: Supplement**

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
		Broadcasting existing Ni Sisi radio adverts and new adverts created promoting the calls to action of the campaign over sixty days. Partner: Super Station			Super Station, Programs Unit	4,768					4,768
		Broadcasting existing Ni Sisi radio adverts and new adverts created promoting the calls to action of the campaign over sixty days. Partner: Endigyito FM			Endigyito FM / Western Broadcasting, Programs Unit	4,291					4,291
		Broadcasting existing Ni Sisi radio adverts and new adverts created promoting the calls to action of the campaign over sixty days. Partner: KFM and Dembe FM (Monitor Publishing Ltd)			KFM, Dembe FM (Monitor Publishing), Programs Unit	14,303					14,303
		Broadcasting existing Ni Sisi radio and TV adverts and new adverts created promoting the calls to action of the campaign over sixty days. Partner: Bukedde FM, Radio West, Rupiny FM, Arua FM, Etop FM and Bukedde TV and TV West (New Vision Printing and Publishing)			Bukedde FM, Radio West, Rupiny FM, Arua FM, Etop FM and Bukedde TV and TV West (New Vision Printing and Publishing), Programs Unit	63,434					63,434
		Broadcasting existing Ni Sisi radio and TV adverts and new adverts created promoting the calls to action of the campaign over sixty days. Partner: Star FM, UBC West Radio, Mega FM, Red Channel Radio, Magic FM and Star TV (Uganda Broadcasting Corporation)			Star FM, UBC West Radio, Mega FM, Red Channel Radio, Magic FM and Star TV (Uganda Broadcasting Corporation), Programs Unit	32,000					32,000
		Producing and distributing eight cloth banners in eighty districts of Uganda over three months. Partner: Home Needs Network			Home Needs Network, Programs Unit	54,545					54,545
		Monitoring compliance - media airtime			Ipsos Synovate	9,168					9,168
		<b>Sub total</b>				<b>315,141</b>	<b>22,020</b>				<b>337,161</b>

## Operations

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
						Q1	Q2	Q3	Q4	Total
						171,721 31%	167,457 30%	103,727 19%	112,171 20%	555,076 100%
<b>4</b>		<b>Effective policies, systems and procedures to ensure effective financial, administrative, human resource and IT management in place</b>								
4.1										
4.1.1	GS	Policy changes are promoted and implemented, and necessary tools/forms/procedures are developed and migrated into SalesForce by quarter one and any relevant changes are communicated and incorporated before end of quarter two for improvement			Head's Office to give feedback and approve tools/forms developed					
4.1.2	GS	Reports and supporting documentation checked monthly and spot checks undertaken to verify compliance, accuracy, and effectiveness. Monthly HR and admin reports produced accurately and on time								
4.1.3	GS	Systematic assessment of actual practice against policies undertaken at least once a year and report produced. Required actions taken								
4.1.4	GS	Full statutory compliance ensured: Pension and PAYE remitted straight after salaries, paid before the 15th of the following month; P9 and P10 forms filled and submitted to Tanzania Revenue Authority for reconciliation every after six months (first half submission done first week of July and second half done first week of January the following year), immigration returns done in March, issuance of salary slips done within 3 days of salaries being paid			Head's Office to approve payments and sign relevant forms as per practice and policy before submission					
4.1.5	4150 GS	Head advised on how policies, standards, and systems can be strengthened in order to increase effectiveness, accountability, and transparency, including engaging a consultant to advice on how to improve systems/standards.				6,600				6,600
		<b>Sub total</b>				<b>6,600</b>				<b>6,600</b>
<b>4.2</b>		<b>Staff recruited and motivated to realize Twaweza goals in a supportive environment</b>								
4.2.1	4201 GS	Competent staff recruited; provided with employment contracts, job descriptions, and policies; and undergo basic orientation, personal files set up: Transport and DSA covered			Managers to support with shortlisting and interviewing	4000	2200			6,200
4.2.1.4	4214	Temporary staff/ consultants recruited as needed in all three countries				200	300	500	500	1500

