

Annual Report 2012

Introduction

This report provides the highlights of what Twaweza achieved in 2012. Each section also provides one illustrative example of the type of partners engaged or activities done. The report is deliberately kept short (about 10 pages) in order to make it more readable for a broader audience.

A more comprehensive, detailed accounting of activities against the Annual Plan can be found in the 2012 Matrix Report. An accompanying audited financial report provides an accounting of the funds received, utilized and balances remaining.

Highlights | Programs Kenya

Some of our most creative media partnerships are in Kenya. In 2012 we supported:

- **Buni Media** to expand reach of its TV satire XYZ Show and to develop new products to demystify power and enable public debate on the conduct of those who hold public office.
- **Shujaaz FM** (Well Told Story) to engage millions of young people and spur them to take action through monthly comic books distributed through Safaricom outlets and newspapers, FM radio and SMS.
- **Makutano Junction** (Mediae) to engage millions of Kenyans with key messages on citizen agency, health, education and water through a weekly TV soap series.
- **Royal Media Services** – Kenya’s largest media group – to ‘tweak’ the quality and diversity of its programming in over a dozen radio and TV stations through provision of information and incentives, the greater the attainment, the higher the payment.
- **Open Institute and the Africa Media Institute** (AMI) to place four Code4Kenya fellows in media organisations to make better use of data in journalism.

Each partnership employs a particular approach to enhance access to information and citizen engagement on basic education and other services; in combination with the Ni Sisi campaign (see Communications) the intention is to create a mutually reinforcing ecosystem of ideas and action. However, while each partner has achieved impressive outputs, evidence of overall impact is uncertain. Starting in 2013 Twaweza will work with Georgetown University academics to develop a rigorous program of research and evaluation of media in Kenya, test specific hypotheses and help generate lessons.

Example | Speaking truth through powerful puppets

Can latex puppets change the way politics works? Buni Media think so along with an ever-growing audience of Kenyans. The XYZ show presents Kenya’s leading political protagonists as life-like latex puppets. The extremes of absurdity that, at times, characterise the political sphere, although treated with poetic license, are all exposed and aired on the show. No figure is too great or too good to escape the XYZ show which features a cast of international and Kenyan political puppets.

Twaweza believes that by supporting and further inspiring a culture of openness and tolerance which is at the heart of Buni Media’s satire, we can begin to challenge the myth of invincibility and infallibility of leadership. It is only when we truly view our leaders as people, subject to the same rules, open to mockery and ultimately fallible that we can truly begin to exercise our own agency and hold them to account.

And the show does just that. The idea is not just to mock, topical issues are always featured and the show brings different perspectives to ongoing debates thus taking the idea of infotainment into a new realm.

The show is aired on Kiss TV, reaching 2.5 million viewers, broadcast on 11 radio stations, reaching 5 million people, and shown on TV screens installed in buses. Buni has 15,000 subscribers and 2.7 million views on YouTube (200,000 monthly views while in season), 182,000 fans on Facebook, and 25,000 followers on Twitter (a 100 percent increase from 2011). Taking into account the possibility of double counting and the lack of reliability of audience figures, Buni estimate that the XYZ Show’s monthly viewership is approximately 8 million.

The show has generated huge debate and interest among its followers. According to an informal social media poll conducted by Buni, viewers reported that they discussed the issues raised with their friends, were more engaged in politics and, perhaps most importantly, were willing to change their voting patterns on the basis of policies.



Highlights | Programs Uganda

In 2012 in Uganda, the youngest programming area for Twaweza, we supported the growth of broad media framework partnerships and experimented with several innovations. Specifically we supported:

- **Vision Group** to enhance coverage of citizen voices and monitoring performance through dozens of ongoing programs in its four newspapers, three TV and six radio stations. Of particular interest was a program that show-cased teachers doing extraordinary things to promote learning in their communities.
- **Nation Media Group** through a second media framework agreement to improve quality of multiple ongoing programs with a focus on financial transparency and citizen monitoring.
- **RockPoint 256**, a radio drama which reaches seven million Ugandans each week, to increase and improve coverage of service delivery issues. In 2012 drug shortages and consumer dissatisfaction with health services were the main focus.
- **Young artists** to create music videos with edgy social commentary and citizen action to solve problems that will be distributed through communal video halls.

In Uganda we have a great balance and mix of media partnerships with content creators and media channels. Moving forward, we need to consider greater coordination and synergies across these partnerships, with a greater focus on particular citizen agency and service delivery goals.

Example | Singing for a change

For some time now at Twaweza, the buzz has been around popular culture. Here is effectively a “network” that speaks directly to people, often young people, that can transcend geographical boundaries and whose members carry weight with huge amounts of people. How come it isn’t on our list? What are we going to do about it?

In Uganda, we decided to give it a try. We approached a production company instead of individual artists. This way you can work with a range of artists but also gain all the advantages that the more formalised music industry has to offer including promotion of any songs produced.

