

4. Program components



Twaweza will focus on three core program domains as follows:

- Making practical information available at community levels;
- Deepening media quality, plurality, reach and independence;
- Enhancing citizen monitoring through 'public watch' activities;

In addition we will support partners and will ourselves be involved in:

- Learning, documentation and effective dissemination of lessons

Below we outline an extensive menu of the type activities and initiatives Twaweza will consider supporting within these four program components. The menu is not meant to be exhaustive; not all activities listed below will be undertaken and others that emerge in the program period will be supported. Moreover, while the three sets of activities are described here as distinct, in practice they are closely linked and mutually reinforcing. That is why Twaweza will support the development of strategic goal focused partnerships that work together to create an ecosystem of change, employing a range of interconnected activities. Within this, implementing partners will shape the specific mix of engagements they employ.

4.1 Making practical information available at community levels

Twaweza seeks to increase access to information at various levels, but primarily to rural communities, in contexts where there is no electricity, no public libraries and where literacy levels are low. The foremost task of Twaweza will be to make accurate information reliably accessible in formats that are user friendly and practical to ordinary citizens, and particularly women and young people.

Twaweza will stimulate the flow of information from top to bottom, bottom up and horizontally. These involve the national information loop (e.g. involvement in budget processes, public watches), the national to local loop (e.g. getting central information to the communities, getting community information to the top) and the local information loop (e.g. concrete, relevant information on local services and accountability). While the focus is on the demand side, partners will be encouraged to enhance and complement government systems and information flows rather than to supplant them.

The key focus will be on expanding channels and options for information flow, and the means by which citizens can use these to access the information they care about – rather than supplying information based on a particular need determined at a particular moment. Partners will be supported to identify appropriate technology infrastructure, establish easy to use platforms, make connections with content providers and help create the right incentives to make it function. To stimulate new ideas Twaweza may consider launching competitions to identify powerful innovations to make information broadly accessible in the region.

Experts from organizations who have done similar work will be requested to support this effort as appropriate. Ways in which local entrepreneurs can benefit from providing quality and unbiased information will be explored to create an incentive to maintain updated information flow, such as where providing information attracts clients for their adjacent businesses. To reduce costs, efforts will wherever possible 'piggyback' on existing infrastructure and networks rather than setting up new stand-alone project sites that are expensive to replicate at scale and difficult to sustain.

While Twaweza will learn from numerous similar attempts worldwide, we understand that setting up dynamic, inter-active demand driven information systems at scale will be difficult and require considerable innovation. Partners will therefore be supported to take risks and experiment with different ways to solve this ambitious challenge.

Some of the specific types of information activities we will consider for support are:

Expanding information flows to citizens

- Support and compel central and local governments, and in particular government's oversight institutions such as parliaments and national audit offices, to make information available to citizens in a meaningful and timely manner (e.g. by building on the experience of the International Budget Project partnership network).
- Translate and popularize (into local languages, more readable text and illustrations) important policy, budget, programmatic information and news related to citizen agency, basic service delivery and resource management issues, and support large print runs to enable materials to reach large numbers of citizens (such as the work done by HakiElimu and Hakikazi in Tanzania and the Uganda Debt Network).
- Expand number and strengthen vitality of information points at community levels, including public libraries and primary schools, faith based centres and informal entrepreneur sites such as TV/video viewing locations, or mobile displays that are available on set market days (e.g. KRC in Rwenzori Uganda, ward based information centres in Thailand supported by UNICEF, or the MSSRF village knowledge centres in Pondicherry, India).
- 'Piggyback' supply of information on existing distribution systems of consumer goods, health and education supplies; as well as communication circulars of government, faith based organizations and trades unions (building on the experience of some of the successful mosquito net and condom distribution social marketing programs in East Africa).
- Enhance existing initiatives and explore possibilities of using new technologies to enable citizens to access a wide array of information (such as being able to do a 'mini-search' using SMS, for other potential uses see recent publication on uses of mobile phones for development by mobilactive.org).¹
- Promote school based and youth involved reading and action clubs (such as Jane Goodall's *Roots and Shoots* or *Students Partnerships Worldwide*).