## Operations

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
4.2.2 PV		All eligible staff provided with full benefits as per HR policies, including those in international-level positions, status of benefits documented, and well-tracked at all times								
4.2.3 PV		Salaries and benefits for all the three countries paid/reimbursed on time and in accordance with policies and the law. Payroll for Kenya included in the computerized ARUTI system and payroll approved by Head as per policy								
4.2.4 GS	4240	Consultant identified and engaged to carry out job evaluation (JE) to inform the new strategy 2015. Results shared with staff for feedback. Management advised on necessary changes such as salary scale reviewed to take into account JE results, inflation and changes in exchange rate and market conditions.							5,000	5,000
4.2.5 PV	4250	<b>Staff leave and other benefits accurately recorded, reconciled and attendance register and staff regularly informed of balances ; better system in place</b>								
PV/AW/ JN		•Attendance register managed and updated across all offices								
PV		•Staff leave management software procured in quarter one, relevant staff trained to facilitate improved and computerized tracking system.				7,600				7,600
PV		• Staff leave paid as per policy							15,000	15,000
4.2.6TM/ AW/JN	4211	Water/tea/coffee for all staff across the offices and visitors available on time				5,500	5,500	5,500	5,500	22,000
TM/AW/ JN		Lunch monitored to ensure compliance with agreement. Food vendors for Tanzania, Kenya and Uganda identified in June, August and March respectively after expiry of the current contracts. Continue to monitor lunch, systematically seek staff feedback on daily bases and share them with the respective food vendor to ensure that is provided and organized as per regulations across all offices (Part of staff benefits).								
4.2.7 GS		<b>Staff appraised</b> annually and clear follow-up learning plan developed for continuing staff; selected staff development supported. Appraisal process to ensure following of best practices and up-to-date with improvements in process • Identify learning needs from appraisals								

Operations										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
4.2.8 PV/AW/J N	4280	Staff across the offices are encouraged to maintain good work-life balance and activities to encourage the same are introduced, including exercise, group activities, and teambuilding.				1,505	1,505	1,505	1,505	6,020
4.2.9 PV		Interns recruited and placed within Twaweza -Intern applications are received and reviewed on a rolling basis, placed in the relevant units to learn and bring new ideas (paid out of LME budget)								
4.2.10 GS		Staff survey conducted in quarter one, results analyzed, Action plan developed and implemented based on policies and good practices aiming at improving employees' satisfaction, which will then lead to increased commitment and improved productivity.			Head's Office and Management Team to give inputs before and after results are out.					
		<b>Sub total</b>				<b>18,805</b>	<b>9,505</b>	<b>7,505</b>	<b>27,505</b>	<b>63,320</b>
4.3	4202	<b>Office and assets functioning optimally and well managed</b>								
4.3.1 TM/AW/ JN		Rent in all the three countries paid, offices are secure, well-managed, and well-taken care of								
		Rent managed and paid on time: Tanzania payment made before end of June, Uganda payment made before expiry of the current contract on 31 December 2014, and Kenya before end of June 2014					75,000			75,000
4.3.1.1 TM/AW/ JN	4203	Security for all offices maintained and paid for quarterly as indicated in the respective contracts				5,124	5,124	5,124	5,124	20,496
4.3.1.2 TM/AW/ JN	4204	Cleaning services provided and available for all three offices				6,048	6,048	6,048	6,048	24,192
4.3.1.3 TM/AW/ JN	4205	Other building maintenance and repairs (air conditioners, fire extinguishers, windows, etc.)				5,889	5,889	5,889	5,889	23,556
4.3.2 JK/TM/A W/JN	4320	<b>Office equipment and furniture available to meet staff needs, all functioning and well maintained/serviced on time</b>								
		• Office equipment, furniture and machines repaired within three days after being reported								
		Wherever practicable, reflect environmental standards across all offices				2,700	2,700	2,700	2,700	10,800



