

Annual Report 2019



Introduction: The feelings behind the figures, sentiment behind the statistics, emotions behind the empirics.

'Elated. Anxious. Indignant. Afraid. Proud. Disappointed. Worried. Joyful. Relieved.'

This Annual Report reflects on the first full year of our new strategy 2019-2022. It shows how we sharpened our focus on three missions, and how we executed rather differently from before. It is unusual to report on a year's activities from the perspective of how we **felt** about what we did and achieved. Twaweza is about connecting with citizens and supporting them to shape the institutions, tangible and otherwise, that we create to improve our lives. But, a vital group of people routinely vanish from the scene in these annual reflections: Twaweza's team of dedicated staff.

Deep in the section on learning and strategy, you will come across one of our new approaches to execution: involving as many staff as possible drawn from across all units in Twaweza's hands-on work. Together, we rolled up our sleeves to scope, research, design, implement, monitor and evaluate our initiatives. The result was an energized and engaged team. This labour of love and the activities, the achievements, the lessons it produced infuses this Annual Report.

But these words offer a mere glimpse into how we felt about our work, so I want to introduce the report with a few examples of the emotions we took into and got out of, our work in 2019.

'I recall the joy of having lunch together with the Kigoma #Teleza [sexual assault] survivors at their homes, on the day we were stopped by the Kigoma regional authorities from doing our launch at the designated venue.'

'We crafted a sensitive report into a normal Sauti za Wananchi brief which inspired very honest dialogue with senior public officers on the barriers to citizens' participation. And the fact that Uganda's Ministry of Finance, Planning and Economic Development now acknowledges the Sauti za Wananchi platform and data as being relevant for their work is great.'

'We worked with 90 local CSOs from over 20 regions during the zonal consultation process to develop Tanzania's first draft of a National Decentralization Policy. I am proud that our approach enabled them to reflect on their own everyday experiences to inform their contributions to the draft policy document - despite the very short notice. Their inputs were simply the most comprehensive and constructive of all the groups consulted.'

'Our Teaching at the Right Level (TaRL) initiative reached 452 children who could not read Kiswahili nor do simple numeracy operations. After just 30 days of intensive teaching more than 84% could read a Kiswahili story! Teachers are so motivated with such amazing results in such a short time. District officials are so inspired and wish to scale up to all schools in their districts. I am excited!'

My own emotional journey in 2019 included the excitement of attending the Open Government Partnership (OGP) Summit in Ottawa as a robot in May, elation when Tanzania's Statistics Act was (re)amended to allow for independent data collection and dissemination in June, dread at the possibility that Twaweza would be deregistered in August, and quiet satisfaction when we highlighted the economic value of selected civil society organizations in Tanzania in November.

These personal journeys are hidden in this report, so I invite you to focus your eye and fine tune your emotional radar, so that as you explore the forest of words, data and insights that follow, you may come across the flowers of feeling that gave our work in 2019 such meaning.

Aidan Eyakuze, Executive Director

OVERVIEW

Our current strategy (2019-2022) is motivated by two connected problems:

- a) Limited citizen agency: that is, citizens are unable to influence the forces that shape their lives such as development decisions at the local and national level, and
- b) Deteriorating basic conditions for meaningful citizen participation including the freedoms of expression, association and assembly.

To contribute in addressing these problems, we articulate three strategic goals and about 22 specific outcomes categorized into actor level outcomes and societal wider outcomes. To realize these outcomes, a three-part mission statement of purpose guides us:

- Mission 01: Demonstrating citizen agency in addressing systemic problems at the local level. Through the animation approach, we aim to improve citizens' ability, motivation and opportunity to exercise their agency.
- Mission 02: Amplifying citizens' voices and ensuring that they are taken seriously in decision making. Through representative polling, interactive media content and directly amplifying the voices of specific groups, we aim to ensure local and national governance is more inclusive.
- Mission 03: Promoting and protecting open civic space. We combine soft and hard persuasion to contribute to an enabling policy and legislative environment for meaningful citizen-state interactions.

We present our Annual Report 2019 in two parts:

1. *Part one tells the story of our major initiatives during 2019.* We organize these stories under the three mission areas stated above. The three mission areas are intentionally connected (mutually reinforcing). Following mission specific stories, we use one initiative from 2019 to elaborate the linkages between our mission areas. We conclude the report by presenting what we achieved under our cross-cutting units Learning & Strategy and Governance & Management.
2. *Part two summarizes our progress towards our strategy outcomes, divided into actor level and societal wider outcomes.* Reporting according to outcomes enables us assess the contribution of our major initiatives towards our strategy outcomes. We also summarize important lessons learned. These lessons enable us to assess the validity of our theory of change and inform any adjustments we may decide to make.

PART 1: Our stories



Mission 01: To demonstrate how citizens can come together to collectively address their problems and make government work for them

In 2019, we successfully implemented several initiatives that contribute towards galvanizing citizen agency in particular locations. Here we present a case study from 2019.

- *Animation work in Mbogwe and Kigoma-Ujiji*

Unleashed: communities unlocking their own development

Animation work in Mbogwe and Kigoma-Ujiji

Animation is both a philosophy and a methodology which enables the community as a whole, especially the more disadvantaged, to reflect critically on issues affecting them, speak up for themselves about their dreams and challenges and take action to address them in collaboration with others.

Twaweza partnered with Tamasha to extend a previous animation project in Kigoma-Ujiji and Mbogwe to cover all the wards in these two districts: 7 in Mbogwe and 14 in Kigoma-Ujiji. However we adapted the design of the intervention along a number of critical parameters based on lessons from the earlier project.

- We institutionalised the concept of people's committees, an innovation from Mbogwe. The committees are chosen in the village meeting and are answerable to that forum and consist of members of the community themselves. Their existence also takes the pressure and focus off the animators.
- We embedded the project into existing governance processes and structures, shifting its focus to revitalise the village meeting in order to ensure sustainability.
- We built in a more systematic and regular program of engaging local leadership, particularly at district level.

In summary, the animation process involved:

- Working with ward leaders to choose a village and two young people – one man and one woman – to be animators for that village
- Training the animators for ten days
- Participatory Action Research in each ward – facilitated discussions to uncover critical issues among young men, young women, older men and older women
- Feedback meetings to the community at village and ward level, choice of priority issues and selection of people's committees
- Feedback meeting at district level to government leaders and officials and other stakeholders
- Follow up by the animators and committees with support from a local coordinator and TAMASHA facilitator
- After five months, a second round of feedback meetings to the community at village and ward level to assess the work of the animators and people's committees, the extent to which the issues have been addressed and to plan for further action.
- A second meeting at district level to assess the project overall and to plan for any further action

In Mbogwe, this process was implemented in full. In Kigoma-Ujiji, due to concerns from authorities about our work on *Teleza*, we were forced to postpone the second round of feedback meetings. As we write this

report, those concerns have been resolved and the second round of feedback meetings will be conducted in 2020. Despite the hiccup, there were a number of successes that occurred as a result of this work.

Overall, there were a number of outcomes achieved in both districts. The successes in Mbogwe were more systematically documented and shared while in Kigoma-Ujiji we have been able to pick these up from informal anecdotes.

- **Attendance at meetings has increased** especially the attendance of women and young men and women. Government employees, when invited, also attend. The attendance of young women is still hindered by the intersection of age and gender. In Mbogwe, they were very clear that the community does not encourage or even allow such participation.
- **Speaking up at meetings.** Young men, in particular, in both districts, have used the animation process to speak up for themselves more. Women in Kigoma were also more vocal than before but in Mbogwe they still largely attend without speaking, claiming that their husbands are present and will speak for them
- **Participating in development projects.** At the beginning of the project, many people in the communities were reluctant to contribute and 'voted with their feet' with regard to participating actively. Lack of transparency with regard to the reading out of the accounts and utilisation of the money contributed was the main reason behind people's reluctance to participate actively. The animation process, by promoting greater transparency among leaders, has led to increased participation in development activities, particularly by young people who were at the forefront by providing their labour.

There were also numerous instances of specific service challenges being addressed. These all emanate from the direct reporting from the project. A broader description in terms of trends and over-arching dynamics will emerge from the retrospective research to be conducted in 2020. Examples include: two schools opened in Mbogwe after many years; two villages got new wells; three villages are experiencing better access to medicine^{[1][2]}

Perhaps most importantly, we can claim confidently that our model seems to work! Complementing the animators' work with people's committees and grounding the intervention in the village meeting are two important innovations that speak to the effectiveness and sustainability of the intervention.

And there are many lessons and ideas for moving forward emerging:

- Mbogwe district faces challenges whereby the district cannot match the speed and efforts of citizens to finish development projects. They are coming up against scarce resources and a limited mandate to address the issues raised through animation. We will need to explore new ways of working to support Mbogwe District's efforts.
- Bad leaders do create challenges to the project. The more we rub up against vested interests the more we will face resistance. Moving forward we will need to train elected leaders to help support these efforts to overcome vested interests and to equip them to engage better in the animation process. Combined with existing components of the intervention of engaging diverse leaders and using various pressure points we should be able to continue to achieve despite these difficult individuals.

- Animators' networks help to entrench the gains from the interventions and the new way of working as well as providing important backstopping support to animators. Having a network in place also keeps the district leadership positive about the process and approach even when there are changes in personnel.

In 2020, we will introduce the animation approach in two districts in Tanzania and two districts in Uganda.