The artists, all popular in Uganda, were asked to work together to create a range of songs. But first we wanted to try and engage them in the kinds of ideas Twaweza works with and seeks to promote. They were all “immersed” in real life situations by taking field tours of health centers, water points and schools. This was to focus the mind on the challenges that ordinary citizens face in securing basic services. While it may not sound like an inspiring subject, the way in which people seek, secure and navigate services can cause animated debate.

And the artists really came through. They created four passionate songs that bring home the issue of citizen agency but with sector specific angles. The artists will be promoting these songs throughout 2013 as well and we believe that, as part of the wider Ni Sisi campaign, the songs will help to push Ugandans to be the change they wish to see in their country.

Encouragingly the artists have engaged with the topics and will themselves act as ambassadors of change. We are aware that songs alone are unlikely to bring social change. Combined with re-enforcing the messages through our other media partners, however, we are looking to inspire Ugandans to believe that change starts with all of us.





Example | Let's just draw

Cartoons can be an exciting way of transmitting information in a short space of time, and in particular to challenge those in power with realities that people know but dare not say in public.

In Tanzania, Kipanya (small mouse in Swahili) is well-known for understated insights among newspaper readers. Although newspapers are more widely viewed and read than their circulation figures suggest, at Twaweza we thought we could take Kipanya's cartoons further. So we worked with the artist to create animated versions of the cartoons and encouraged him to make greater use of social media. We also continued to support the appearance of the trademark mouse in Mwananchi newspaper. And, given our focus, we also worked with Kipanya's creator to include some health, education, water and citizen agency messages in the cartoons.

The result has exceeded our expectations. Kipanya's 46 cartoons have made 214 appearances on five social media channels and have been shared over 500,000 times. The animated cartoons aired through our media partnerships also generated so much feedback that the artist and his technology were unable to cope.

What is exciting is the debate, discussion and comment that was generated by the cartoons and animations. People wanted to share these with others and want to engage in the issues. The challenge of taking this forward is learning about how many translate this increase in engagement and awareness into action, if any. Or how we can move these audiences from discussion to action.

Highlights | Programs Tanzania

Tanzania is Twaweza's oldest and largest program area, with strong media partners and mixed progress across the other partnership networks. In 2012 we supported:

- **Sahara Media Group** to strengthen the quality and investigative reporting in programs with over 500 broadcasting hours across radio and TV each month, and to air over 1,000 Twaweza public service announcements.
- **Mlimani TV** through a similar framework partnership as Sahara, but with a focus on younger audiences and urban issues, and an edgier program style.
- **Minibuzz** to continue its daily TV program recording citizen voices on a local bus, with enhanced social media presence.
- Several young media entrepreneurs to create and broadcast hundreds of hours of irreverent social commentary, including a weekly radio satire (**Uncle Kochikochi**), animated cartoons on TV and social media (**Kipanya**) and comedy through various media (**Vuvuzela Entertainment**).
- **Dar 411** – a youth focused startup – to experiment with broadcasting targeted SMS messages on health, water and education that also sought citizen feedback.
- Researched and prepared adverts on mobilizing action on medical stock outs and health worker availability in the health sector,
- Printed over 18 million booklets, leaflets and exercise books with messages on water, health and education that were to be distributed across the country through various existing networks, such as Sumaria Holdings and Mohamed Enterprises – two of Tanzania's largest distributors of fast moving consumer goods. D.Light/SolarAid to complete social marketing of up to 100,000 solar lights and popular printed material to secondary school students.

Despite these successes, we have not yet achieved sufficient traction with religious networks, mobile phones and teachers' trade unions. There is a real tension between maintaining high standards for creativity and quality and getting a lot done fast, with human resource constraints on all sides. The model of paying against demonstrated success is appreciated and difficult, with the results orientation and monitoring/documenting of deliverables proving to be difficult for many partners.

Starting in 2013 we will need to strengthen monitoring of outputs and effects through more structured methods.

The water 'weak' - a play on words for World Water Week by the Kipanya cartoonist.

Highlights | Uwezo

Assessment continues to be Uwezo's strong point – we carry out the largest household survey in Africa after the census. In 2012, across East Africa Uwezo reached 110,269 households, 10,442 schools and 327,989 children. Our aspirations for communications are so high that we can truly never feel satisfied. In 2012 we achieved greater success in influencing policy dialogue. For instance:

- In Kenya, a task force to reform education was constituted and Uwezo was the only civil society organisation referenced in the report they produced. Subsequently Uwezo chaired the working group to deliberate this report.
- In Uganda, links with the Ministry of Education were strengthened with 19 officials from the Ministry participating in the assessment.
- In Tanzania, six district coordinators were motivated by Uwezo findings to hold their own district level events to discuss possibilities for action on learning.
- Within East Africa and globally (eg efforts to define the post 2015 development framework) we are (with partners) successfully putting measurements and attainment of basic literacy and numeracy on the core of the new education agenda.