Expanding information flows among citizens and upwards

- Expand use of new tools to enable citizens to generate, document, transmit and display information within and across communities, including through the use of new technologies (such as supplying young people with low-cost cameras to photograph their realities, expanding mobile monitoring such as that practiced by bungsms.com, establishing display walls at local markets).

¹ See www.unfoundation.org/vodafone/communications_publication_series.asp

- Support web-based news and comment platforms (e.g. blogs) that have wide reach or the potential to be used by actors who have wide reach (such as *Jambo or Jamii Forums*² to weblogs with reader comments like *Pambazuka News*³ and *Global Voices*⁴).
- Sponsor public essay and drawing competitions on topical issues to generate citizen views and foster public debate (similar to ones organized by HakiElimu and ministries of education in the region).
- Enhance quality and equity of ongoing survey data undertaken by national bureaus of statistics and other major agencies, and enable findings to be communicated broadly in accessible and meaningful formats (e.g. Uganda Bureau of Statistics seeking to present its data spatially and in a multi-layered format, or recently completed *Views of Children* exercise linked to the poverty monitoring system in Tanzania).
- Establish a one-stop information shop (see box) on basic service delivery and resource management accountability issues, initially housed within Twaweza, that would regularly collect information, enable comparisons across geography, sectors and time, present information in an accessible visual manner and serve as a key resource for government, civil society, media and donors (such as the multi-dimensional social mapping Human Development Atlas in Brazil or IFMR in India).

One-stop shop on basic services and accountability

Twaweza will establish an in-house one-stop information shop on basic services, resources and accountability that turns complex data into easy to use information. Key elements include:

- All information available in one place (located in house or links provided to other sources), web-based, with a strong search mechanism
- Information presented in a clear way, simple and comparable across geography, sectors and time, and disaggregated whenever possible; particularly through visualization of data
- Wherever possible information provided in English and Swahili to enhance access
- Basic analysis undertaken and information 'layered' to explore linkages between different datasets and elements (e.g. is there a link between fund disbursements and teacher attendance?)
- Popular summaries and analytical digests on key issues, produced and distributed in physical form to those with limited internet access
- Linkages with media, parliament and research institutions developed, for securing information and for disseminating it beyond the edge of the net
- Country focus, but with regional comparisons where possible
- Informing action taken by partners and serving as repository for systematic data, evidence and lessons generated through Twaweza
- Using the platform for exchange of information and policy debate, in a manner that deepens citizen engagement on public issues

Creating an enabling environment for access to information

- Underwrite independent research on how access to information is enabling change and monitoring access and its effects in practice.

² See www.jamboforums.com or now jamiiforums.com. Weblogs are written by ordinary citizens, and increasingly used by CSOs and journalists looking for broader spaces to write the stories they cannot tell in the regular media. The readership is wider than individual users since internet becomes an (intermediary) source of information for media, research institutes and government.

³ See www.pambazuka.org/en

⁴ See www.globalvoicesonline.org

- Support development of a right to information policy framework (drawing on international experience as appropriate), and the establishment of mechanisms for its enforcement.
- Support broad awareness and debate about the right to information and how it can be used in practical ways, including the tools and options to put it into practice.

4.2 Deepening media quality, plurality, reach and independence

The recent growth of mass media (FM radio, TV and newspapers) in East Africa presents a powerful opportunity to inform and engage with citizens. Media is unrivalled in its daily reach and its ability to command public attention. As the situation analysis shows, in recent years in all three countries it has become one of the most potent forces for change and accountability. We view media as a public good – like schools, roads and clean air – that are essential to development and democracy. However, left to market forces alone, the economics of media house operations and the political pressures upon them make media prone to several fundamental limitations. Mass media suffers from poor quality, insufficient investigative journalism, inadequate representation of rural issues and ordinary voices, and poor reach. An analysis of the recent election related violence in Kenya, for instance, clearly demonstrates the harm caused by an unbridled media environment.⁵ While many organizations have tried to deal with the problem through training, the core constraint is institutional and economic rather than technical lack of skills. Media independence is also under threat in all three countries, through government efforts to introduce restrictive legislation, the reality and fear of government censorship, and increased consolidation of media ownership.