Mission 02: To enable citizens' voices, interests and experiences to be heard and taken seriously in decision making

We successfully applied our Sauti za Wananchi (Voice of the Citizens) initiative to amplify citizens' views and concerns to decision makers in Uganda and Kenya. Given the prohibitive Statistics Act (before latest amendments in June 2019) and delayed research clearance, we were unable to conduct Sauti za Wananchi in Tanzania. Instead, we successfully conducted our scaled up #MbungeLive intervention in 15 constituencies and supported the participation of about 90 sub-national civil society organizations to participate in the six zonal consultative workshops as part of the process of developing the national decentralization policy in Tanzania.

Putting in the people's perspective: government embracing citizen voices in Uganda

Sauti za Wananchi, Uganda

Sauti za Wananchi (Voices of Citizens) is a high-frequency mobile phone survey designed to regularly collect views and perceptions on issues of public interest from a broad cross-section of Ugandan citizens. It was launched in 2017 in Uganda and drew lessons from Tanzania and Kenya's experiences. The initiative allows survey data to be gathered quickly and efficiently, at low cost; this allows credible data and insights to be infused into public conversation and into policy spaces where key decisions are made.

From the outset, we invested care and diligence in developing and implementing our engagement strategy in Uganda. Given the context, we wanted to demonstrate that citizen voices were valuable not incendiary.

Given our past experience, we have adopted the following guidelines for every Sauti za Wananchi call round:

- *Timing:* we survey the context and judge whether a particular topic might be extremely sensitive at a given point. For key areas of national interest, we informally check in among our network of allies.
- *Pre-engagement:* we have conducted careful stakeholder mapping for all of our topic areas. We look for introductions to key officials for each topic, through partners or directly. We reach out, often at the stage of questionnaire design, but also to share findings. We take officials through the data step by step, pointing out where even negative findings can be useful to them

- *Tone:* All our launch engagements and products as well as the launch events themselves maintain a careful, balanced tone. We try to ensure different perspectives are shared and given the chance to speak up for themselves
- *Ongoing engagement:* even after the public facing launch is complete we continue to reach out to relevant departments and ministries to share our findings and offer the infrastructure for their use. We work with partners to insert the data into relevant policy discussions as well.
- *Pressure:* While we maintain and develop collaborative relationships with the decision-makers who can truly act on citizens' opinions, we ensure they feel a sense of pressure through our public engagement via the media (traditional and social) and through partners.

In 2019, we collected five rounds of data from citizens: two of these were in partnership with other civil society organisations. We had engagements with six different sets of actors and secured strong government participation in all five launch events. At these events officials committed in many cases to act on the findings. In 2020 we will hold them to account for these promises.

Of particular note is a discussion event that combined the release of a Sauti za Wanachi brief on citizens' perspectives on participation with a brief from an independent study of civil servants' perspectives and experiences on citizens' access to information and participation. This launch attracted many civil servants representing both national and local government, and comprised of both technical and political officers.

The findings of the independent study alone may have been controversial but balancing this with citizens' views made the content more balanced (acceptable) and government officials willingly participated in a brutally honest discussion with other stakeholders. Officials acknowledged that the 2005 Access to Information Act was not implemented because there were no sanction and reward (incentive) mechanisms and no accountability for non-implementation.

We also worked closely with the media, offering an array of tailored content and trying to spark motivated journalists to pursue more stories with data and voices. Every launch was accompanied by a media engagement component with press releases and interviews. We conducted 20 biweekly data mail outs to encourage use of our data for coverage of topical issues, as a reference. From this we contracted 10 journalists to produce more in-depth features on governance, citizen agency and voice. From the mail outs alone we secured 170 pieces of coverage and from the contracts, 50 in-depth features using citizen voices as a springboard.

We also included a new focus on sub-national radios, sharing our press releases, specialized data mail outs and high quality audio features. Through the press releases we secured 100 pieces of local radio coverage and many demands for spokespeople. The timing of the audio features however was off, they were released a few days after the public launches and thus resulted in only 50 pieces of coverage (uses) from 12 radio stations. Moving forward we will produce them in advance and release them on the launch day while also sharing clips from speakers at the launches so these radio stations have an array of content to choose from on the day of the launch itself.

We were able to achieve meaningful progress in a number of our aims. With over 250 pieces of media content on a range of platforms, we enhanced and increased coverage of citizens' voices. The interest and responsiveness of government officials has so far been promising. For example, after sharing our water and sanitation data with the ministry, we were asked to present in the joint sector review with signals

around our data being included in the review indicators moving forward. We will now need to push government officials further towards action and change. And we find that 95% of the participants take part in *Sauti za Wananchi* because they know the views they share inform leaders. So citizens themselves see the value of the initiative. Further, three quarters of the panelists mention being more aware of what happens in the country and community due to participation in the survey.

So we stand in a good position to convert the credibility we have built around the *Sauti za Wananchi* brand, the trust that government officials have in us, and their belief in the value and utility of the data into meaningful citizen-driven systemic change.

Through a careful, creative and persistent program of engagement we have succeeded in giving citizens a seat at the table,

Building Bridges: pushing for understanding and collaboration between citizens and MPs

#MbungeLive Show in 15 Constituencies

#MbungeLive is a Twaweza-led initiative that involves the production and public screening of a short video (about 45 minutes) profiling an MP. The video covers MP's roles in parliament and constituency development. The underlying assumption is that the largely positive content will create positive attitudinal shifts among citizens in the immediate term. Twaweza will use this as a springboard to engage participating MPs, based both on the show and findings from the accompanying research, to continue to adopt practices that help entrench these views among citizens. This will in turn positively reinforce citizens' own attitudes about their MP and could cause them to change their behavior towards the MP.

This initiative started in 2017 following the Government's decision to ban live broadcasting of the national parliament. We piloted the initiative in two constituencies of Nzega and Tarime. Building on the successes and lessons from the pilot show, in 2018/2019 we expanded the initiative to 15 randomly selected new constituencies in mainland Tanzania only. We confirmed that our random selection captured important variation among MPs including party, gender, time in office and geographical location.

Between April and October 2019, we conducted screening in all the 15 constituencies. We covered 10 wards per constituency for those with more than 10 wards and covered all wards for those with less than 10 wards. On average there were between 200 and 400 attendees with significant variation between locations (the total range was approximately 70 to 800 attendees). Women generally were less likely to attend, perhaps because we conducted the screenings in the evenings, when most women would be preparing evening meals for their families. Nonetheless, conservative estimates suggest we reached in excess of 60,000 people through the screenings.

We aimed to use the screening as a springboard for a discussion between citizens and their MP or her representative. But this did not happen consistently. In some cases the MPs were unable to attend the screenings, in others police permits specifically prohibited responses to citizen comments at the screenings.

However, in all the constituencies, we observed impassioned discussions among citizens following the public screenings. Where MPs or their representatives were present, citizens came forward to ask their

questions. The sense of being driven by possibility was palpable, they had just seen 45 minutes of their MP delivering on campaign promises and facilitating service delivery! This provides important momentum for ongoing engagement with these MPs.

This initiative was accompanied by a simple assessment study that used a before-and-after estimation approach on 841 respondents quantitatively surveyed from randomly selected constituencies. The assessment also included focus group discussions with small groups of women and men before and after watching the videos. We also interviewed MPs, their assistants, Ward Councilors and other relevant local government officers available at the screening. The assessment focused on: citizens' knowledge and opinions of their MPs.

The quantitative survey of 841 respondents reveal that the show positively impacted citizens' knowledge about their MP's work, and their perception of whether their MP was willing and able to deliver on their campaign promises. They also expressed increased willingness to participate in meetings and development projects and desire to contact their MP more.

Qualitative analysis of data shows the following:

- **Representation:** Citizens appreciated when their MP represented their issues in Parliament but were not well informed about when this happens.
- **Accountability:** Citizens assess MPs' performance mainly based on service delivery promises and so confuse MPs' accountability roles with the Local Government's role in service delivery.
- **Collaboration:** The study reported mixed findings on MP collaboration and relations with private sector actors and the local government within their constituencies. But citizens are keen to see different actors work together for development.
- **Interaction:** Most MPs are usually absent from the constituencies for extended periods: citizens complain that MP's visit constituencies during election times. Although there are exceptions, many MPs do not have active presence or representation in their constituencies.

Moving forward, we will work with the good will engendered among the MPs and engage them around the findings from the research to change their practices. We will encourage MPs to staff their offices and ensure functional infrastructure for citizens to raise their concerns and views; to provide feedback to constituents on their parliamentary interventions; and to emphasise their accountability role in service delivery to their constituents and in their public addresses.

A seat at the table: civil society and a new decentralisation policy in Tanzania

Inclusive policy advocacy in Tanzania

Twaweza began engaging with the process to review the draft National Decentralisation Policy in 2018. In early 2019, the Ministry of Regional Administration and Local Governments (PO-RALG / TAMISEMI), invited Twaweza along with three other national civil society organisations, to support civil society participation in workshops to be held across the country to provide feedback on the draft policy. This provided a direct opportunity for us to bring citizen voices into policy discussions as well as a way for us to build strong relationships with government.

The workshops were to be organised by zone to cover the entire country and included private sector and officials from local governments along with elected officials.

We convened as national organisations: the Foundation for Civil Society, Legal Human Rights Centre, Policy Forum and Wajibu and developed a process for selecting participants, organising inputs in advance and managing the logistics. Since we were pooling resources, we were able to accommodate 15 civil society participants per workshop while originally there had been allowance for ten.

To avoid bias and preferential treatment, we selected partners randomly by location from a compiled list of the partners and collaborators of all the coordinating civil society organisations. We also decided that it was important for the civil society participants to come together to discuss their inputs in advance of the formal government-led workshops.

So we fanned out across the country with our partners, hosting one day civil society workshops in Morogoro, Mbeya, Mwanza, Arusha, Mtwara and Tabora and participating in the government led workshops subsequently.