Overall, the central argument that children are in school but not learning has been made and helped shift the educational agenda to quality. But the large scale public pressure and citizen action we were hoping to engender by now has not yet received sufficient traction. Volume and cohesion continue to be our major communication challenges. Although we can point to one-off successes we have yet to reach the impact we strive towards. A new unified communications strategy across East Africa and increased capacity in Uwezo and Twaweza will support us to build on the foundations laid and expand scale and scope. An improved monitoring framework is already helping us keep better track of progress and effectiveness.

Example | Kyosiga's Dream

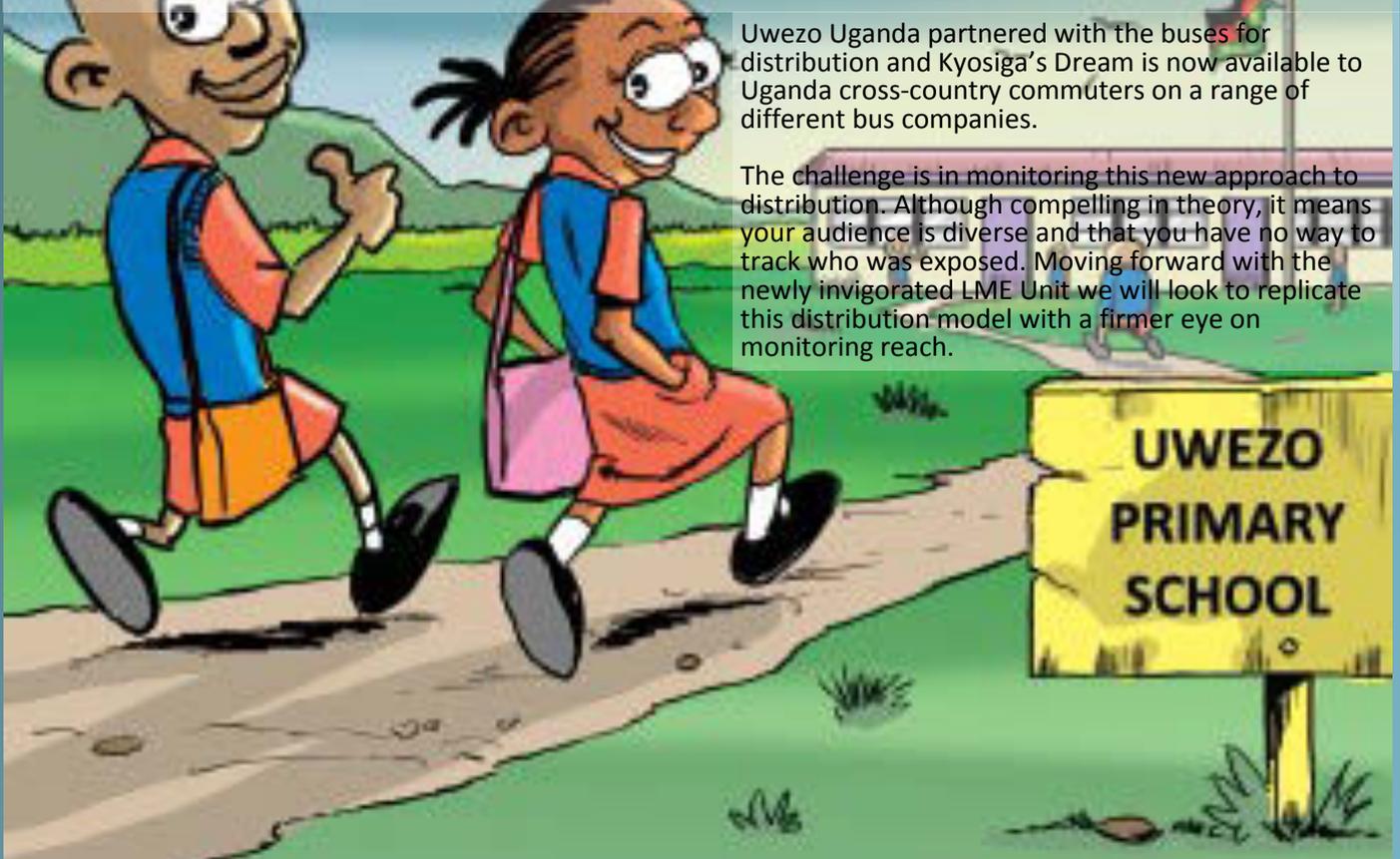
Uwezo is acutely aware that images and video content often have far greater impact than audio or written material. Conveying stories and emotions, inspiring people – these are all more likely to be achieved through visual content. Yet when it comes to ownership of TVs in East Africa, the case for video increasingly becomes hazy. Are you just speaking to the elites of society? How are you even sure that those with access to TVs are watching what you are transmitting?