Twaweza will support efforts that deal with these challenges, taking into account Twaweza's overall concern with citizen agency, public service delivery and resource management. Existing and growing media initiatives in the region will be considered, and we will work to complement rather than duplicate them. Interventions that will be supported will focus on mass media with wide reach, and will seek to strengthen parts or all of four main limitations: quality, plurality, reach and independence.

Some of the specific types of media activities we will consider for support are:

Deepening media quality

- Support media organizations to produce quality news magazine and investigative journalism programs (similar to *Sanglap* in Bangladesh, *Talk Talk* in Nigeria and BBC's *Panorama*, potentially in collaboration with the BBC World Service Trust).
- Strengthen the investigative journalism output of mass media, including by subsidizing costs related to establishing and running investigative units.
- Support production of quality content by a core unit or small web based unit that is syndicated broadly or whose content can be used by other media houses (such as the Uganda Radio Network, Idasa's program for community

⁵ See http://downloads.bbc.co.uk/worldservice/trust/pdf/Kenya_policy_briefing_08.pdf

radios in South Africa or the online newspaper *El Faro*⁶). This may involve convergence of old and new media.

- Subsidize high quality public service adverts and films for radio and TV that inform citizens on key issues and stimulate public debate (such as adverts by HakiElimu and Women's Dignity in Tanzania, and PSI in Kenya or film by MKSS in India). Includes reproduction and distribution of content through media, road shows, local video shops and YouTube.
- Help establish independent national media funds in Kenya and Uganda such as the one recently established in Tanzania (see box) and managed by Hivos, tailored to the specific contextual needs in each country.
- Support editor's guilds and other bodies to promote ethical and quality standards in journalism, including triangulation of information and practical ways to counter corruption in media.
- Strengthen linkages with think tanks and other sources of independent analytical information (such as the Tanzania Governance Notice-board⁷ or the Mars Group in Kenya⁸), and developing mentorship programs for practising journalists and editors.

In Tanzania this set of activities will be undertaken in collaboration with the Tanzania Media Fund and synergies for joint action will be explored.

Tanzania Media Fund (TMF)

Objective To support the media's role in fostering domestic accountability in Tanzania, through increasing the quantity of quality public (PJ) and investigative journalism (IJ) so that it better informs the public, contributes to debate and increases the public demand for greater accountability across Tanzania.

Beneficiaries (a) individual media professionals; (b) media houses and institutions associated with media work, e.g. schools of journalism, media CSOs.

Program approach (i) A competitive grant making mechanism open to applications from individuals and media institutions to produce publishable pieces of investigative and public journalism; (ii) A comprehensive and tailor-made capacity building facility aimed at those awarded grants, involving training courses, coaching, conferences and appropriate networking forums.

Budget
About \$8 million over 3 years

Strengthening media pluralism

- Support media to better cover rural communities, women, young people and other voices that have been historically marginalized, including triangulating views of political/national leaders with those of ordinary citizens (such as *Sauti ya Watu* on TBC in Tanzania and *Chini ya Mti* on KTN in Kenya).
- Support citizen journalism efforts that enable citizens, particularly in exclusionary contexts such as rural areas or the slums areas of Kenya, to produce and transmit content for both mainstream and alternative media (building on Hivos' southern Africa wide citizen journalism program) including through the use of technologies such as mobile phone SMS.⁹
- Expand affordability and practical access of ordinary citizens to participate in talk and call-in shows, write letters to the editor, link with local press clubs and in other ways be heard through the media (such as *Ekimeza* in Uganda) or

⁶ See www.elfaro.net

⁷ See www.repoa.or.tz/content/blogcategory/10/43/

⁸ See www.marsgroupkenya.org

⁹ For a description of the role of community radio in recent democratic change in Nepal see *The Case for Communication in Sustainable Development*, Panos, London (2007).

linking people's forums such as Bunge la Mwananchi and Youth Agenda to the media in Kenya.