## Operations

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
		Standards for equipment and furniture harmonized and/or maintained across all three countries									
4.3.3 TM/AW/ JN		<b>Office vehicles across the three countries well-maintained and managed to ensure effective use and safety</b>									
	4208	<ul style="list-style-type: none"> <li>• Vehicles are serviced and in good running condition all the time</li> <li>• Vehicle checked and cleaned on a regular basis</li> </ul>				3,112	3,112	3,112	3,112	12,448	
		Where other transport arrangements are in place, ensure value-for-money and adherence to standards and safety of staff									
	4206	Contracted transport supplier managed and paid as per agreement in all countries.				10,248	10,248	10,248	10,248	40,992	
	4207	Motor Vehicle fuel				2,784	2,784	2,784	2,784	11,136	
4.3.4	4340	<b>All assets well managed at all times, including being entered in asset register and properly coded with durable labels.</b>									
JK		<ul style="list-style-type: none"> <li>• Spot checks on assets including room list verification (considering assets movement/new purchases) done on a quarterly basis across the offices.</li> </ul>									
JN/AW/ JN		<ul style="list-style-type: none"> <li>• All assets in the three countries insured as per policy</li> </ul>				4,248				4,248	
4.3.5	4209	<b>All key utilities supplied, managed, and bills paid on time</b>									
4.3.5.1 TM/AW/ JN	42091	Electricity across the offices managed and paid for				4,749	4,749	4,749	4,749	18,996	
4.3.5.2 TM/AW/ JN	42092	Water supply managed and bills paid on time				891	891	891	891	3,564	
4.3.5.3 TM/AW/ JN	42093	Generator fuel				1,176	1,176	1,176	1,176	4,704	
4.3.6 TM/AW/ JN	4360	Office supplies and stationery of good quality purchased on time, available throughout; supply stores well-managed and regular spot checks conducted in all three countries as per policy				6,940	6,940	6,940	6,940	27,760	
4.3.7 JK	4370	Procurement policy strictly implemented to ensure value-for-money, and avoid corruption and actual or perceived conflict of interests									

Operations										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		<ul style="list-style-type: none"> <li>Implementing of procurement policy and procedures. Vendor for recurring supplies identified before end of February and considered for one year as provided for in the Admin/Financial Regulations</li> </ul>								
4.3.8 PV	4380	Local, regional and international travel and booking arrangements made in efficient and cost-effective manner; Ops travels to support other countries on IT, asset, and HR related matters at least one per year to KE and UG.				675	675	675	675	2,700
4.3.9 JK	4390	Agreements reached with key service providers including airlines, printers, and stationery providers in all 3 countries								
		Service of 4 photocopiers (Kyocera +Canon +Nashuatec )				708			2,124	2,832
4.3.10		<b>Communication</b>								
KM	4215	Landlines								
TM/AW/JN	4216	Mobile properly functioning in all the countries at all times				2,976	2,976	2,976	2,976	11,904
TM/AW/JN	4217	All staff provided with mobile telephone units as per policy				4,125	4,875	4,875	4,875	18,750
		<b>Sub total</b>				<b>62,393</b>	<b>133,187</b>	<b>58,187</b>	<b>60,311</b>	<b>314,078</b>
4.4 PN		<b>Internal documentation and correspondence efficiently managed</b>								
4.4.1 PN		Policy and system developed and implemented to manage and track receipt and timely response of correspondence by all means (post, courier, email, fax, etc.)								
4.4.2 KM		Filing and document management system, including for archival purposes to allow easy management and reference, developed and implemented								
4.4.3 PN		Twaweza and partner publications systematically recorded, displayed and shared								
4.4.4 KM		Regular organizing of electronic files to ensure ease of reference and well-arranged Common Drive								
		<b>Sub total</b>								
4.5	4501	<b>IT</b>								
4.5.1 KM		<b>Office Network Infrastructure maintained, managed and supported effectively</b>								
		•Set up network infrastructure for the three countries								
		Cyberoam CR 25 purchased to be used to manage bandwidth across the three countries.					4,400			

## Operations

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		Maintenance and additional network equipment's for the three countries purchased where necessary.				1,050	1,050	1,050	1,050	4,200
		•Standard software set developed and deployed to all workstations								
		•Standard workstation specifications developed and published								
KM/AW/ JN		IT accessories (Mouse, headphones) & PC and photocopier repairs if any				500	500	500	500	2,000
		•Process for requesting non-standard software in place and implemented								
		•Antivirus software managed and kept up to date								
		Antivirus software for Uganda and Kenya office							1,100	1,100
		• Office shared file resource available across EA and in the cloud, with folder/permissions structure as determined by Management								
		• Dropbox for Teams for 30 licenses				3,000				3,000
		• Monitor and report on office network usage								
		• Review of current physical network cabling and recommend changes								
4.5.2 KM		<b>ICT Policies created, enforced and monitored</b>								
		• Workstation usage policy in place and monitored/enforced								
		• Hardware loan policy in place and monitored/enforced								
		• Laptop usage policy in place and monitored/enforced								
		• Office Network Infrastructure usage policy in place and monitored/enforced								
KM/AW/ JN		• Support policy in place								
4.5.3 KM		<b>Data Protection, all data is properly backed up and appropriate disaster recovery procedures in place</b>								
		• Data sets identified and backup policy agreed with management, and backup conducted as per management requirements								
		• Disaster Recovery process in place and tested every 3 months								
		Cloud storage finalized and utilized								
4.5.4 KM/AW/ JN	4218	<b>Internet and other Communication Services, working and maintained to compliment Twaweza activities.</b>								
		• Internet service managed in all the three countries								