Uwezo Uganda decided to tackle this challenge head on. The first step was to produce the thought-provoking high quality content. So Kyosiga's Dream was born. This is a short documentary that outlines the challenges of learning and aims to prompt citizen action. Quality is attested to by the film's nomination in four categories of award in the Pearl of Africa Film Festival.

Then arises the question of distribution and viewership. How do you find a captive audience in the literal sense? And how can you ensure that they are more representative of the diversity of Ugandans than viewers of traditional TV? The answer is on the thousands of buses that make their way around the country on a weekly basis. Ugandans of all walks of life make use of these buses for various travel needs, and the journeys are often many hours. In a bid to entertain passengers many of these buses now also house television screens on which Hollywood action films are often shown.

Uwezo Uganda partnered with the buses for distribution and Kyosiga's Dream is now available to Uganda cross-country commuters on a range of different bus companies.

The challenge is in monitoring this new approach to distribution. Although compelling in theory, it means your audience is diverse and that you have no way to track who was exposed. Moving forward with the newly invigorated LME Unit we will look to replicate this distribution model with a firmer eye on monitoring reach.



Highlights | Experimental Interventions

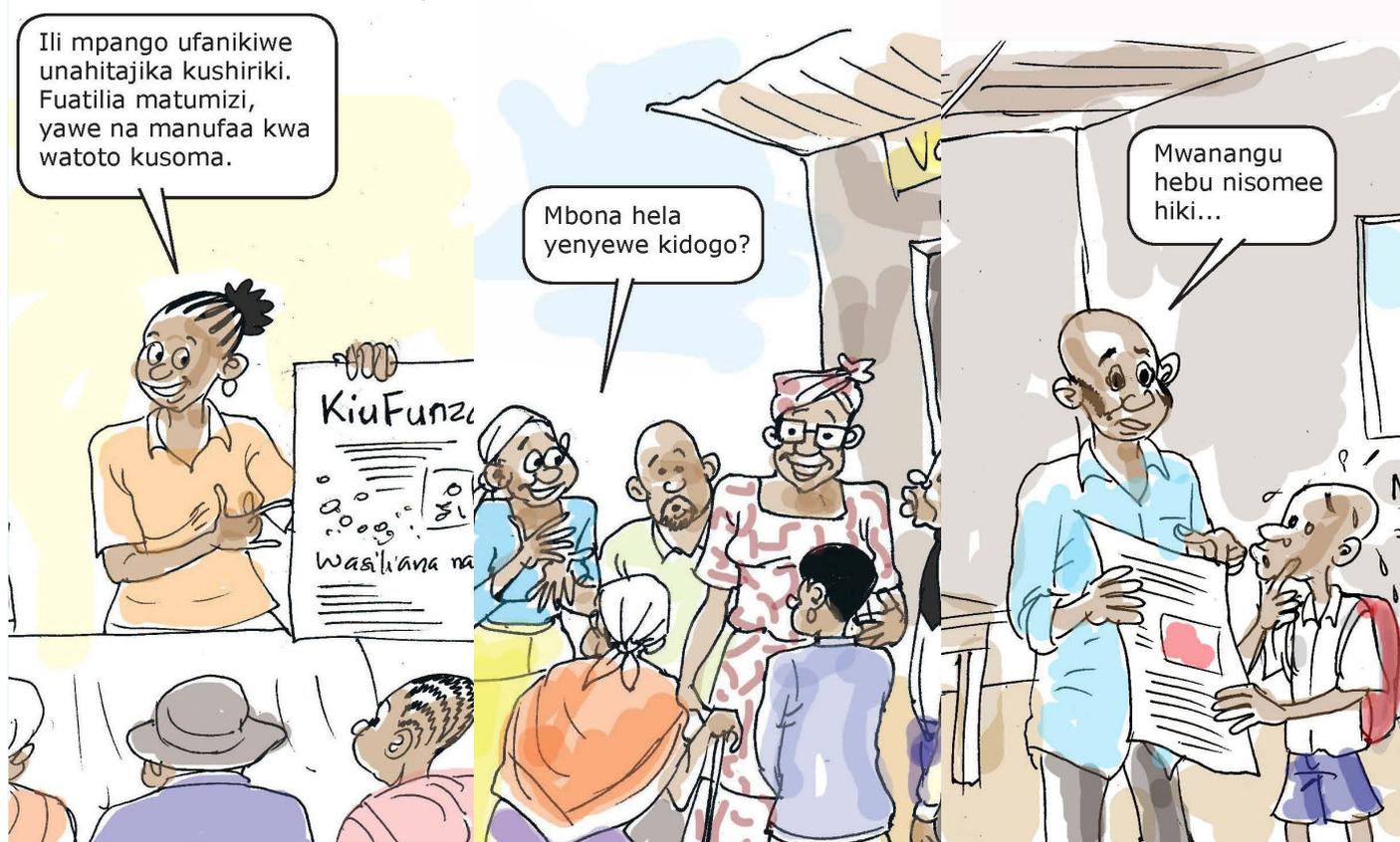
Responding to the need for evidence based innovation on what works, particularly for education, through extensive research and consultation in 2012 Twaweza completed the design of an ambitious set of randomized experiments on improving literacy and numeracy, known as KiuFunza (thirst for learning). The evaluation focuses on implementation of current policy and innovations in education. The experiment has three main strands:

- Employing a better way of implementing current government policy to get capitation grants directly to primary schools on time and in full, and to measure both receipt of funds and its impact on learning.
- Drawing on work done by the Center for Global Development and the Poverty Action Lab at MIT, testing the impact of paying incentives to teachers for improved performance (literacy and numeracy in Grades 1-3), payment to be made commensurate with performance.
- Combination of the first two strands.

The design allows us to compare the effects of input based payments (current policy better implanted) with outcomes based incentives commensurate with performance (innovation). A range of preparatory activity was undertaken in 2012 including research design; preparing for data collection; selecting district partners; and formulating field manuals and protocols. All of these were done in collaboration with the Commission for Science and Technology (COSTECH), the ministries responsible for education and local government, both at central and local levels, as well as the teachers' union and donor partners. Members of Parliament have also been engaged from the outset in recognition of their 'middle-up' role in pushing reforms, and in recognition of the fact that the incentives for them to improve education delivery may be more acute than national or school level officials.

The interventions are being piloted in 11 districts. In each district seven schools were randomly chosen to be part of each intervention arm, so 21 schools per district in total. Additionally 14 schools per district will be observed as control schools. The entire design has focused on simplicity of design and administration, so as to enable rollout at scale and sustainable implementation. Costs have been set at levels that can be sustained should the intervention be implemented nationwide. The experiment will run for two years until end of 2014, in part to allow us to make adjustments to design based on first year experience and in part because absorbing, trusting and changing behavior in response to the incentive payments may take time.

Evaluating policy is at the core of this intervention. KiuFunza could lead to traction for evidence-based policy making in service sectors in Tanzania as well as for the idea of incentivising service providers, which could make a powerful new contribution to stagnant education reforms in the region. Even if results were not to be as successful, Twaweza will have contributed to deepening understanding of the effectiveness of different policies in education.



Pages from the popular booklets designed to explain the randomised control trial to community members.



Highlights | Strategic Engagement

This small but critical line of work focuses on engagement with policy actors on transparency, accountability and service delivery reform. Highlights in 2012 were:

- Provided strategic leadership to the Open Government Partnership (OGP) globally as one of the four members of its Governance and Leadership (executive) Committee. OGP has 58 members, including Kenya and Tanzania. Help inform revision of OGP strategy and ways of working, include a shift in emphasis to delivery for citizens. Worked on strengthening the ways in which civil society can play its collaborative and watchdog roles.
- Advised the Tanzania Government on development of its OGP action plan. It focuses on service delivery and initial steps to produce an access to information law. Launched an OGP competition that seeks to solicit citizens' views on improving service delivery in education, health and water.
- Co-funded the Open Africa summit in Zanzibar – which brought together 30 thought leaders to discuss the future of the open agenda in Africa. The event generated a report with a series of concrete recommendations around engaging the OGP, establishing a Code4Africa program (informed by Code4Kenya), and drafting an open data charter for Africa.
- Twaweza helped to judge entries for competitions on innovations using technology to improve the process of news gathering in Africa and to develop Apps for Africa.
- The Head of Twaweza contributed to strengthening citizen engagement and transparency through participation in several advisory and governance boards.

Much of our work in this area is at the cutting-edge of the transparency agenda, and has helped establish the field. What is important now is move efforts to gain traction in everyday life – for the promises to deliver and to have more robust accountability.

Example/Making open data more open

Twaweza hosted a Code4Kenya fellow in our offices in Kenya. Code4Kenya aims to build the capacity of its host organisations to use open data in new ways that inspire and inform citizens. The aim is to boost demand for open data. Code4Kenya has embedded four fellows in three media houses and one fellow with Twaweza to achieve this.

One of the Code4Kenya projects with Twaweza is a web application called FindMySchool. Largely using data that is already in the public domain through the Kenya Open Data Portal, but under-used, the idea is to provide parents and journalists with a one-stop shop for data on schools. The data will include a listing of all primary and secondary schools in Kenya with locations, exam results for the past three years and admissions statistics and procedures. Parents will be able to easily compare schools when making decisions about secondary education for their children, using a range of criteria that is of interest as well as their children's current performance. Journalists, and others, will be able to quickly and easily analyse relationships between investment and performance.