We had some challenges along the way, on both sides. On the government side, we encountered a deliberate exclusion of opposition politicians at all levels. And on the civil society side, participants were predominantly men so women were excluded.

But we also achieved and learned a lot. The one-day pre-workshop for civil society organisations was particularly impactful. The local organisations provided strong feedback to attest to its relevance; they were excited to feel knowledgeable to participate but also not to be told what to say and to instead be given time to come to their own position.

And the civil society participation in the government workshops was extremely strong. Many of the local officials began the workshops with little knowledge and interest in decentralisation but after civil society participants contributed their views this kickstarted discussion and debate. The convening of these fairly different groups, often with opposing perspectives, led to richer and more substantive discussions.

And we were able to bring in religious leaders who have important contributions to make despite their initial exclusion from the groups of stakeholders; we used the civil society allocation to ensure they were represented.

In early 2020, we received the revised policy document and a quick review shows that almost all our inputs were taken in. We are currently conducting a more in-depth analysis of the policy to understand the changes in detail.

We were well acknowledged by the ministry of local government for our contribution. In every workshop they acknowledged our contribution in coordinating civil society at short notice. They even had to request support from our logistical partners to organise their own workshops. Despite this, our upfront request to be allowed a short slot to make a presentation in every workshop was evaded. Nonetheless, our subsequent engagements with them, including for authorisations for other pieces of work were much smoother following this engagement. We are currently exploring the possibility of signing a memorandum of understanding with the ministry for local government to facilitate our regional work and outline areas in which we will collaborate with them.

We also built strong relationships with the local CSOs and will continue to work with them moving forward. We plan to run zonal workshops to develop their capacities and we were able to call on this cohort to participate in the review of the local government strengthening program implementation document.

Overall this work expanded our programming our horizons, improved our relationships with a range of government actors and ultimately led to the incorporation of citizens' and civil society views in a critical national policy.

Mission 03: To promote and protect open civic space which enables citizens to freely assemble or organize, speak and act

We use two interventions completed in 2019 to summarize our contribution in creating an enabling policy environment for meaningful citizen engagement in Tanzania.

- Engagement and advocacy on the proposed amendments to the Political Parties Act
- Engagement and advocacy around the proposed amendments to Registration Laws

First they came: working together to defend democracy in Tanzania

Legislative advocacy around the Political Parties Act

In December 2018, right before we closed office for holidays, we received a letter from the Parliamentary Committee on Constitutional and Legal Affairs inviting us to a public hearing on proposed amendments to the Political Parties Act scheduled for mid January 2019.

We started with a fairly general sense that the proposed bill to amend the Political Parties Act was not beneficial for democracy. In substance, the content was bad; in style, the propaganda was unconvincing but loud; and in process, we were invited to comment in Parliament but given to understand that there were instructions that the bill was to pass as was. People were slipping into pre-programmed roles; opposition were opposing the bill without very substantive arguments and the ruling party were supporting it without sufficiently understanding the contents.

We were conscious that any advocacy would be stronger if we were able to present a unified front. We broadly agreed that engaging as a coalition was best despite different views on what approaches to take. Initially, coalition partners wished for a 1000 person rally in Dodoma about the act. However, after negotiation and discussion, we agreed to start with a more technical approach – analyzing the bill and presenting that to those responsible. Eventually we would move into public engagement and even consider advocacy around this act as a starting point for bigger joint actions in defense of democracy.

There were instructions for the proposed law to pass exactly as it was, not even a full stop was supposed to be changed. there were, in some ways, competing civil society groups and coalitions all compelled to act on the proposed law but with few ideas on how to make impact. In the end civil society groups continued to be fairly divided. There were a number of different versions of the proposed law that had been made accessible to different groups. This created confusion and inconsistency even among government representatives. There was a concerted propaganda effort happening, that was loud but

light on content. In short there were all the critical ingredients for our advocacy to fail.

But we worked hard to push back. We held regular strategy sessions with our partners, and tried to bring others on board. We managed to engage two influential groups: editors and religious leaders and presented to them the threats to democracy contained in the bill. Our analysis was solid and our messaging was measured. We presented the problems in the bill in accessible language to multiple audiences. Although we did not achieve some aspects of our plans – in particular mobilizing grassroots constituencies – we managed to pull together a strong campaign in a short timeframe.

We did have an impact: from our analysis, 18 out of our 51 proposed changes were taken on board. We also overwhelmed the propagandist narrative, they went silent after we started making noise. Another demonstration of our success is the headline from Tanzanite accusing coalition partners of bribing the MPs from the opposition whom we briefed.

The government did not really want a public debate on this law, they wanted silent acceptance. Our press conference pushed back but was not political. Anecdotally, our content influenced a number of key individuals responsible for the final passage of the law.

The message of constitutionalism was useful; the idea that we should not pass a law that will be challenged in court the next day was espoused by committee MPs and even became part of their public communication.

And we learned a lot about legislative advocacy:

- It is unlikely and undesirable to build large coalitions from the outset. A few organisations will forge ahead and there is always scope for bringing more on board later.
- We need to focus more on those who are opposed to our ideas and proposals; we need to provide them with solutions, analysis and language to support our case.
- Media coverage of these issues tends to be largely event driven. We need to work harder to find ways to engage media in broader discussions about these critical public issues.

Defending Our Freedom #UhuruWetu: engagement and advocacy around miscellaneous amendments
Legislative advocacy on registration laws in Tanzania

In the evening of Thursday, June 20, a bill was circulated extensively on social media, dated 30 May 2019: Written Laws (Miscellaneous Amendments)(No.3) Act, 2019. Public Hearing at the Parliamentary Committee level was scheduled on subsequent Friday and Saturday. We had one day to prepare and be in Dodoma to submit our analysis to the committee.

The bill proposed to amend eight important laws: the Companies Act, Cap. 212, the Copyright and Neighbouring Rights Act, Cap. 218, the Films and Stage Plays Act, Cap. 230, the Non-Governmental Organizations, Act Cap. 56, the Societies Act, Cap. 337, the Statistics Act Cap.351, the Tanzanian Shipping Agencies, Act Cap.415 and the Trustees' Incorporation Act Cap.318.

On first reading, it was clear that many of the amendments presented an existential threat to the civil society sector overall, narrowing the definition of legitimate work (for instance human rights and governance issues were omitted on the list of allowed NGO functions), allowing discretionary deregistration of all types of organisations and entities, and tightening the noose in terms of censorship.

The first step was organising a group contribution for the public hearing the following day, and organising engagements with select groups of MPs (women representatives, MPs with disabilities, the Legal and Constitutional Affairs Committee members and those known to the different organisations represented). This was to exert pressure on the formalised process.

We started with strategic brainstorming session with Centre for Strategic Litigation, where among other things we decided to reach out to the Christian Council of Tanzania who invited both Christian and Muslim religious leaders to join us. By Friday our small group had evolved into a wider coalition of organisations: Centre for Strategic Litigation; Change Tanzania; HakiElimu; JamiiForums; Legal and Human Rights Centre (LHRC); Tanzania Gender Network Program (TGNP); Tanzania Human Rights Defenders Coalition (THRDC); Tanzania Women Lawyers Association (TAWLA); TIBA; Twaweza.

Public Hearing: On Friday 21 June, a group of 17 NGOs, companies limited by guarantee and religious leaders' representatives travelled to Dodoma and presented in the public hearing. We occupied the whole afternoon session from 2pm to 7pm alongside other civil society organisations. However, the public hearing was not well attended by MPs. Many outside the committee claimed that they had not received the law.

Public Engagement: On Saturday 22 June, we held a joint press conference in Dodoma. Our coalition expanded from 17 to 31 civil society organizations, including those based in Dodoma, who signed (on to) the joint press statement. We also began social media engagement, posting Facebook posts and regular Tweets.

MP Engagement: On Sunday, 23 June, coalition partners and other CSO groups met with invited MPs in the Parliament building. Invited MPs included representatives from the women's caucus, the MPs with disabilities and committee members (Committee on Legal and Constitutional Affairs). The approximately 30 attendees included ruling party and opposition MPs. After presentations on three of the laws being amended, a member of the security staff at Parliament insisted that the meeting be closed down to allow MPs to attend to other responsibilities. Up to that point, our comments, explanations and recommendations for revision seemed to be well received by MPs.

Early effects and impact

Although some of the major proposed amendments were passed into law (e.g. prohibiting Companies Limited by Guarantee from engaging in "NGO type" work), the definition and scope of NGOs was revised to allow NGOs working on human rights and governance issues.

Our coordinated advocacy was also impactful as evidenced by the heightened propaganda efforts to discredit civil society organizations, not based on substance but baseless accusations of corruption.

We published three opinion pieces of the proposed amendments to the laws and we gained over 20 pieces of media coverage. Our Twitter account received over 85,000 impressions and over 1,000 engagements during the period in which the law was discussed.

Despite short notice, civil society was able to mobilize a sizeable coalition with reasonable power. This has contributed immensely to coalition building and strengthening analytical and advocacy capacity of the CSO coalition.

Learning, adapting along the way

- One of the benefits of working in coalition is presenting the most palatable and persuasive partners to diverse audiences.
- MPs are more moved by arguments around potential negative social and economic effects such as unemployment and poor service delivery in key sectors such as water, health and education than arguments around democracy and rights. They are also keen to hear civil society views on how proposed legal amendments can impact their own roles.
- MPs described feeling disillusioned and disempowered so messaging focused on building allies among them and avoiding blaming or alienating them.

Missions 01 – 03: Agency, Voice, Civic Space

Unbounded: action on violence against women in Kigoma

Bringing the missions together

In April of 2019, Twaweza and our partners heard about a gruesome phenomenon in Kigoma Urban, dubbed *Teleza*. Gangs of young men roam neighbourhoods, covered in grease or ‘dirty oil’. They break into women’s houses and rape them on threat of injury, often from machetes, if they resist. There is no discrimination or sympathy: pregnant women, those fresh from giving birth, older women, children, all are potential victims. The main criteria is to be living without a man in the house.