Operations										
Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		Tanzania (Upgrade to 4MB to accommodate CCTV)				6,485	6,485	6,485	6,485	25,941
		Tanzania - Backup internet from Smile -10 GB for month for office and Head				480	480	480	480	1,920
		Kenya -3MB/3MB				2,100	2,100	2,100	2,100	8,400
		Uganda - 3MB/3MB				6,000	6,000	6,000	6,000	24,000
		Uganda - Backup internet from Smile -equipment +10 GB for month for office				300	300	300	300	1,200
4.5.4.1 KM	4219	<b>Software licenses (MS Office, various apps on Salesforce - where needed), acrobat pdf)</b>								
		•MS Office 2013 standard edition license per user - \$ 519 x25 (for Kenya and Uganda)				6,875				6,875
		•Lucid chart							250	250
		•Pastel License							590	590
		•Xero License				300	300	300	300	1,200
		Google Apps (Twaweza and Uwezo)				2,100	2,100	2,100	2,100	8,400
		•Survey Monkey						320		320
		•Aruti Payroll				300				300
		• Itbrain- Remote Monitoring (All computers)				1,166				1,166
		•Review of current email (Gmail) setup and recommend changes								
		•Monitor, maintain and report on service performance								
		• Review current tools being used for communication and recommend changes and or policy								
4.5.5 KM		<b>Hosted Web Services are monitored and reported against</b>								
		•Review current hosted services and recommend changes and/or policy								
4.5.6 KM	4504	<b>Support of critical applications/services, to ensure they are operating to acceptable standards</b>								
		•Review and integrate more functions into financial software (asset management, etc.)								
		•Manage and support relationship with office ISP								
		•IT Support Consultant - Kenya				900	900	900	900	3,600

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Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
		•IT Support Consultant - Uganda				900	900	900	900	3,600
		•Maintain and advise on Salesforce and help with development and roll out Salesforce apps integration of Dropbox and other apps				1,800	1,800	1,800	1,800	7,200
		• Support Finance team with implementing Xero Financial system								
		• Manage and support relationship with office telephony provider								
4.5.7 KM		<b>Keep abreast of ICT-related advancements, and acquire skills via training (online or through courses)</b>								
		•Keep abreast of related ICT related developments, articles and advise Twaweza accordingly								
		•Review and comment on partner proposals, ideas and reports related to ICT issues								
		•Customize software and databases to serve Twaweza program and office needs.								
		<b>Sub total</b>				<b>38,656</b>	<b>22,915</b>	<b>23,235</b>	<b>24,855</b>	<b>109,662</b>

		Assets/ equipment				Q1	Q2	Q3	Q4	
6500	8010	<b>Computers/IT</b>								
		• Tanzania						10,800		10,800
		• Kenya						2,700		2,700
		• Uganda						1,800		1,800
	8011	<b>Equipment (all-in-one photocopier/scanner/printer, PABX, UPS for servers)</b>								
		•Tanzania								
		Purchase new AC (Library, Ops, Reception = 3 pcs)				3,093				3,093
		New Water pump					350			350
		Additional microphone for conference call				270				270
		SAMSUNG LED TV 46 inch for Board Room for presentations and Video conference				1,380				1,380
		•Kenya								
		AC for server room				900				900
		Additional microphone for conference call				270				270
		Stand fans (10pcs)				250				250
		•Uganda								