Ultimately the aim is to inspire parents to become more involved in their children's education and to support informed, evidence-based reporting on schools and the education sector generally. The data will also be of use to Uwezo by providing national data on the link between inputs / spending and learning outcomes.

To give life to the application and ensure it is responsive to user needs, content and navigation paths have been developed in conjunction with media houses. FindMySchool has also established partnerships with a range of media houses, content production organisations and education stakeholders. These partners will be engaged to promote the platform and will all be specifically trained on its use and potential. The application is still in Beta stage and will need a lot of work in 2013 to make it function well.

Highlights | Communications

Towards the end of 2012 Twaweza began to establish a full-fledged Communications Unit to sharpen its work and provide better support to all units. Highlights include:

- To complement the partnerships with media, the Communications Unit engaged media to encourage greater coverage of and debate around key service delivery issues. In the last quarter of 2012, three press conferences around three briefs were held each generating an average of twenty pieces of coverage per brief across TV, radio and print. Support was also provided for other launches.
- The unit also started providing input and guidance to content from other units, including Programs, Uwezo and Uwazi, to increase creativity and quality of our work.
- The website was also updated with an average of two pieces of content added per week.
- Managed the roll out of the major Ni Sisi campaign which focused on how citizens can make a difference on health, education, and environmental issues. Generated valuable lessons about the use and value of different media platforms and the benefits and costs of working with a communications agency. In the end the Twaweza name and topline message is more firmly in the public domain than it has been until now. We need to make sure that our content and ideas capture public imagination in an increasingly substantive way in 2013.

The establishment of the Communications Unit is a critical step in strengthening communications across Twaweza's work. But while tasking a single unit to ensure quality, synergy and creativity across our content will help achieve standards, over-centralising production could generate other bottlenecks. Capacity will need to be quickly ramped up to manage the everyday business of communications, such as keeping the website fresh, pro-actively seeking media opportunities and engaging on social media, while keeping strategic oversight and undertaking quality assurance of the outputs of all units.

Example | It's me. It's you. It's all of us.



Ni Sisi is an idea that is at the core of Twaweza's vision for development and our Theory of Change. It's all of us who can make a difference in our own lives and societies.

In 2012, Twaweza decided to trial a different model of communications interventions – a large scale intense campaign that propagated our core message, Ni Sisi, across a range of traditional media platforms as well as some newer more innovative mediums.

Working with market leader, J. Walter Thompson (JWT), we created a range of content including compelling TV and radio public service announcements and light-hearted radio pieces and set to work to paint Kenya and Tanzania orange. The campaign was implemented at large scale across Kenya and Tanzania, and to a limited extent Uganda.

The full post-campaign evaluation has been under-taken in both countries with results just beginning to come in. Initial findings, as well as anecdotal evidence, suggest that the reach of these messages, and recall among survey respondents, has been high. A number of Twaweza staff have been complemented on the campaign or been present at public airings of the TV content which have generated discussion and debate.

Highlights | Uwazi

In 2012 Uwazi sought to consolidate previous work and focus on a few key initiatives.

- The pilot Dar es Salaam mobile phone survey collected data monthly in partnership with the World Bank and independent experts; data and a simple report shared with media and at times spurred animated debate. This experience helped finalize design of the national Sauti za Wananchi mobile phone survey.
- In total Uwazi produced nine briefs over the course of the year on Twaweza sectors and government spending.
- Budget visualisation tools were launched for Kenya and Tanzania to generally positive response. However the tools do not allow us to track visitors or use and so we are unable to accurately record the utility of them. In addition the visualisations focus more on meeting the needs of technocratic experts and need to be more user driven in design.
- Uwazi provided substantial support to Uwezo in improving the rigour and design of their assessment methodology.
- Uwazi supported the design and development of the randomised control trial in education (see Experimental Interventions).