The women are subject to horrific violence. Then when they report these incidents, they are mocked and belittled by police, forced to part with money for fake charges by hospital and police alike.

This issue was raised as part of the animation process in Kigoma-Ujiji. The process requires young women, young men, older women and older men to first identify issues in their own groups before coming together to agree shared priorities. Women in Mwanga Kusini ward raised the issue of *Teleza* as a major problem that had been going on for a number of years, at least as far back as 2014/15.

Although from the outset, there seemed to be attempts to downplay the issue, to talk of it as past or to blame the women themselves, our partner Tamasha were not to be deterred. In three days of investigation, they uncovered 45 cases spanning from 2016 to 2019.

Although other actors have attempted to address *Teleza*, they have met with little success. Even from early on, it was as if there was strong resistance from the local authorities.

One of the core hypotheses of Twaweza’s 2019-2022 strategy is that these types of localised issues, raised in our work to demonstrate citizen agency, can provide fodder for national action and change: to address unresolved long-term local problems; to identify issues that might be more widely felt; and to use locally identified issues with widespread resonance to push for systemic changes in policies, laws or practice.

Teleza provided an important opportunity to tackle an urgent issue using this model. We quickly convened a coalition of organisations including ourselves, Tamasha, ChangeTanzania, JamiiForums, Centre for Strategic Litigation, Legal and Human Rights Centre. Over time the coalition expanded as new actors were moved to come on board.

Our first step was to write a letter to and meet with the Minister of Home Affairs. The letter was copied to regional and local authorities in Kigoma as well as other relevant national government institutions.

While giving the government time to respond, we organised our documentation of the cases including video and audio testimonials and photos. We also identified a survivor, Ramla Issa, who was willing to tell her story. Two weeks after the letter was sent, we held a press conference where she shared her story and we shared our specific calls to action. Ramla continued to press leaders and engage with the media. In this way we also amplified citizen's voices into national spaces as per Twaweza's second mission area.

The story began to take up a life of its own. Other organisations and individuals began demanding action, moved by the suffering these women had endured for so long and the lack of action from government. International media were following up alongside national media. Perhaps the strongest reaction came on social media: individual citizens added their powerful voices to the calls for a response.

And government machinery began to respond. At first there was denial, anger at the 'noise-makers'. But we persisted. The issue was raised in parliament: an irate minister was calmly told by the chair of parliament to give the issue the attention it deserved.

Meanwhile in Kigoma, a high level local leader was initially skeptical but conducted some house visits. After holding community meetings with women survivors, he became a champion for the cause, emphasising the need for perpetrators to be caught, the zero-tolerance policy of authorities to these crimes. National leaders acted too: they visited the area, and emphasised the need for local action.

The women themselves, and community mobilisers continued to play important roles, galvanising local support. Ultimately, nine perpetrators including a ringleader were arrested, and prosecuted. Religious leaders became engaged and took the issue up. There were months with no cases.

But almost one year later, the situation remains fragile. Cases are beginning to occur again. The ringleader who was arrested was released for lack of evidence. The local authorities are angry and want no mention of *Teleza*, all local organisations and researchers working on the issue have been told not to do so.

We continue to plan new ways of supporting these women and reviewing our work so far: we learnt important lessons about what we did well:

- Compelling and diverse, high quality evidence
- Democratising the campaign, having no ownership so others could run with the issue
- Ensuring that the national campaign was complemented with local engagement
- The importance of champions within and outside government

But we also learnt that there were things we could have done better. In particular our initial engagement with local and regional authorities was not strong enough. We circumvented some steps

within the security architecture that created negativity. Moving forward we will need to balance carefully between the urgency of the issue and the protocol required.

Nonetheless we believe that we acted responsibly to push for justice for these women. As we continue with our animation work, we are finding that violence against women genuinely is a nation-wide issue although it takes many forms and guises. And so we will explore bringing our national advocacy and engagement capacity to bear to try and secure broader change to help protect all women in Tanzania.

Learning and Adaptation in 2019

Learning has been and remains central to Twaweza's way of being: understanding and analyzing the contexts in which we work, critical questioning of the effectiveness of initiatives we try out, learning from others in the governance field and contributing to a collective body of knowledge. Below we briefly present additional learning initiatives at Twaweza in 2019.

- *Learning internally including Immersion exercise in Pangani*
- *Learning externally*
- *Learning through formative research: KiuFunza III*

Learning Internally

Sharpening our skills, building our confidence

Transitioning the education domain and embarking on the governance strategy demanded that we update ourselves on the latest knowledge, information, debates and skills in these domains. The changing context in the region also called for learning and adjusting our engagement, advocacy and research designs for both practical and strategic reasons. To effectively learn and improve, we conducted twenty five (25) one hour learning sessions, ten (10) food for thought sessions, a few special skills lab sessions, several reading club sessions, and updated our library in all the three countries by purchasing over 90 new books. We used internal learning sessions to ensure a deeper understanding of our strategy among our staff.

Grounding our work

In late June, we organized an all staff annual immersion exercise in Pangani District, Tanga. The aims of our immersion exercise are threefold: to increase our understanding about the people whose lives we want to contribute to changing; to observe how communities interact with local governance structures in solving their local systemic problems and; to use the insights gained to scrutinize the validity of our theory of change and suggest improvements on how we can bring about desired changes. We paired our staff and assigned them to host families that they stayed with for three days, taking part in household and community activities as much as possible. Following community stays, we had a series of very productive post-immersion activities including:

- A whole day interactive session on our new governance strategy that has seen increased understanding, confidence and excitement among our staff to promote citizen agency and open civic space. This is particularly important given the discouraging effects of shrinking civic space on individuals and organizations that have been reported around the world in recent years.

- An evening engagement session between Twaweza staff and the Pangani District Council represented by the District Executive Director and two District Community Development Officers. In preparation for the session, we spent the day sharing what we learned about challenges facing Pangani residents and compiled a list of key questions and recommendations to the District Council. The district officials responded well to our questions, promised to take our recommendations and invited us to explore how we can collaborate with them to improve the situation in Pangani. This was very exciting and we agreed to organize follow up visits to brainstorm on potential collaborative initiatives for improved citizen agency, local governance and local development in Pangani.
- We also had fun! We had a half-day session on team building activities with lots of fun activities. A relaxing afternoon at the beach and visiting the historical Amboni caves. We concluded with a nyama choma dinner, cake and music to celebrate Twaweza's 10th anniversary.

Learning Externally

Contributing to and benefitting from global knowledge

We learned and contributed to a number of regional and international learning sessions in 2019. These included our participation at the OGP Summit in May 2019, the Evidence in Governance and Politics (EGAP) workshop in Benin in June, the Evidence Based Behavior Change Communication convening by Wellspring Philanthropic Fund in Nairobi in September 2019, the Hewlett grantees' horizontal learning exchange on civil society in the context of shrinking civic space in Mexico City, in November 2019 and a learning exchange visit with Raising Voices and Chapter4 in Kampala in November.

In summary, these learning events enabled a collective reflection and articulation of the latest trends in closing civic space, its manifestation in different contexts and identification of the multiple and interacting factors causing the resurgence of closed governments and disengaged citizens around the world. The lessons from these sessions reaffirm several important considerations in our quest to promote and protect open civic space, including:

- We need to continuously and creatively demonstrate the importance of open civic space (defined as conditions that allow citizens to freely and meaningfully engage with the forces that shape their lives) in improving service delivery and bringing about equitable and sustainable development
- We need to keep on working in coalitions and involving unusual actors in our work such as religious organizations and the private sector. This goes hand in hand with deliberate efforts to enhance partners' capacity for stronger coalitions and more impact.
- We should not view the Government as a monolithic entity. Instead we need to identify and build alliances with willing Government ministries, departments and agents with whom we will continue to demonstrate the importance of a free society in achieving real development for all. In doing so, we need to continue revealing where the problems are and offer solutions on how to improve

Formative Research

KiuFunza III: incentivizing teachers improves learning outcomes

In 2013, Twaweza began the first phase of KiuFunza, a large, nationally representative, randomized control trial in education to test the impact of teacher bonuses on student learning levels. The goal of KiuFunza is to improve teacher motivation so as to improve children's basic literacy and numeracy skills. KiuFunza is currently collaborating with two ministries in Tanzania and with the RISE (Research on

Improving Systems of Education) Tanzania research team to test a scalable performance pay system. At policy level, the goal of KiuFunza is to insert the principle of learning centered teacher performance pay into the early grade primary education system in Tanzania.

The first year of the KiuFunza III scale-up pilot started successfully, with all phases implemented involving 526 teachers and head-teachers, in 100 schools in six regions. Independent baseline research data collection by a team from Research on Improving Systems in Education (RISE) was completed, providing the basis for measuring impact and cost-effectiveness.

Two main implementation lessons emerged. First, that test data collection can be done through mobile phone, faster and with a very high degree of accuracy. Second endline test innovations (such as testing a sample of Grade I and II students and testing handwriting for Grade III) generate substantial cost savings. Intervention data show that the core theory holds, i.e. early grade learning improves when teachers are offered “Cash on Delivery”.

As envisaged in the MOU, the ministry of education’s district School Quality Assurance Officers and Ward Education Officers (WEOs) from the President’s Office Regional Administration and Local Government (PO-RALG) were active in the KiuFunza implementation work in 2019. The Government implementers appreciated a very different approach to teacher performance management and learning. They will be a crucial link between the pilot and any larger scale version of KiuFunza.