		AC for Server Room				900				900
		Additional Microphone for Conference Call				270				270
		Computers/IT								
		Stand Fans (10)				250				250
	8014	<b>Office Furniture</b>								
		•Tanzania ( Desk and side drawer and high back chair - for the Head and new employees				3,500				3,500
		Tanzania - binding/paper cutter				3,465				3,465
		• Kenya					2,000			2,000
		•Uganda					2,000			2,000
	8017	<b>Inverters</b>								
		•Tanzania (30 pcs new batteries)				6,930				6,930
		•Kenya (Purchase additional 6 KVA and 8 batteries				6,289				6,289
		Kenya - generator 10 KVA				14,000				14,000
		• Uganda								
		<b>Sub total</b>				<b>41,767</b>	<b>4,350</b>	<b>15,300</b>		<b>61,417</b>
		<b>Total</b>				<b>168,221</b>	<b>169,957</b>	<b>104,227</b>	<b>112,671</b>	<b>555,077</b>
<b>GS</b>		<b>All Operations Staff (Ops and Finance)</b>				<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
		Salaries				77,938	77,938	77,938	77,938	311,752
		Benefits				17,883	17,883	17,883	17,883	71,531
		<b>Sub total</b>				<b>95,821</b>	<b>95,821</b>	<b>95,821</b>	<b>95,821</b>	<b>383,284</b>

<b>Finance</b>		
<b>Code/Resp</b>	<b>Outcomes and outputs 2014</b>	<b>Linkages</b>
<b>4.6</b>	<b>Finance</b>	
4.6.1	<b>Promotion of policies and procedures.</b>	
4.6.1.1 EP	Training session for finance unit done by 31 Jan 2014.	Ops,Head
4.6.1.2 EP,ES,BW	Learning session on finance related issues to all staff conducted once in every six months.	LME
4.6.1.3 ES,BW,NL	Finance tips from FinRegs shared in Salesforce monthly.	
4.6.1.4 EP,SA	Changes in policies and procedures proposed to the Head and any improvement in tools done in consultation with the Head.	
4.6.2	<b>Income</b>	
4.6.2.1 NL,EB	Acknowledge incomes promptly and issue Twaweza receipt for the same	SA, Head
4.6.2.2 EB	All incomes recorded in income register and reconciled by 10 <sup>th</sup> of the following month.	
4.6.2.3 EB	All incomes uploaded in Xero timely.	
4.6.3	<b>Payments</b>	
4.6.3.1 ES,BW,EB	All payments properly supported, approved and coded as per Twaweza financial policies before being uploaded in Xero.	PA's
4.6.3.2 EP,ES,BW,NL,EB	All payments done as per Twaweza payment workflow, updated in Xero and suppliers informed when the payment has been made.	Unit Managers , PA's
4.6.3.3 EP,NL	Pending transactions in Xero and online system checked and cleared three times a week.	
4.6.3.4 ES,EB,BW	All imprests recorded properly in imprest register, and register updated timely.	
4.6.3.5 ES,EB,BW	Follow up on retirement as per Twaweza policy, proper review of all retirements before uploading into Xero.	
4.6.3.6 ES,EB,BW	Automatic reminder sent to staff with pending imprest after every two weeks and a report done by end of the month.	
4.6.3.7 EB	Xero report submitted to the Head every Monday.	
4.6.3.8 NL,EP	All journal entries prepared for approved expenses, bank charges and posted into Xero timely.	
4.6.4	<b>Tax management</b>	
4.6.4.1 ES,EB,BW	Withholding tax register maintained and updated timely for Twaweza and Uwezo.	
4.6.4.2 ES,EB,BW	All legal taxes (PAYE, SDL, Withholding etc) paid by 7 <sup>th</sup> of the following month.	
4.6.4.3 EP	New tax laws shared to all staff across the region to enhance compliance to legal requirements	
<b>Finance</b>		