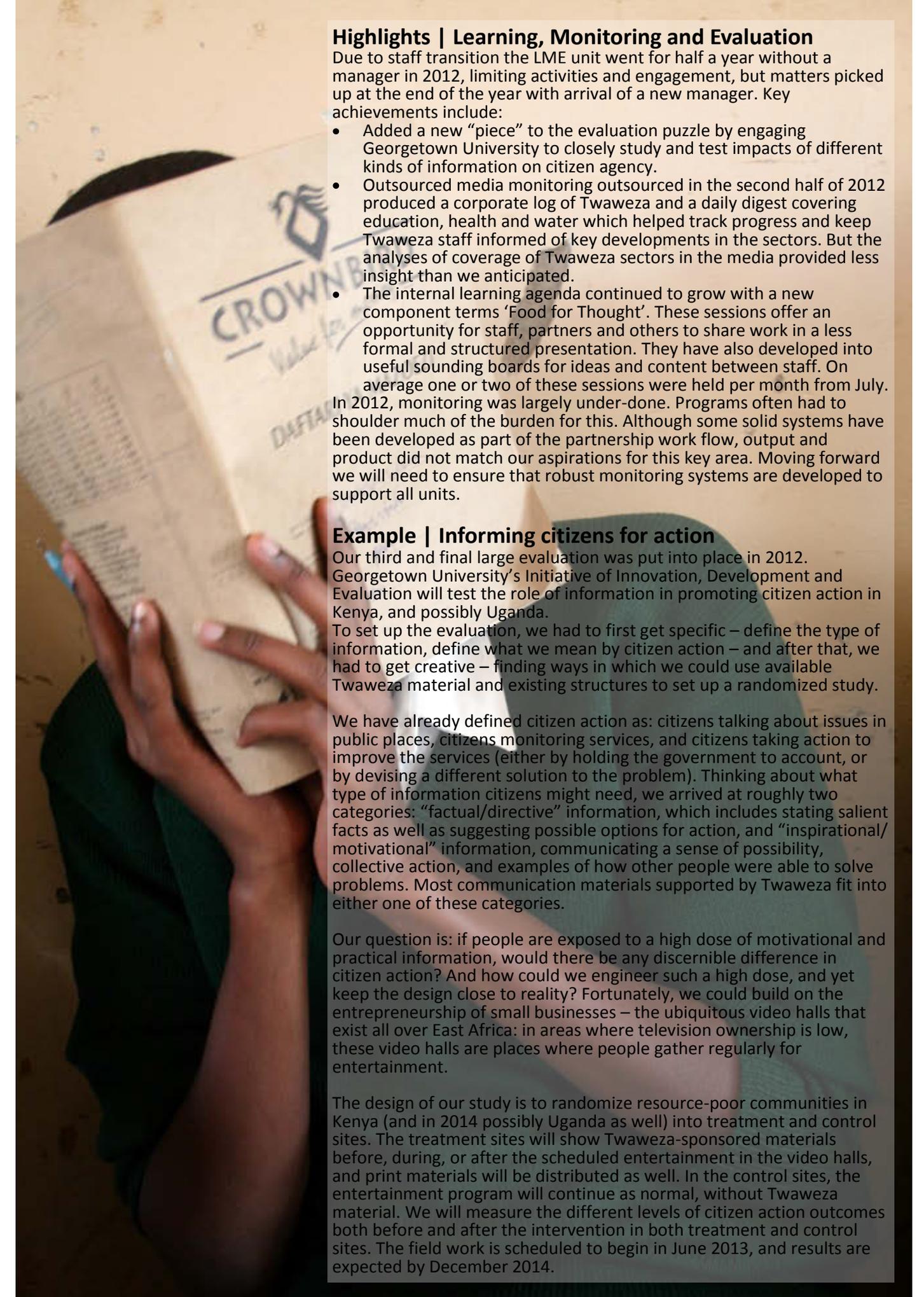
Because of the complexity and volume involved in Uwazi's major pieces of work and because of a tighter focus on our service delivery and citizen agency goals, and difficulties in recruiting key analytical staff, some of the other equally important but smaller areas of the 2013 Workplan were not done. The 2013 plan reflects a tighter focus on fewer areas of work to enable quality and depth.

Example | Africa's first national mobile phone survey

In 2012 Uwazi designed and implemented the first African nation-wide mobile phone survey known as Sauti za Wananchi, Voices of Citizens in Swahili, building on lessons learned in the Listening to Dar pilot. Sauti za Wananchi has two main phases: the first phase consisted of a baseline survey with household interviews, implemented in 2012. This phase was designed according to a traditional survey model with a representative sample of 2000 respondents from all regions of mainland Tanzania randomly selected to participate. During the household visits that made up the first phase, mobile phones and solar chargers were distributed to those who agreed to become Sauti za Wananchi respondents. During the second phase, starting in 2013, these respondents will be contacted monthly through a call centre. Sauti za Wananchi offers a unique opportunity, particularly to policy-makers, to access data that provide insight into the real-time experiences and views of citizens. Additionally the public will have the chance to access the views, voices and realities of people from across the country.

We have collected the baseline data and are currently analysing and pulling it together. The true test of impact will naturally be in assessing whether policy-makers, and others, take these views into account. This change will likely be a consequence of a host of factors of which we imagine Sauti za Wananchi to be an integral part. Combined with the Tanzanian government's commitment to place more emphasis on citizen participation through the Open Government Partnership (OGP), we believe this powerful new tool that provides a channel for citizens' opinions to be fed directly to government, will help to usher in a new way of "doing" governance.