Policy engagement meetings in Dodoma continued, leading to continued awareness and endorsement. We received written endorsement of our test approach from NECTA, as requested by our government (MOEST and PO-RALG) partners. There is appreciation of what Twaweza has accomplished and demonstrated through KiuFunza. While the turnover at the highest Ministerial level can be challenging for continuity of engagement, so far we have been able to successfully re-engage with the new senior office holders.

Our evidence and experience has kept performance pay on the policy agenda as one of the cost - effective interventions. KF III has focused on execution - how to do performance tests in a nimble and low-cost fashion. This is required to turn performance pay into a practical, scalable intervention.

Governance and Management, Operations and Finance

Governance and Management: steering the ship in uncertain times

The year 2019 was very important on a number of governance and management dimensions. First, in January, we replaced the three unit directors who departed in 2018 with a new leadership team identified from within Twaweza’s ranks. Violet Alinda took on the dual role of Director of Voice and Participation and Country Lead for Twaweza in Uganda. Risha Chande was appointed as Director, Advocacy and Engagement and Baruani Mshale was confirmed as Director, Learning and Strategy. All three have settled superbly well in their roles and have been instrumental in successfully steering Twaweza through a very dynamic 2019.

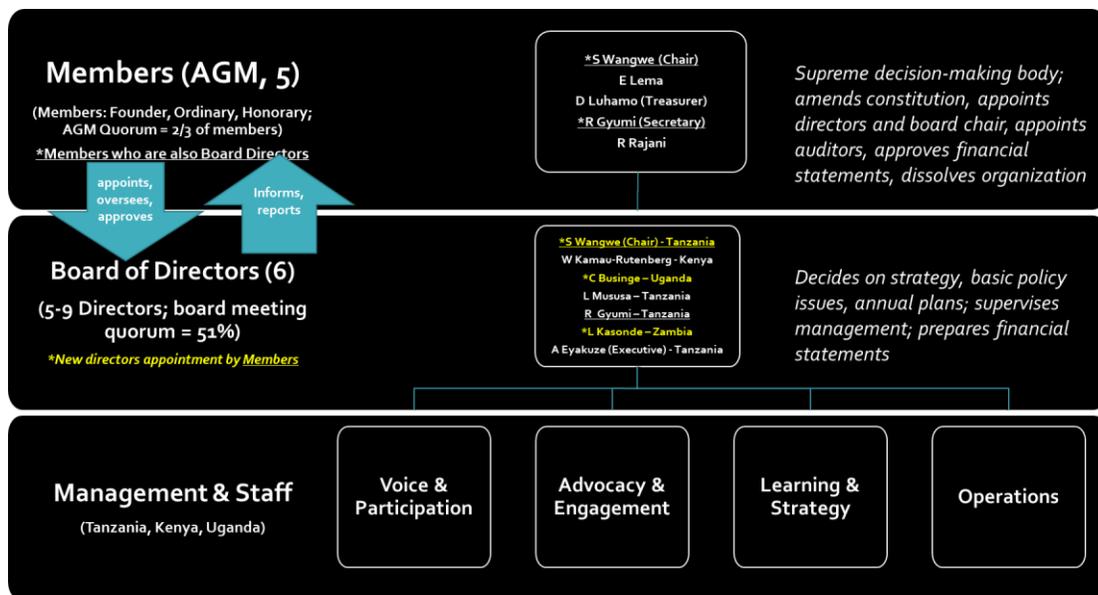
Secondly, we carefully implemented Twaweza’s transition out of a large component of our education-focused activity. We engaged the services of a management consulting firm, Deloitte, to help structure

the options analysis and risk assessment for each of four options. Following a careful review of the Deloitte analysis, and enhanced by robust senior management deliberations about the risk profile of all options for Uwezo and for Twaweza, the consensus view was arrived at that Uwezo be spun off into three independent, autonomous country entities separately registered in Kenya, Uganda and Tanzania. Overall, independent country offices, with activities customised to each context acknowledges their different trajectories and allows for each to chart a relevant, context-specific course forward. It also allows for new country-specific partnerships to develop.

The three independent country operations will be unified by an overarching Uwezo 2020-2023 strategy that was developed at a regional level in February 2019. The key elements of the overarching strategy, focused on improving equitable learning outcomes include a) generating evidence, b) identifying and testing innovations that improve learning and c) advocating for changes in policy and practice to support equitable learning. Actual activities will be customised to reflect local country contexts, government engagements and resource availability. Three independent Uwezo organizations have been registered between September 2019 and January 2020 and Twaweza continues to provide back office support, as well as advisory support on resource mobilization.

Third, major changes in the legislation governing civil society organizations in Tanzania (where we are headquartered) were enacted in June 2019. Organizations were henceforth classified, registered and regulated based on their activities rather than their corporate form. Given Twaweza's activities of promoting transparency, participation and accountability, the changes in the law meant that we could no longer be registered as a company limited by guarantee, and had to be registered as a Non-Governmental Organization (NGO). On August 21, 2019, we received a formal certificate of compliance with the NGO Act (as amended). Fortunately, the change of our legal status in Tanzania has not necessitated a change of status in Uganda. We are confirming that the same will be the case in Kenya. The combination of our new status as an NGO in Tanzania and the natural rhythm of governance board turnover led us to refresh our Members ('owners') and the board of directors (see diagram below). We welcomed as new members of Twaweza Ms Rebeca Gyumi, Ms Elieshi Lema and Mr Daniel Luhamo, all three of whom have long, illustrious experience in civil society in Tanzania.

In December 2019, we bade a fond and grateful farewell to Dipak Naker who resigned from the Board of Directors after five years of excellent, wise leadership. He was replaced by Professor Sam Wangwe, who is a founding member of Twaweza and is a deeply respected advisor at the highest level of national and regional governments on the continent. Two new board members were recommended to the Members for formal appointment in January 2020. They are Linda Kasonde, a Zambian lawyer and civil rights activist and Charles Businge from Uganda who is Director of Southern Africa sub-region at Plan International. We are excited about the future under their wise guidance and oversight.



Operations: managing a transition

In 2018, Twaweza conducted our bi-annual review of our policies that introduced a few changes. In 2019, our Operations Unit ensured that these reviews are timely and adequately communicated to staff throughout the year to ensure greater adherence. At the beginning of the year, we shared policy changes through email and organized a few presentations and discussion sessions. Throughout the year, the operations department conducted refresher sessions on aspects of procurement policies to ensure continued understanding and adherence.

Transiting from the education work and embarking on the new governance strategy entailed some changes within the organization. In 2018, we identified several elements that needed clear plans to ensure smooth transition. Some of the elements here were: supporting communication to all staff throughout the process to calm anxiety and ensure continued cohesion; timely distribution of staff and assets; and supporting the set-up of new systems, policies and procedures.

Operations worked closely with the Executive Director’s office and the Steering Committee which included members from the change management consultant and communicated all relevant updates to staff. Frequent communications through email and staff meetings covered: progress made, and what is expected and support required from staff. We conducted a staff survey on their understanding and expectations during the transition period. The survey revealed that, staff needed more and timely information. This was improved accordingly, and the second survey confirmed the improvement made. We also informed all staff that their employment contracts will be renewed beyond 2019 subject to satisfactory performance.

Since the three independent Uwezo entities planned to start small, it implied that the new entities would transition with some of the Uwezo staff but not all. We managed well the distribution of staff to ensure smooth operation of the new Uwezo entities and filling vacant posts that were identified within Twaweza. In total, seven staff moved to new entities while five remained in Twaweza in new positions.

There were no staff exits due to the transition of the education portfolio. We also continue to provide organizational systems support to the three independent Uwezo entities.

Although we identified 10 vacancies in 2018, given the transition and funding context recruitment was suspended. Instead, we worked with existing long-term staff, consultants and interns to support successful implementation of 2019 annual plans. During the year, five staff resigned, but only one was replaced. The others who resigned were under the education domain (3) or replaced temporarily by a consultant (1).

Finance: keeping abreast of changing rules

Following the amendments to the Companies, Act, 2002 which required all Companies limited by guarantee that are not promoting commerce, trade and investment to register under the (NGO) Act, 2002, Twaweza East Africa (formerly registered under the Companies Act, 2002) acquired a new status as a non-governmental organization. The change necessitated us to write to all statutory regulatory bodies in Tanzania to update them on our registration status. We have also adopted a new International Financial Reporting Standard (IFRS 16) that requires us to disclose all our office lease contract amounts in our balance sheet.

Efficient management of cash resources

We have continued to manage our cash resources efficiently and have only been calling funds from donors as well as converting funds to shillings on a need basis. This has seen us having sufficient funds to meet our obligations as well as being able to minimize the exchange losses - USD 1,478 (2018: USD 3,851).

Tax management

We continued to meet all tax obligations in the three countries by ensuring that all taxes are correctly calculated and paid in line with the country tax requirements and at the required time. During the year the Kenya Withholding Value Added Tax rate reduced from 6% to 2% and this was duly updated in our Salesforce platform.