Code/Resp	Outcomes and outputs 2014	Linkages
	<b>Banking</b>	
4.6.5		
4.6.5.1 NL	Proper management of cash flows (All accounts to have sufficient balance) for smooth operations.	
4.6.5.2 ES,NL,BW	Monthly bank and mobile banking reconciliations done by 15 <sup>th</sup> of the following month.	
4.6.5.3 NL,EP	Bank charges analysis in comparison with the agreed terms (signed contract with the bank) done by 15 <sup>th</sup> of the following month.	
4.6.5.4 NL,EP,SA	Close follow up on all banking correspondence regarding returned funds, inaccurate bank details, and wrong entries by the bank done immediately they arise and proper feedback	
4.6.5.5 ES,BW,NL	Petty cash fund managed for small irregular purchases in accordance with policy where online bank transfer and mobile banking is not practicable; reconciled monthly.	Petty cashiers.
4.6.5.6 ES,BW,NL	Monthly petty cash verification done, certificate raised and reconciliations done by 10 <sup>th</sup> of the following month.	Petty cashiers.
4.6.6	<b>Asset Management</b>	
4.6.6.1 EP,SA	Fixed assets register maintained and reconciled.	Ops
4.6.7	<b>Internal and External audit</b>	
4.6.7.1 EP,SA	All monthly reports being done and shared with the Head by 18 <sup>th</sup> of the following month.	
4.6.7.2	International recognized auditor appointed in consultation with senior management.	Head
4.6.7.3 EP,SA	Financial records verified for accuracy, consistency and completeness	
4.6.7.4 EP,SA	Annual accounts and supporting reports prepared for audit in accordance to IFRS.	
4.6.8	<b>Record Management</b>	
4.6.8.1 ES, BW	All original financial documents sent to Tanzania by 7 <sup>th</sup> day following the end of the quarter.	
4.6.8.2 EB,BW,ES,NL	All financial documents both physical and electronic versions well filled and labeled in a manner that can easily be accessed.	
4.6.8.3 EB,NL	All payments, imprest and income registers updated and well maintained.	



## Governance and Management

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
						Q1 68,000 10%	Q2 413,000 63%	Q3 72,900 11%	Q4 100,000 15%	Total 653,900 100%
<b>5</b>		<b>Governance and Management</b>								
5.1		<b>Planning and Reporting</b>								
5.1.1		to ensure timely delivery of quality outputs, plans and reports will be submitted and discussed on time and consistently.								
5.1.1.1		<b>Annual Plans</b>			All units					
AS/DD		-Annual plans produced by each unit, consolidated by the Head's unit and approved by the Head on time, and posted online for public. -Plans produced in a way that is helpful for internal operations and easy to follow for implementation and learning. -Plans reviewed by Managers, Staff, and the Head on a regular basis to ensure activities are on track; adjustments made when necessary. -Consistent and easy-to-use planning system established with managers, including guidance reports detailing narrative of reports, Budget vs. expenditure formats on Xero, and timelines								
5.1.1.2		<b>Annual and Half Year Reports</b>			All units					
RR/AS/DD		-Comprehensive, analytical annual and half reports (outlining achievements, gaps, lessons and implications against theory of change, quick insights and budget vs. expenditure) produced for internal learning and external reporting. - Half year reports produced for internal discussion at the quarterly management team meetings, Advisory and Board meetings and monthly Manager/Head bilateral meetings. -Consistent and user-friendly reporting system established, including detailed guidelines to ensure quality reports are produced within timeframe.								
5.1.1.3	5113	<b>Annual Strategic Retreat</b>			All units	10,000			15,000	25,000
AS/DD		-Retreat planning for high-level strategic discussions reviewing Twaweza's approach, policies, systems and procedures that reflect the key values around effective and transparent governance. -Framework and direction for Annual Plan and Budget for 2015 developed.								
		<b>Sub total</b>				<b>10,000</b>			<b>15,000</b>	<b>25,000</b>
5.1.2		<b>Management and Strategic Support</b>								
RR		provide guidance and overall coordination of Twaweza internal programs and operations								

## Governance and Management

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
5.1.2.1 RR/FA		<b>Monthly bilateral meetings with unit managers</b> -Monthly bilateral managerial meetings calendar in GCal and conducted with the Operations Manager, Uwezo Manager, Regional Programs Manager, Learning Monitoring and Evaluations Manager, Uwazi Manager, Communications Manager, Senior Advisor and Senior Accountant. - Implementation of dashboards to help Head keep track of individual unit's progress. -Monthly progress updates; should reflect key performance outputs, actions to be taken decided and implemented and any key points that need to discuss.-Dashboards, format, frequency, and types of monthly progress updates between Head and each unit Manager. Functional starting January and published through Salesforce- Reports are filed on paper and shared electronically two days before the scheduled meeting. -Standard schedule for monthly meetings set, in GCal and implemented			All units					
5.1.2.2 RR/FA	5122	<b>Quarterly management meetings</b> -Physical quarterly management meetings held three times/year with Managers from all units in Kenya, Tanzania, and Uganda. - Unit quarterly plans agreed and key directions forward decided			All units	4,000	2,000	4,000		10,000
5.1.2.3 RR/FA/ SR/MG		<b>Weekly staff meetings</b> -Review of staff meeting feedback compiled and used to improve effectiveness of meetings, approach documented. -Options for having joint meeting across EA offices implemented -Short minutes of key points of meetings documented and made accessible on Chatter on the same day			All staff across 3 countries					
5.1.2.4 RR/FA		<b>Major decisions and policy clarifications</b> - <b>Major</b> decisions and policy clarifications issued through memos by Head as needed and in a timely manner - A clear system of filing and reference implemented. - Where needed, review of current systems and processes and improve to suit Twaweza's work and the flow of activities.			Hivos, Board					
5.1.2.5 RR/AS/ FA		<b>Quality assurance and management</b> -Ideas contributed, feedback provided and documented, assessments reviewed as per agreed workflow and structure in a timely manner. -Physical filing of all final Ideas for institutional memory -Methods developed to keep track of our organizational progress in achieving our goals from outputs to inform both internal operations and external communications. -Implementation of learning and monitoring tool on Salesforce.			LME, Comms					