Highlights | Learning, Monitoring and Evaluation

Due to staff transition the LME unit went for half a year without a manager in 2012, limiting activities and engagement, but matters picked up at the end of the year with arrival of a new manager. Key achievements include:

- Added a new “piece” to the evaluation puzzle by engaging Georgetown University to closely study and test impacts of different kinds of information on citizen agency.
 - Outsourced media monitoring outsourced in the second half of 2012 produced a corporate log of Twaweza and a daily digest covering education, health and water which helped track progress and keep Twaweza staff informed of key developments in the sectors. But the analyses of coverage of Twaweza sectors in the media provided less insight than we anticipated.
 - The internal learning agenda continued to grow with a new component terms ‘Food for Thought’. These sessions offer an opportunity for staff, partners and others to share work in a less formal and structured presentation. They have also developed into useful sounding boards for ideas and content between staff. On average one or two of these sessions were held per month from July.
- In 2012, monitoring was largely under-done. Programs often had to shoulder much of the burden for this. Although some solid systems have been developed as part of the partnership work flow, output and product did not match our aspirations for this key area. Moving forward we will need to ensure that robust monitoring systems are developed to support all units.

Example | Informing citizens for action

Our third and final large evaluation was put into place in 2012. Georgetown University’s Initiative of Innovation, Development and Evaluation will test the role of information in promoting citizen action in Kenya, and possibly Uganda.

To set up the evaluation, we had to first get specific – define the type of information, define what we mean by citizen action – and after that, we had to get creative – finding ways in which we could use available Twaweza material and existing structures to set up a randomized study.

We have already defined citizen action as: citizens talking about issues in public places, citizens monitoring services, and citizens taking action to improve the services (either by holding the government to account, or by devising a different solution to the problem). Thinking about what type of information citizens might need, we arrived at roughly two categories: “factual/directive” information, which includes stating salient facts as well as suggesting possible options for action, and “inspirational/motivational” information, communicating a sense of possibility, collective action, and examples of how other people were able to solve problems. Most communication materials supported by Twaweza fit into either one of these categories.

Our question is: if people are exposed to a high dose of motivational and practical information, would there be any discernible difference in citizen action? And how could we engineer such a high dose, and yet keep the design close to reality? Fortunately, we could build on the entrepreneurship of small businesses – the ubiquitous video halls that exist all over East Africa: in areas where television ownership is low, these video halls are places where people gather regularly for entertainment.

The design of our study is to randomize resource-poor communities in Kenya (and in 2014 possibly Uganda as well) into treatment and control sites. The treatment sites will show Twaweza-sponsored materials before, during, or after the scheduled entertainment in the video halls, and print materials will be distributed as well. In the control sites, the entertainment program will continue as normal, without Twaweza material. We will measure the different levels of citizen action outcomes both before and after the intervention in both treatment and control sites. The field work is scheduled to begin in June 2013, and results are expected by December 2014.

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Highlights | Operations

In 2012 Twaweza continued to develop and roll out a set of professional standards, systems and practices across the whole organization:

- The Unit faced a challenging year but was able to increase synergy across all three countries contributing to a greater sense of a single Twaweza team in the region through substantive presentations on the role of the operations team in Kenya and Uganda and through provision of increased and more systematic support to all units.
- The integration of Uwezo fully into Twaweza took place during 2012 and large parts of this process were managed by the Operations Unit.
- A large process of recruitment was initiated in late 2012 with mixed success; improving how we can identify and attract capable, motivated staff remains a huge challenge in the region. The team continues to expand as we strive to meet the complex and varying needs of all Twaweza units in three countries.
- Salesforce platform was adopted and began to be rolled out as the workflow management platform across the organization; and the IT unit was strengthened with increased user friendly support.
- In the Finance unit challenges related to integration of Uwezo into Twaweza systems and difficulties with Sage Pastel software caused frustrations and delays; problem should be solved by adoption of new, transparent Xero online accounting software and shift to online banking. Both should also enhance transparency and accountability across the organization.

These changes have not been easy as different cultures and ways of working are difficult to bring together, and where adherence to systems and policies have at times slowed down work, particularly in relation to procurement and payments. Moving forward, we need to build on these successes and ensure we can continue to meet our strict procedural requirements while keeping the team motivated and happy. A key part of this will require better training and orienting staff on the why as well as the what of Twaweza processes.

Example | Ni Sisi operations

At Twaweza, we aim to infuse our core message of 'Ni sisi' into all elements of our work. The Operations Unit is a keen proponent of this ideal. In 2012, we collaborated with our neighbours to organise a cleanup and address a leaking water pipe in the area that was causing huge amounts of wastage.

In the same vein, strides were taken towards greater staff awareness of their consumption of goods including paper and electricity. Administrative reports were shared with staff to help them understand how each individual could make a difference in the environmental impact of the Twaweza office and the overall running costs. The main aim was to ensure staff were mindful of potential wastefulness and how they contributed towards rising operational costs. The Operations Unit also purchased an inverter in Tanzania, reducing our reliance on the generator during the frequent power outages. Both the Operations Unit and individual staff are now more able and willing to ensure that we minimise our impact on the environment in which we work and that we address challenges and issues in our own neighbourhood before telling others to do the same.

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Wherever you go, you are change