Expanding media reach

- Support for availability of newspapers at local levels such as primary and secondary schools, faith based institutions and public libraries at district levels, and exploring ways in which production and distribution costs can be lowered so as to make this more affordable.¹⁰
- Expand availability of affordable radios at local levels, including ways of reducing or eliminating battery costs, such as through the use of solar powered or wind-up radios (e.g. *Freeplay*¹¹).
- Support policy measures that create incentives for broadcasters and internet service providers to provide coverage to underserved rural areas.
- Support initiatives that enable convergence of old and new media and amplify their comparative advantages, and in this way expand quality and reach of media to citizens.

Promoting media independence

- Enable state broadcasters to make the transition to become independent public broadcasters with autonomy from the State (possibly in collaboration with BBC World Service Trust and the Media Institute of Southern Africa).
- Support research and policy and development of frameworks to safeguard freedom of the press and media independence, against excesses of both the State and private sector consolidation of ownership.
- Foster independence of editors in relation to media owners, including development of codes and firewalls.

4.3 Enhancing citizen monitoring through 'public watch' activities

Development efforts tend to concentrate on the level of planning, and less on monitoring what is actually happening. But there is often a large gap between plans and practice; and it is the latter that affects people's lives and that can animate community action. Moreover, available information tends to be aggregated at national or district levels in a manner that is difficult to make sense of at the level of ordinary citizens, and that can mask large inequities between communities. For example, the poorest quintile often receives a disproportionately smaller share of public spending and has limited access to basic services.¹² The generation of practical public knowledge that compares actual reality in relation to policies and across communities can lead to organizing for accountability, including pressure to make systems work for people.

¹⁰ Note that "a 2002 study in India found a strong, significant and positive correlation between newspaper circulation levels and government responsiveness, a 1% increase in newspaper circulation resulted in a 2.4% increase in public food distribution and 5.5% increase in calamity relief expenditures. Reported by Besley, T. and Burgess, R. (2002) cited in Media and Good Governance Briefing, DFID, May 2008. It may be that newspapers are more effective for severe situations rather than day to day functioning of social services.

¹¹ See www.freeplayfoundation.org

¹² Hewlett Transparency and Accountability strategy, page 1 and 2 and figure 8. For an example of such health disparities in Tanzania in health see Women's Dignity, Fairs Fair: Health Inequities and Equity in Tanzania, (2006), Dar es Salaam. <http://womensdignity.org/pdf/FairsFairHealthInequalities.pdf>

There is growing knowledge internationally and in the region of how public monitoring is empowering citizens to create momentum for change, including to challenge inequities in service delivery.¹³ Building on these innovations, Twaweza will support partners to enable citizens and their associations to monitor practices at both community and national levels. This includes monitoring the implementation of policies, laws and promises in practice, receipts and expenditures in relation to budgets, the extent and quality of social services, inequitable access to basic social services, and the (differentiated) effects of inclusion/exclusion on different groups of people. Particular emphasis will be placed on linking local with national, by using local data to provide clearer disaggregated data to the aggregated national picture of service delivery, as well as to expose the weaknesses in the long chain between national and local levels. To avoid turning monitoring into an abstract or mechanical exercise, Twaweza will encourage community monitoring efforts to concentrate on aspects that affect citizen lives on a day to day basis, such as the quality of water and health services, and to have the monitoring linked to practical tools for recourse.

Finally, monitoring oversight institutions such as parliaments, national audit offices, ethics secretariats and the media can be very important, because failure or biases on their part can adversely undermine public interest. As part of enhancing the overall ecosystem of public accountability for services and resources, Twaweza will consider support for efforts to monitor and report on the performance and objectivity of these types of oversight bodies.