## Governance and Management

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
5.1.2.6 AS/RR/DD	5126	<b>Workflow Management</b> - Developed detailed delivery plan for Salesforce with clear overall map and milestones to ensure full integration in 2014- Development of Salesforce Phase II; additional components including contacts, contracts and procurement. Workflows for contracts, payments and procurement. - Finance unit supported to promote Xero Accounting and Online Banking and integration of apps for Xero and Dropbox.- HR aspects managed within Xero/Aruti- Other operations workflows including contracts and purchase orders managed via Salesforce- For LME, geotagging and M&E outputs are managed through Salesforce, to allow better monitoring.- For communications, publications workflows are entered into Salesforce and allow for better tracking of flows.			SalesForce, Xero, IT, RPM, OSIRIS at Hivos	10,000	10,000	14,400	10,000	44,400
5.1.2.7 AS		<b>Systematic Feedback</b> -Clear and easy-to-access mechanism developed for gathering external feedback and responding systematically, especially concerns which can be reported by external parties. -Concerns and complaints policy finalized and put in practice. -A prominent comment box on our website and reporting mechanism developed	-Q1: In conjunction with programs; communicate with partners about the strategic pivot and variations. -Q2: Engage with a range of external people we deal with for feedback on Twaweza as a way of informing our strategy and moving forward.		Programs					
5.1.2.8 AS	5128	<b>Hivos management fee paid for 2014</b> for governance/management oversight and quality assurance					320,000			320,000
5.1.2.9 AS/FA		Contracts developed to high standards and managed/tracked well			All units					
		<b>Sub total</b>				<b>14,000</b>	<b>332,000</b>	<b>18,400</b>	<b>10,000</b>	<b>374,400</b>
5.1.3 RR/AS		<b>Policy Development and Compliance</b> to ensure the effective and efficient functioning of Twaweza, the systems and policies developed will be implemented and continually assessed			Ops					
5.1.3.1 RR/FA	5131	<b>Creating understanding and compliance of policies</b> - support Operations in training staff on Twaweza policy matters. - Issue policy clarifications and interim policies when needed. - single combined binder with all key docs compiled, printed and provided to all staff for easy reference - policy clarifications circulated and filed in an accessible place			Ops, Comms	5,000		1,500	5,000	11,500
5.1.3.2 RR/FA	5132	<b>HR and Financial Management Policy Manuals</b> - Hivos HR and Financial Management Policy Manuals reviewed and adapted annually or as critically needed. -Staff briefed on process of policy review. - Corresponding forms/procedures developed and implemented according to updated policy. - Systematic assessment (spot checks) of actual practice against policies at least once a year, report produced, and required actions taken.			Ops					