**TWAVEZA EAST AFRICA
BUDGET VS ACTUAL REPORT - 2019**

Description	Annual Budget (USD)	Actual Expenditure (USD)	% Var	Explanations for variance
Civic Space & Citizen Agency				The underspending in Citizen agency and Citizen voices is explained below;
Mission O1: Citizen agency	267,000	136,573		<i>Citizen agency</i>
Mission O2: Citizen voices	582,381	437,342		There was significant underspend for this activity In Uganda because it was being implemented for the first time. The activity involved completing and disseminating the ATI Studies, critical in setting the implementation mechanisms such as, identifying the intervention districts, conducting the reconnaissance studies, undertaking due diligence, selecting implementing partners all of which took longer than anticipated. As a result the actual community engagements and animation work did not take place.
Mission O3: Civic space	146,824	147,817		<i>Citizen voices</i>
Staff costs - Civic Space & Citizen Agency	834,974	791,601		Despite legal changes, ongoing uncertainty around data collection meant we could do not Sauti za Wananchi data collection in Tanzania which also had a knock on effect on some aspects of the engagement budget although some was repurposed to promote citizen voices through other activities. In Uganda, we produced less material externally than anticipated and achieved some cost savings on launch events.
Total Civic Space & Citizen Agency	1,831,179	1,513,333	83%	
Education				The underspending is partly explained by the following:
Mission E1: Learning outcomes (incl Uwezo)	644,440	357,906		1. Uwezo transition work during the year. The transition work involved, among other things, developing the new uwezo strategy, consultation with stakeholders. This took staff time as a result some activities were delayed.
Mission E2: Ambitious curriculum	44,953	29,305		2. Furthermore, engagement with Government officials was difficult as some of Government officials in Tanzania were hesitant to work with Twaweza (e.g. Uwezo advisory committee members who work with Ministry of Education and National Bureau of Statistics did not attend advisory committee meetings for the last 2 quarters of the year. Furthermore, changes in the Ministry of Education officials in Kenya and Tanzania delayed engagement work planned with the government officials.
Mission E3: KiuFunza III	550,536	474,155		3. Delays in getting research permits for Teaching at the Right Level (TaRL) and clearance from Tanzania Bureau of Standards on imported water quality test kits resulted to delays in implementation of planned activities during the year.
Mission E4: Positive deviance & RISE	123,200	105,679		
Staff costs - Education	950,313	969,188		
Total Education	2,313,442	1,936,233	84%	
				Mission 1: We decided to undertake some budgeted activities internally (working with our own staff) instead of hiring a consultant, hence we did not exhaust the amounts we budgeted for. The decision to implement these activities internally is part of our new approach to ensure that we are more grounded and further motivate our staff. Moreover, due to budget limitations and departure of one key staff in Kenya, there was a reduction in activity implementation hence less expenditure on activity monitoring by L&S unit.
Learning and Strategy				
L&S Mission 1: Monitoring	126,400	101,235		
L&S Mission 2: Evaluation	297,200	123,588		Mission 2: Later in the year, we decided to suspend the design and implementation of two studies, namely: the Mystery shoppers study on citizens' access to information in Uganda, and the Measurement of civic space in Tanzania, Kenya and Uganda and the baseline studies. Instead we allocated the amounts budgeted for this studies towards conducting baseline studies for the animation work in Uganda and Tanzania. However, since expansion of the animation work in two in Uganda and two districts in Tanzania was pushed to early 2020, we decided to push baseline studies to early 2020 as well. This ensures that baseline assessment is conducted closer to implementation commencement to ensure a more realistic baseline.
L&S Success 3: Learning	64,000	67,076		
Staff costs - L&E	306,707	219,304		
Total LME	794,307	511,203	64%	

Description	Annual Budget (USD)	Actual Expenditure (USD)	% Var	Explanations for variance
				On target
Operations and finance				
Ops and Finance	468,382	397,366		
Staff costs - Ops and Fin	688,683	653,905		
Total Ops and Finance	1,157,065	1,051,271	91%	
Governance and Management				
G1: Planning and reporting	30,000	7,930	26%	1. The lower spend on planning and governance was because non-resident directors attended the Board meetings virtually rather than in person in 2019. All board and donor accountability meetings happened at significantly lower cost than budgeted. Also, the Executive Director could and did not travel outside Tanzania because Tanzanian authorities continue holding his travel documents.
G2 Management and strategic support	92,000	113,936	124%	
G3: Compliance	32,500	43,761	135%	
G4: Governance	12,500	658	5%	2. Higher spend on advisory services were for the education transition including Uwezo regional strategic planning workshop. We also retained additional legal services to change Twaweza's status into an NGO, and to incorporate three independent Uwezo entities. An additional financial audit in Uganda was paid for.
Staff costs - GovMan	200,720	178,236	89%	
Total Governance and management	367,720	344,521	94%	
Grand total	6,463,713	5,356,561	83%	
Less: Assets purchased during the year		14,492		
Office rent payment during the year		167,463		
Foreign exchange gain on lease liability		375		
		5,174,231		
Add: Depreciation on property and equipment		44,655		
Depreciation of right of use of asset		143,035		
Interest expense on lease liability		27,529		
Total expenditure (per financial statements)		5,389,450		



**PART 2: What did it all
add up to?**

Progress towards our strategic goals and strategic outcomes

Our three over-arching strategic goals are our guiding posts for the strategic period. In some senses they are aspirational: broad, descriptive of a vision of the world to which Twaweza can only hope to make a contribution. At the same time they remain in the forefront of our minds as we plan and execute our work.

- 1. Citizens have the ability, willingness and opportunity to articulate their problems, come together to discuss them, express their views in the public sphere and take civic actions to address these challenges. They are acting, organising for change, and they use multiple strategies to do so.*

In 2019, Twaweza and partners worked directly to identify, train, mentor, equip and inspire local change agents to address locally defined problems in Mbogwe and Kigoma-Ujiji. We covered a total of 21 villages and wards in both Districts. As a result, communities were able to organize, discuss their local challenges and propose actionable recommendations. Our animation work succeeded in promoting more inclusive and active local governance structures through more regularly held meetings and more diverse participation. We learnt more about and were, in some cases, able to address the factors constraining women and youth from effectively participating in local decision-making spaces.
- 2. Local and national government agencies operate in ways that take account of citizen concerns, voices and civic action, and are able and driven to act in response.*

In 2019, we applied our innovative Sauti za Wananchi initiative in Uganda and Kenya to amplify citizen stories, voices and ideas into public and policy debates. Participation of government officials in Sauti za Wananchi launches provide initial indication of their responsiveness. In Tanzania we observed meaningful interaction between the government and MPs on one side and citizens on the other side through our two initiatives implemented in 2019: MbungeLive Show in 15 constituencies and participation of about 90 civil society organizations in TAMISEMI led decentralization policy process. So the successes and insights from citizens' own actions and views are being infused into national policy and public discourse in the three countries.
- 3. Civic space is less restricted in regard to basic respect for free expression, association and assembly; access to information; and established rule of law.*

In 2019, Twaweza, directly and in concert with diverse coalitions, amplified citizen perspectives, stories and challenges through media and directly to government officials, mobilised citizens and civil society to undertake joint actions, and engaged in selective defensive litigation against violations of rights. We successfully coordinate joint engagement and advocacy around the bills to amend the Political Parties Act in January and Miscellaneous Amendments in June.

To achieve the above strategic goals, we have articulated over twenty specific outcomes. Across our work, we aim to achieve outcomes first at the level of specific targeted actors, and then at a wider societal level. We anticipate making measurable progress on actor level outcomes by the end of 2020, midway point of the strategic period. We aim to contribute to our wider societal outcomes by the end of the strategic period.

ACTOR LEVEL OUTCOMES

These are the outcomes towards which we aim to see progress early in the strategic period

1. Local change agents in selected geographies

By local change agents, we refer to representative local people who are selected in each village paying attention to gender representation. These are then trained and supported to facilitate the animation process at the village, ward and district level. They play a critical role in the success of the animation approach. Local change agents also include an active independent committee of 6-10 villagers that works with animators in following up implementation of action plans from the animation process.

In Tanzania, we concluded implementation of the animation approach in Mbogwe and Kigoma-Ujiji Districts, despite some challenges in Kigoma. In 2020, we will introduce the animation approach in two other districts while supporting continued animation activities in Mbogwe and Kigoma-Ujiji.

In Uganda, we dedicated our time and resources to lay the foundation for implementing the animation approach in subsequent years. This included, introductory visits and conducting a scoping study. From this preliminary work, we selected the districts in which to implement: Namutumba, Kamuli and Kole. In addition, we chose implementing partners and went through a thorough due diligence and capacity assessment with them.

What we achieved during 2019	What we are learning
<i>Animators and people's representatives mobilise citizen accountability actions and participation, problem-solving (TZ, UG)</i>	
TANZANIA	TANZANIA
Overall citizen participation has increased in several ways. Largely due to the preliminary work of the animators during the PAR (participatory action research) and the active participation of the people's committees in following up on community priorities.	<i>Promoting greater participation of women:</i> One methodology that was used by the young women in several wards in Mbogwe was to hold meetings (formal or informal) with the animators and the people's committee before formal village meetings and outline the issues they want raised so that the committee could raise them on their behalf. This may be worth promoting as an interim measure while more work is done on attitudes to young women in the community.