Some of the specific types of activities that will be considered for support include:

Monitoring at community level

- Monitor the money at the end service delivery level (such as the capitation grants for education, constituency development funds) and enabling citizens to compare and report on these against commitments.
- Monitor the quantity and quality of key service delivery components, such as availability of textbooks and desks, the number of functioning water and sanitation points, and availability of medicines.
- Monitor the performance of service delivery staff, such as whether teachers and health workers show up to work on time and whether they are attending to students and patients, as well as their conduct towards clients.
- Monitor basic outcomes such as education transition rates, literacy levels, trends in disease incidence
- Monitor human rights violations and citizen actions to respond (e.g. www.usahidi.com)
- Monitor availability of information at community levels, such as on major national laws, policies, and budgets, as well as data on local levels such as funds received, revenues collected, and health and education performance data.

¹³ See for instance Social Watch globally www.socialwatch.org and in national chapters, the work of MKSS mkssindia.org, Public Affairs Center Bangalore www.pacindia.org, Pria www.pria.org in India, MUHURI, UDN www.udn.or.ug, Hakikazi www.hakikazi.org and HakiElimu www.hakielimu.org in East Africa.

- Monitor the practical opportunities for recourse that are available on the issues listed above, including what happens when citizens take action to improve the situation (successes, negative consequences).

The specific issues that will be monitored would be primarily determined by the concerns of local actors, though efforts will be made to achieve some uniformity within countries and the region to enable comparisons. The accent will be on designing tools that are simple to use by ordinary citizens and that require minimal or no intervention by intermediary agencies (such as ‘scorecards’ used in Bangalore India and by Hakikazi Catalyst in Tanzania). Data generated is meant to be used, shared and debated at the community levels, rather than only sent upwards for national use. Citizens will also be enabled to communicate information to and demand accountability from their elected representatives (such as is being done by the bunesms.com project in Kenya¹⁴). At the national level emphasis will be placed on being able to compile and analyze data and produce accessible reports quickly, including as feedback to communities that generated the data showing how they fare in relation to others. Recent software that allows information to be shown spatially with different overlays can be particularly versatile.

Monitoring at national level

Many of the community monitoring efforts described above can be compiled to provide a national monitoring picture. In addition, other potential monitoring activities are:

- Monitor budgets to assess consistency with policy and between different levels of the budget chain (allocations, disbursements, actuals, revenues and expenditures, audit) and priority setting in relation to citizen interests. This may also include ‘revenue watch’ type activities, particularly in relation to terms and contracts in extractive industries and tourism.
- Monitor value for money and priority setting issues (such as the number of and cost of running fleets of vehicles in government ministries, and outlays on public buildings)
- Monitor government promises through various means (legislation, speeches of leaders, international and national policy commitments such as the MDGs) and performance against these.¹⁵
- Monitor ownership of land and other major assets, and their values, especially where these are transferred from public to private hands.

Monitoring oversight institutions

- Monitor the performance of parliaments in relation to process (MPs attending sessions, adherence to democratic procedures such as readings of bills), analysis of performance (number and types of bills passed, functioning of

¹⁴ See www.bunesms.org

¹⁵ For instance HakiElimu produces an annual booklet on government promises compiled from commitments by key leaders and invites the public to do their own monitoring against these promises. Media has often used this compilation to follow-up.

parliamentary committees, outcomes of parliamentary probes) and potential conflicts of interest (use of CDF funds, levels of self pay and benefits).¹⁶

- Monitor national audit offices for quality, timeliness and consistency of work; level of follow-up and accountability for audit queries, communication and accessibility of audit reports.
- Monitor other state oversight bodies such as ethics secretariats, anti-corruption bodies, and procurement regulation agencies in terms of effectiveness and transparency,
- Monitor mass media in terms of ownership of media, quality and depth of coverage, rural/urban balance and other equity issues, effective oversight and follow-up, potential biases and censorship practices, and levels of reach/accessibility.
- Monitor CSOs in terms of effectiveness of citizen engagement and representation, ability and performance to further public interest and in particular the interests of historically marginalized people.

As noted above, the three sets of program components – access to information, media and public watch – are synergistic and mutual reinforcing. In practice, specific strategic partnerships and initiatives are likely to employ a set of activities across these three areas in accordance with their goals and adopted strategies. The activities listed above provide an indicative sense of the types of interventions that will be considered for support, as part of a larger ecosystem of interventions, rather than stand-alone initiatives.