## Governance and Management

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)				
5.1.3.3 RR/FA	5133	<b>Statutory compliance</b> -Full statutory compliance ensured as per guideline, including company annual returns, financial audits, property and income taxes, pension, and immigration requirements.-Internal audit conducted in collaboration with Finance unit, to ensure processes are robust and suitable for Twaweza			Ops		15,000	5,000	5,000	25,000
5.1.3.4 RR/AS/ DD		<b>Promotion of Values</b> -Key values and ideas (e.g. output based model, value for money, citizen agency) behind Twaweza articulated to better inform internal operations and external communications.			Comms					
5.1.3.5 RR/DD	5135	<b>Twaweza's Strategy and Theory of Change</b> New Twaweza 2015-2018 strategy is discussed, drafted, and finalized by mid-2014. Building on the working groups (LME), key 'thinkers' brought into initial discussions in January/February to help shape direction and Theory of Change, followed by consultation with the Advisory and Governance boards - key thinkers help develop core ideas in Q3	Build on the evaluation conference in 2013 and planned for Aug 2014, test hypotheses; and the working groups -- see 2.1.1 in LME section		Comms, LME, working groups	39,000	10,000		15,000	64,000
5.1.3.6 AS/BT/ DD	5136	<b>Transparency</b> -Developed detailed plan to roll out transparency in the org Ways of promoting transparency of Twaweza processes further developed and implemented, such as compliance with IATI standards. All data, except some key aspects, released to public. In place by June 2014 -Programs and LME units supported in developing standards to ensure information is publicly available online	Learn from examples of others doing the same		All units		3,000			3,000
		<b>Sub total</b>				<b>44,000</b>	<b>28,000</b>	<b>6,500</b>	<b>25,000</b>	<b>103,500</b>
5.1.4 RR		<b>Board and Governance</b> to provide strategic direction and guidance to Twaweza's functioning								
5.1.4.1 RR/FA	5141	<b>Governance Board</b> -Governance Board exercising statutory and management oversight, including development and oversight of policies, financial audit, reporting and accountability of the Head of Twaweza -At least two governance board meeting held annually and board engaged on a continual basis as needed.			Hivos, Board		3,000	3,000		6,000
5.1.4.2 RR/FA	5142	<b>Advisory board</b> -Advisory Board engaged to provide support, advice, and insight into Twaweza goals and strategies. -Advisory board and donor joint meeting held twice per year, one in person and the other by teleconference. -member list of advisory board reviewed and updated as needed -Narrative, matrix, and financial reports shared with advisory board members in a timely manner			Hivos, Board		18,000			18,000

## Governance and Management

Code/ Resp	Budget Code	Outcome and outputs 2014	Learning and experimenting?	2014 Goals	Linkages	Quarterly Budget (USD)					
5.1.4.3 AS/DD/RR		<b>Donors</b> -Donors informed and engaged regarding Twaweza's activities and operations through reports and meetings. -Two donor and advisory board member joint meetings held per year, one in person and the other by teleconference.-Fundraising for new strategy (donor commitments)- Narrative, matrix, and financial reports shared with donors in a timely manner-Donor information and communication management tool developed and implemented, potentially through Salesforce.	Explore different donor management software. See what other organizations are doing.		Finance, IT						
5.1.4.4 RR/AS/DD	5144	<b>Change Management and Innovations</b> -Key transitions; Uwezo Country Communications Officer under Uwezo Country Coordinators and implementation delegated at the level of Uwezo. -Explore options for Uwezo management and autonomy with high standards and accountability, and effective achievement of goals -Legal independence from Hivos, and implementation of strategic pivot, development of innovative standards and practices managed and completed. -Finalize incorporation of Twaweza USA, secure tax exemption status from IRS and document the arrangements of Twaweza East Africa. -Finalize incorporation of Twaweza Tanzania. -Clarify with Hivos regarding Twaweza future legal status in Kenya and Uganda. -Measures taken to safeguard Twaweza's name and brand. -Implementation of strategic pivot to ensure maximum impact and managed well. - Innovations that reflect and promote Twaweza values and ideas explored, developed and implemented. -Key documents/manuals/handbook and associated material that captures Twaweza's approach and thinking/institutional memory in a clear and accessible developed. - Leadership and management review at Twaweza, recruitment of key management posts as needed managed by the Board.			Comparable orgs, Hivos, Board, Recruitment firms		32,000	45,000	50,000	127,000	
		<b>Sub total</b>					<b>53,000</b>	<b>48,000</b>	<b>50,000</b>	<b>151,000</b>	
<b>GS</b>		<b>Head's Office/Governance</b>				Q1	Q2	Q3	Q4	Total	
		Salaries				46,371	46,371	46,371	46,371	185,485	
		Benefits				16,343	16,343	16,343	16,343	65,372	
		<b>Total</b>				<b>62,714</b>	<b>62,714</b>	<b>62,714</b>	<b>62,714</b>	<b>250,857</b>	
		<b>Note:</b> Includes 50% Head's costs, plus Senior Advisor and Assistants									