What we achieved during 2019	What we are learning
<i>Animators and people’s representatives mobilise citizen accountability actions and participation, problem-solving (TZ, UG)</i>	
TANZANIA	TANZANIA
<p><i>1. Attendance at meetings has increased especially the attendance of women and young men and women.</i> Government employees (e.g. teachers, health attendants), when invited largely also attended. The attendance of young women is still hindered by their age and gender. In Mbogwe, they were very clear that the community does not encourage or even allow such participation.</p>	<p><i>Embed animation in the village meeting and in people’s committees:</i> Excitingly, the basic assumptions of the model (tweaked from previous implementation) appear to be helping entrench the sustainability of the intervention. The main design tweaks were to centre the intervention around revitalizing the village meeting - an existing legislated space for participation - and involving people’s committees chosen by citizens as key actors supporting and extending the work of the animators themselves. These elements appear to be taking root in the communities in which we worked.</p>
<p><i>2. Speaking up more at meetings.</i> Young men, in particular, in both districts, have used the animation process to speak up for themselves more. Women in Kigoma were also more vocal than before but in Mbogwe they still largely attend without speaking, claiming that their husbands are present and will speak for them</p>	<p>In Kigoma where the project met challenges and could not be completed, the animators continue to make efforts to register their own network and the people’s committees have continued their work.</p>
<p><i>3. Increased voluntary citizen participation in development projects.</i> The animation process, by promoting greater transparency among leaders, has led to increased participation in development activities, particularly by young people who offered their labour.</p>	
<p>There were also numerous instances of specific service delivery challenges being addressed. These all emanate from the direct reporting from the project. A broader description in terms of trends and over-arching dynamics will emerge from the retrospective research to be conducted in 2020.</p>	

What we achieved during 2019	What we are learning
<i>Animators and people’s representatives mobilise citizen accountability actions and participation, problem-solving (TZ, UG)</i>	
TANZANIA	TANZANIA
Examples include: two schools opened in Mbogwe after many years; two villages got new wells; three villages are experiencing better availability of medicine	
<i>Animators and people’s representatives request public information and engage in local government processes (TZ, UG)</i>	
TANZANIA	TANZANIA
This is part and parcel of the animation work: especially at village meeting level and in their work following up on the joint priority areas. However, there are further examples emerging of animators and people’s committees becoming more entrenched in local processes. For example in Businde (Kigoma-Ujiji), Ilolangulu and Mbogwe (Mbogwe), the committee was invited to participate in the Ward Development Council.	<i>Emphasize right to access public information.</i> Moving forward, it will be useful to emphasize this aspect in the animators’ training: that citizens have the right to, and animators and people’s committees should demand, public information beyond accounts. However communities have consistently demanded accounts to be shared and have largely been successful.
In Ikunguigazi the people’s committee went to the Council Director to follow up on the expansion of their health facility, meaning they are able to escalate their challenges through government channels.	The change pathway of peer and bottom up pressure created by the animation work is unlocking even difficult officials and ensuring that at least account information is being widely shared.
Moving forward this work should present potent case studies and stories for further advocacy on the implementation of the Access to Information Act.	

2. Citizens in selected geographies

Our interventions are aimed at improving citizens’ ability, motivation and opportunity to participate in local decision making processes and service delivery. Building on the animation work, we supported ongoing engagement by people's committees to act as a bridge between citizens and government. Throughout the intervention, we concurrently emphasized directly solving service delivery challenges as well as greater transparency, accountability, participation and responsiveness from local authorities. In addition to the animation work, we implemented #MbungeLive production and screenings featuring 15 MPs, accompanied by evaluation research and monitoring.

What we achieved in 2019	What we are learning
<i>Citizens perceive improved space to engage with authorities for problem-solving and accountability; they are willing and able to hold leaders accountable. (TZ, UG)</i>	
TANZANIA	TANZANIA
<p>The increased participation in village meetings in both animation districts, and citizens’ apparent increased willingness to speak up about their challenges in these spaces, the innovations of young women to channel their concerns through intermediaries so they are heard in public participation fora are all early indications of these types of systemic changes around local accountability which will need to be validated by the evaluation research.</p>	<p><i>Focus even more on young women.</i> Particular efforts will be required to ensure that young women do not miss out on the full benefits of animation work particularly with regards to their voice and accountability behaviour. Systematic and structural marginalisation on the basis of the twin pillars of gender and age is stubbornly persistent for this group.</p>

What we achieved in 2019	What we are learning
<i>Citizens perceive improved government services, and improved accountability (TZ, UG)</i>	
TANZANIA	TANZANIA
<p>The increased willingness of citizens to (again) contribute their resources to local development is a strong proxy indicator for this faith and changed perception. Young people are also beginning to open up, especially young men articulate their problems and engage more in meetings. They also are increasingly willing to contribute labour to local projects. The reading of accounts in almost all villages is also an important signal for increased accountability; this transparency in turn increases people’s willingness to contribute time and money.</p>	<p><i>Preventing citizen disappointment that may reactivate apathy:</i> In some cases in Mbogwe in particular, citizens are so enthusiastically contributing and building service delivery infrastructure that local resources are being exhausted, communities are essentially in competition for a limited pool to complete and compliment all their efforts. Moving forward this will need to be addressed to avoid a return to inaction because of a lack of resources which will in turn reactivate the apathy, low expectations and disengagement of citizens. As part of our local to national advocacy strand, we have been involved in the process to craft an inclusive and impactful National Decentralisation Policy and accompanying implementation documents.</p>
<p>Following #MbungeLive screenings, citizens believed their MPs are more willing and able to deliver on their campaign promises particularly on service delivery and holding the government accountable.</p>	<p>Creating lasting change beyond the immediate knowledge and attitudinal shifts from the production and screening of the MbungeLive Show: the research around this initiative provides strong evidence to support ongoing engagement with the MPs. Further work will need to address the issues of sustaining the changes the show produced and designing a more sustainable production process that does not rely on one high quality content production partner (which increases expense and limits reach, volume and impact)</p>

3. MPs and DEDs and village government (in selected geographic areas)

Our work aims to identify and unblock factors that constrain effective governance on both the demand side (citizens) and supply side (government). As a result we proactively engage Local Government authorities at the Village (LC1 in Uganda), Ward (Sub-County in Uganda) and District level, and people’s political representatives such as Members of Parliament and Councilors. In 2019, this was largely achieved through the Ward and District level feedback meetings as part of the animation process in Mbogwe and Kigoma-Ujiji and ongoing updates to and engagement with these officials.

What we achieved during 2019	What we are learning
<i>MPs, councillors and local government officials participate in, endorse and institutionalize Twaweza / partner citizen agency processes and evidence collected (TZ, UG)</i>	
TANZANIA	TANZANIA
<p>In Kigoma-Ujiji, local leaders participated in all the meetings and activities around the animation process except in Gungu, Businde and Majengo where government officials did not attend the feedback meetings. In Mbogwe, employed and appointed government officials were active participants. In the interviews following the work, almost all leaders were positive about the animation process and particularly the work of the people’s committees and the animators in creating a bridge between citizens and government and in addressing real local challenges. The escalation of the challenges, particularly to the Ward Development Committee as highlighted below and the solving of specific service delivery problems demonstrated how councilors and local officials are entrenching the feedback from the animation work into their decision-making and planning processes.</p>	<p><i>Building partnerships with the different layers of government and those in different reporting lines for smooth implementation:</i> For example the District Director route is important for implementation but the political route of the Regional and District Commissioners is essential to ensure the project can proceed without being blocked.</p>
	<p>Although the impacts of any leaders who are discentivised to support the animation process have largely been contained the impacts have largely been contained through peer and bottom-up pressure, this may become a genuine stumbling block moving forward as deeper vested interests are challenged.</p>

What we achieved during 2019	What we are learning
<i>MPs, councilors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making (TZ, UG)</i>	
TANZANIA	TANZANIA
In Ilolangulu, the councillor was presented with a concern about water by the people's committee which he then went on to raise in the Ward Development Committee.	Moving forward, we see Mbogwe as being ahead of the curve given the long establishment of the animators' network and their relationship with district authorities. We are looking to explore closer collaboration with the local leaders to address challenges that go beyond their capacity and resources including around resource allocation and policy issues.
The Ward Executive Officer also convinced the Ward Development Committee to build classrooms in every village with a shortage	
In Ngemo, the Ward Executive Officer read accounts directly and instructed all Village Chairs, Executive Officers to read accounts and provide information for oversight to the people's committees.	

4. Traditional (national and local) and online media

We work with media in all three countries, serving both a more instrumentalist content-driven agenda as well as the broader aims of protecting civic space. Through the media we are able to offer new approaches to old problems, new evidence on what is really going on and to reframe and reshape contemporary debates. We can reach many different target audiences at once and we can give wings to our agendas. We do this through media partnerships, inviting media to our events, participating in talk shows and interviews, promoting data points to media electronically, supporting early stage independent digital platforms with a shared agenda and writing opinion pieces in newspapers which are read by government officials.

Our engagement with the media in Kenya in 2019 was mainly through media attendance at four Sauti za Wananchi launch events and accompanying press releases and interviews. In Tanzania, we engaged the media around advocacy for Teleza, the Political Parties Act, and NGO registration laws. We also continued partnerships with individual journalists and content producers to create and disseminate high quality content on education governance and MPs. In Uganda, we launched five Sauti za Wananchi briefs and five factsheets with press releases, media presence at events and interviews. Moreover, we sent bi-weekly mail out to journalists with data relevant to current debates; and then engaged in short contracts with 12 of the most prolific of these journalists to increase coverage of citizens' voices, data, governance and civic space through field work. Finally we produced and disseminated six audio features to over 50 local radio stations

What we achieved during 2019	What we are learning
<i>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency (KE, TZ, UG)</i>	
KENYA	KENYA
96 pieces of media coverage 767k impressions, 926 followers on Twitter, 222 Facebook page likes	In Kenya the media are more developed and highly focused on politics, and so competition for space is much greater. In addition, expectations around research timelines are significant as most research firms have extremely short turnaround times. This means we need to reconsider our approach to media engagement and outcomes. A series of studies in Kenya in 2020 will support us to do just this.
TANZANIA	TANZANIA
147 pieces of media coverage, 2m impression, 74,673 followers on Twitter, 11,265 Facebook page likes	In Tanzania, Twaweza has opted for a less visible approach to our work in navigating new contexts, this has meant that media coverage of our issues has decreased. We have invested more into developing targeted partnerships with courageous, high quality journalists as well. We continue to be in high demand for commentary and content.