4.4 Learning and communication

Learning, documenting and effectively disseminating what works (and what doesn't) is a central element of Twaweza's approach. The primary purpose for doing this is to learn from one's own practice, so as to deepen knowledge and further improve practice. Secondly, these lessons can also be of value to others. During the course of its first five years Twaweza will generate a solid body of contextual lessons, good practices, insights and tested approaches that can leverage resources and action in East Africa and be of value outside the region.

The country assessments show that institutional capacity is weak across all sectors. Numerous capacity building efforts appear to have limited effect because they tend to focus on training and technical aspects, when the core constraint is often institutional/ political and incentive-related in nature. Capacity building is often driven by extrinsic motivation, ways of acquiring credentials or sitting allowances, which are far divorced from organic learning or improving practice.

Twaweza's approach is to promote learning-by-doing, where capacity is linked to and developed in the course of undertaking work, by continually reflecting on one's practice, listening and learning, taking risks and making adjustments as needed.¹⁷

¹⁶ See for instance www.TheyWorkForYou.com in the UK or www.mzalendo.com "Eye on Kenyan Parliament" in Kenya. Both enable users to easily search Hansard records and retrieve information based on their MP, constituency or theme, as well as create space for debate and comment.

¹⁷ See for instance the conceptions of learning promoted by the South Africa based group CDRA, www.cdra.org.za.

While it is difficult to do, Twaweza staff and mentors will support efforts to develop learning and reflective culture within some partner organizations and help leaders create the space and incentives necessary to promote this culture. Where appropriate and requested, mentors, students, consultants and/or interns will be linked with organizations to support learning and documentation. This sort of ‘accompaniment’ is often more effective than formal short courses or workshops.

Specifically, Twaweza will foster a culture of learning by a) establishing a pool of mentors in East Africa who will both serve as a resource to partners and critically reflect on the Initiative, b) supporting placement of local and/or international university (Masters and PhD) students among partners whose job is to facilitate generation and documentation of lessons, c) exploring ways in which to partner organizations can cultivate cultures of learning (including leadership, practices, tools and incentives). Within Twaweza a senior manager and member of the management team will lead the learning program and support the Learning and Communication Program Officers in each of the three countries.

The use of the term ‘learning’ (rather than ‘capacity building’ or ‘training’) is deliberate and meant to signal a shift in concept. Learning defined thus is crucial to the Twaweza concept – in many senses one half of initiative (with a prominent place in the organogram). Twaweza is about enabling large scale social change *and* documenting and communicating lessons about social change in a self-critical and reflexive manner.

The specific activities by which learning will be fostered include:

- A group of 15-20 experienced, strategic, politically astute and creative individuals in East Africa will be recruited to form a pool of mentors. Implementing partners will be able to draw from the pool to critique their thinking, develop their work conceptually, and make it more creative and effective. This approach allows for a flexible, responsive, contextually aware and long term ‘coaching’ relationship that is often more effective than fixed term courses or one-time consultancies. Mentors will either be on ‘retainer’ to provide specific support or brought on board to provide specific task related services. Support will be demand driven rather than ‘imposed’, and depending on the needs mentors may be brought on the front end or at later points of a particular strategic partnership. Mentors will also be involved in some cases in initiating or helping to craft a partnership.

The role of mentors and consultants

Potential mentors are thoughtful, creative, inspirational and resourceful women and men who desire to contribute to powerful change. These are people able to substantively support partners and Twaweza overall at a higher strategic, conceptual and learning level. We met some during the country visits, and have been developing an informal list of potential mentors. While most are unable to work full time for Twaweza, some will consider time to Twaweza related work provided a) they believe in its value/ importance, b) are given adequate notice, and c) are well remunerated (i.e. Twaweza engagement would provide an alternative to the fragmented consulting they often do for conventional donors).

The pool of mentors will be grown slowly over time. The duration of mentorship at each organization will vary based on need and fit, but typically these will be flexible longer-term relationships. Engagements may include supporting partners to analyze the contexts of their work and develop a theory of change, develop a policy position or communication strategy, or broker links among key partners. Mentors may also agree to be ‘on-call’ to

organizational leaders to respond to critical opportunities and challenges as they arise. Twaweza will also enable mentors to meet with each other, reflect on, write-up and communicate lessons and challenges. In this sense mentors are crucial to the Twaweza's intellectual and strategic development. At the same time, this engagement will provide thought leaders much needed space to reflect on the state of affairs and what needs to be done. The terms of engagement of mentors are yet to be worked out, but are likely to include a clear contract of expectations and a combination of retainer and responsibility based remuneration.

In contrast, consultants are more likely to be recruited for shorter term, task oriented assignments in response to specific needs, such as to develop an accounting policy and system, develop a website, evaluate progress or facilitate organizational development. Twaweza may also recruit consultants to support staff to undertake due diligence and related tasks, such as organizational assessments and audits.

- Cross learning exchanges will be promoted between partners and similar organizations. These will usually be based on getting a task done (e.g. Citizen's Guide on tax revenue written, or advertising campaign on better quality of health services designed) to enable focus and action, rather than exchange visits that are vaguely designed and do not lead to any change.
- Key agencies (see Annex 4) with specific sets of skills and experiences in Twaweza related issues will be requested to provide local partners with tailored expertise, ongoing mentoring and access to their broad network of partners. Here too the focus will be on tailoring support around specific completion of goals and learning by doing rather than general 'capacity building'. In turn the agencies will have opportunity to learn from the Twaweza experience and deploy lessons in their contexts.
- International and East African Masters/PhD level students will be placed at partner organizations (for 3-9 months) to facilitate learning and documentation of lessons. These will be done in a rigorous and accessible manner, with an equal emphasis on the analytical critique and compelling narratives ('telling stories').
- Linkages with international learning networks such as Logolink and academic institutions working on these sorts of issues will be explored through e-learning platforms, physical exchange at key meetings and sharing of publications.
- Partners will be supported through the mentors and other means, to develop or strengthen a culture of internal learning and knowledge generation within their organizations, and to create incentives that recognize critical reflection. Potential components include establishing journal reading groups, weekly learning sessions, creating time for learning, incorporating learning and development of learning plans as part of staff assessments, and transforming the nature of regular meetings.

Communication of learning and lessons is a fundamental value. Twaweza sees learning as both an internal and public exercise. It will foster ways in which lessons can be shared and debated in the public domain, in a manner that is highly accessible, interesting and practical. Each partner organization will be encouraged to share lessons in its own style. In addition, potential ways in which the Initiative itself will share lessons include:

- A regularly updated website that contains information about Twaweza partnerships and initiatives, profiles or links to the work of partners and

lessons learned. These may include analytical reports, case stories, field observations, and vignettes. Interested partners and participating citizens will be encouraged to write pithy essays, ongoing blogs or brief one-time observations. Links to interesting work inside and outside the region will be provided. Information will be organized to allow easy navigation and search.

- Partners, mentors, placed students and participating citizens will be encouraged to contribute to a weekly column in leading newspapers and talk shows on TV/radio, as well as use other opportunities to convey insights in the public domain. Publication in academic and professional journals will also be encouraged, particularly where these have wider readership and influence.
- Existing forums in the three countries (e.g. Policy Forum's monthly breakfast talks in Tanzania) will be requested to debate lessons openly, as well as at selected international physical forums (e.g. the CIVICUS World Assembly) and virtual forums (e.g. the Communication Initiative/Drum Beat website, the KMforDev list).
- A series of briefs and 'stories', and an annual print publication of insights, essays, reflections, cartoons on what works and what doesn't – highly creative, practical and interesting – will be produced.
- A short film, produced annually, that communicates the Twaweza concept, experience and lessons in a compelling manner to a general audience (i.e. not only for the 'development' community).

In addition to the above, the Learning and Communications Manager will be responsible for developing other innovative and effective means of fostering learning and reflection, documentation of lessons and communication.