What we achieved during 2019	What we are learning
<i>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency (KE, TZ, UG)</i>	
UGANDA	UGANDA
223 pieces of media coverage, including 150 pieces on local radios, 475k impression, 376 followers on Twitter, 575 Facebook page likes	We seem to have reached a great balance in Uganda: government response to and endorsement of our work means the media are free to cover our data without restriction. This is supported by the slightly more liberal media environment in Uganda (compared to Tanzania) where certain types of critique and criticism are tolerated. In addition, our multilayered approaches of news releases, selective dissemination of relevant data and longer-term assignments for self-selected motivated journalists and choice of topic means we are continually useful and relevant to journalists.
REGIONAL	
Instagram followers: 630; YouTube subscribers: 3119; Website visitors: 93,000	
<i>New outlets arise which are independent, investigative, digital, evidence based, and popular (TZ)</i>	
TANZANIA	TANZANIA
No new outlets, focused on: supporting and strengthening existing independent digital platforms and ensuring a digital component in some of our traditional media partnerships	Although digital media have been able to hold more firmly onto their free expression than traditional media, restrictions have been increasing. Moving forward, we will need to spread support and explore new tactics for covering critical issues in a balanced and open way.
<i>In selected geographic areas, community media facilitate citizen-government interaction and highlight local collective action and response (TZ, UG)</i>	
TANZANIA	TANZANIA
In Kigoma-Ujiji, the local radio Joy FM has been covering open government issues however there has been limited focus on this area in animation districts thus far since the work is just taking off.	Local Radio stations are closer to the people and they can host conversation that matters. These radio stations can easier reach the people with a sense of proximity and relevance that can be missing from national media. Community radio stations in areas of our interventions will help in strengthening our engagements in those areas.

5. Specific government ministries and institutions

Twaweza uses its creative and credible communications capacity to channel the views and voices collected through our community-based work vertically through different levels of government in Tanzania and Uganda. In all three countries we continue to use Sauti za Wananchi as a platform to collect representative citizen views on democratic freedoms and civic space issues, the issues unearthed through our work in communities including critical service delivery challenges and government mandated entitlements and standards as well as the Sustainable Development Goals. Both of these avenues will serve as mechanisms to reiterate the importance of citizen participation, for their voices to be heard and taken seriously in decisions.

What we achieved in 2019?	What we are learning
<i>Government officials seek citizen views on policy and laws, have increased insights about citizen challenges (KE, TZ, UG)</i>	
KENYA	KENYA
27 directors of public participation from counties engaged substantively with Sauti za Wananchi data on devolution and made commitments on citizen participation in their counties	Makueni: Progressive county governments are likely to see the value of Sauti za Wananchi more immediately. There is possibility for creating a model for government use of independent data in such conditions.
Makueni - county officials inserted topics and questions into Sauti za Wananchi baseline for use in their planning and budgeting processes	
Makueni county officials shared the key priority areas which they want to track until the end of their 2022 strategic plan; they also gave feedback on the study tools in the baseline and call rounds.	
Makueni county officials requested we share the SzW baseline findings with them by March 2020 so as it can inform their budget planning and funds allocation for the county in the 2020/2021 fiscal year	

What we achieved in 2019?	What we are learning
<i>Government officials seek citizen views on policy and laws, have increased insights about citizen challenges (KE, TZ, UG)</i>	
TANZANIA	TANZANIA
Twaweza regularly invited to Parliamentary hearings to review laws, encouraged to mobilize other actors to ensure their voices are heard	Assumptions around careful, constructive and principled engagement allows for push back and some victories, even in sensitive areas. This evidence-based principled content makes it easier to secure media coverage on more contentious issues as well.
Relevant ministry and regulators well informed of artists' challenges through feedback from zonal workshop on, recalled proposal to combine three regulatory organs (film board, arts council and copyright society) into one institution	
Invited by ministry for local government to coordinate civil society inputs into the review workshops for the new national decentralization policy across all regions, capacitated local CSOs on policy and provided high quality relevant inputs to the process - as attested by government officials. Revised policy incorporates many of the over-arching suggestions.	
#MbungeLive MPs more informed about citizens' experiences and concerns in their constituencies	
UGANDA	UGANDA
Office of Prime Minister use the Sauti za Wananchi data for monitoring; questions from ministries inserted into call rounds	Careful and thorough ongoing engagement with government creates space for critical feedback. Messaging, reading the content and packaging material carefully and cleverly matters significantly
Government response: attending events and speaking, requesting further briefings on findings, inviting Twaweza to present in their own fora, publicly providing government perspective, and making commitments to act on problems highlighted	

What we achieved in 2019?	What we are learning
<i>Government officials endorse, participate in and create spaces in which they interact directly with citizens (KE, TZ, UG)</i>	
TANZANIA	TANZANIA
Ministry of local government consultations included civil society at the behest of officials	Despite the challenging context, we continue to build a good relationship with the ministry responsible for local government and with the parliamentary committees for Social Services, and Legal and Constitutional Affairs.
District Commissioner in Kigoma-Ujiji held meetings and consultations with women affected by Teleza	Our work in the communities is also unearthing a common problem facing women - the prevalence and normalization of gender-based violence. Moving forward this is a potential area for targeted long-term action as it seems to be emerging, in varying guises, in all the communities in which this type of work is happening and it is part of a wider approach that seeks to keep women politically subjugated even as they are winning some types of economic freedom.
All new and amended laws subject to public hearings	
KENYA	KENYA
Makueni: Director Socio Economic Planning attended Sauti za Wananchi baseline training session to understand the initiative.	Makueni: Engaging relevant government officials at inception or during the preliminary stages is key, it not only serves to get the buy-in from the authorities but it provides the government with a chance to see how Sauti za Wananchi can help in providing citizens' views and in input which is critical in not only informing policy but also determining the annual budget planning.
County provided and shared an authorization letter in support on the initiative to the local authorities who were hesitant to allow the survey to progress.	

What we achieved in 2019?	What we are learning
<i>Government officials endorse, participate in and create spaces in which they interact directly with citizens (KE, TZ, UG)</i>	
UGANDA	
Officials attendance and remarks at Sauti za Wananchi events	
Twaweza invited to share Sauti za Wananchi data in local Baraza events	
Office of the Prime Minister opens doors to Twaweza to present Sauti za Wananchi data every time we have new data	
<i>Government officials make decisions informed by citizen input (KE,TZ, UG)</i>	
UGANDA	UGANDA
Rapid turnaround data fed into debate on social media tax, contributed to decision to reverse	Current and fresh data encourages government officials. When these are released in time for some key government process, these data easily feed into key planning and decisions-making processes and are sometimes used to strengthen their advocacy around budget allocations with the budget committee in parliament.
Data from Sauti za Wananchi fed into Joint Sector Review for water and environment sector and used as an input to first Parliamentary Forum on Water and Sanitation Issues	

6. Civil Society

Solidarity among civil society organisations in a time of closing civic space is paramount, there is greater strength in numbers. During 2019, particularly in Uganda and Tanzania where we implemented most of our work, Twaweza worked more closely with peer civil society organisations to push back against the violations of democratic rights, to protect each other and stand in solidarity, and to challenge injustice. We mobilised the coming together of unusual actors such as artists and religious leaders. Throughout the year, we ensured that we create time and space for joint planning, implementation and evaluation/reflections on the collaborative CSO initiatives we participated in. We led the coordination of several joint analysis, engagement and advocacy such as around the Political Parties Bill, Registration Laws, BASATA Law, and the Teleza Campaign. Moreover, we conducted learning exchange visits with like minded organizations in Uganda: Raising Voices and Chapter 4.

What we achieved in 2019	What we are learning
<i>Unusual actors mobilize, coalesce and work together to take specific actions in defense of democracy (TZ)</i>	
TANZANIA	TANZANIA
1. Religious leaders and editors engaged during Political Parties Act, registration laws, and Teleza Campaign following our deliberate outreach to them. Subsequently invited to develop a partnership with the editors' forum.	Convening, supporting and sustaining coalitions while encouraging each member to play to their own strength is intensive, sometimes slow-moving work.
Action against Teleza encompassed a wide range of actors from generally entertainment focused online media, local leaders, women survivors, religious leaders, NGOs and others. This was also a result of our deliberate outreach to them and continuous engagement beyond specific campaigns.	
<i>Citizens express trust in civil society and view their work as constructive and critical (TZ, UG)</i>	
TANZANIA	TANZANIA, UGANDA
In Tanzania, 46% of respondents from an Omnibus survey conducted in September, 2019 stated that they feel that CSO's work represents citizens' concerns where 13% among them have interacted with a CSO before.	Low trust among citizens for civil society places strains on organisations' resilience and makes it easy for government to paint pictures of them as self-interested and driven by foreign agendas. We need to deliberately counter these narratives through actions and words.

WIDER SOCIETAL OUTCOMES

Although, we hoped to start observing outcomes at the wider societal level halfway through our strategy period, below we present some measurable progress recorded during the first year of our current strategy.

7. Government processes

What we achieved in 2019	What we are learning
<i>Parliamentary debates, including at committee level, on new laws governing access to information, freedom of expression and civic participation are more inclusive of citizen views and voices (TZ)</i>	
TANZANIA	TANZANIA
A total of 18 out of 54 proposed changes to the Political Parties Act from Twaweza's coalition advocacy	Twaweza's leadership in organizing the coalition's work was appreciated despite the fake news that was circulated that Twaweza bribed opposition MPs to oppose the bill.
Critical changes around definitions of NGOs and processes for deregistration of companies taken in.	

8. Legal and policy environment

What we achieved in 2019	What we are learning
<i>Restrictive clauses in national and local laws governing access to information, freedom of expression and civic participation are used less, some have been amended. (TZ)</i>	
TANZANIA	
Statistics Act amended to remove restrictions on data collection and dissemination	