

**Twaweza  
Annual Workplan  
2009**

***Final***

# 1. Strategic Partnerships and Initiatives

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.1	<b>Strategic Partnerships: Three strategic partnerships brokered and supported in Tanzania and Kenya</b>		2,000,000				
1.1.1	<p>Partnership brokered to enable citizens throughout Tanzania (esp. parents, teachers, students) to know the amount of capitation grant for basic education due, monitor and report on the actuals. Potential key partnership roles explored as follows:</p> <ul style="list-style-type: none"> <li>• Government to harmonize and make capitation grant flows more predictable.</li> <li>• Mobile phone companies to enable their nationwide infrastructure to inform citizens via SMS and other means, and enable citizens to report/share information.</li> <li>• National media companies, particularly radio, to inform citizens and enable citizens to voice and debate their perspective, and to carry public service adverts at reduced rates.</li> <li>• Advertizing company to design informational adverts.</li> <li>• Major faith bodies to foster their members to follow-up, monitor and organize local actions.</li> <li>• Tanzania Teachers' Trade Union to enable its members in all districts to disseminate information, monitor and analyze situation, particularly in relation to teaching conditions and learning quality.</li> <li>• Local think-tank to process, analyze and feedback monitoring information back into the ecosystem.</li> <li>• Parliament social services and oversight committees to review and act upon capitation grant disbursement findings (year 2 onwards).</li> </ul>	<ul style="list-style-type: none"> <li>• PMO, Ministries of Finance &amp; Education</li> <li>• Vodacom, Zain, Tigo</li> <li>• Sahara Communications, IPP Media, TBC</li> <li>• TEC, BAKWATA and members</li> <li>• TTU</li> <li>• REPOA, HakiElimu, private data company?</li> <li>• IBP, Idasa</li> <li>• Parliament Social Service Committee, LAAC, PAC</li> </ul>	800,000		x	x	x

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.1.2	<p>Partnership brokered to enhance existing water point functionality mapping exercises and link them to citizens monitoring (for verification and enabling qualitative user experience information) in rural Tanzania, and make the information publicly accessible. Potential key partnership roles explored as follows:</p> <ul style="list-style-type: none"> <li>• Government and NGOs supported to cover remaining (approx 80) districts, connect findings of all districts (approx 50) and make data and findings available online (and linked to Twaweza Info Shop).</li> <li>• At least one major mobile phone company with wide network to use its infrastructure to enable citizens to verify mapping and report/discuss user experience.</li> <li>• Software application developed to make it easier to use mobile phones for the above.</li> <li>• Media companies to investigate realities on the ground including user experiences, report them and foster debates through talk shows and call-in programs; Media to make findings broadly accessible.</li> <li>• NGO or Local think-tank to process, analyze and feedback monitoring information back into the ecosystem.</li> <li>• Findings disseminated to local councils and civil society bodies countrywide in innovative, user-friendly format.</li> <li>• Parliament Social Services Committee to review and act on findings, including by advising the executive to act.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Water, SNV, Wateraid, Concern, UNICEF, Daraja; data linked with Twaweza Info Shop</li> <li>• Zain, Vodacom, Tigo</li> <li>• Google</li> <li>• Sahara Communications, IPP Media, TBC</li> <li>• Wateraid, SNV, Daraja, private data company?</li> <li>• PMO-RALG, local councils, CSOs</li> <li>• Parliament Social Services Committee</li> </ul>	700,000		x	x	x
1.1.3	<p>Partnership brokered to foster grassroots transparency and public engagement on use of public resources. Potential key partnership components:</p> <ul style="list-style-type: none"> <li>• Countrywide dialogue on key issues including use of resources, inequality, ethnic divisions and citizen centered accountability.</li> <li>• Grassroots dialogue carried over national media.</li> <li>• Linking up and ratcheting up impact of efforts to track disbursement, transparency and use of devolved funds (e.g. CDF).</li> <li>• Promoting systematic access to information and feedback/citizen views in each constituency.</li> </ul>	<ul style="list-style-type: none"> <li>• Zinduko Trust/John Githongo), Maina Kiai (ex- Head Kenya National Human Rights Commission) and Mwalimu Mati (Mars Group, esp. Partnership for Change Initiative)</li> <li>• OSI-EA</li> </ul>	500,000		x	x	x
1.2	<b>Strategic Initiatives: Three-Four strategic initiatives brokered and supported in Tanzania and Kenya</b>		<b>720,000</b>				

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1.2.1	Uwezo Initiative supported to monitor basic literacy and numeracy levels of children aged 5-16 years across at least 50% of the districts in East Africa through a household-based survey (based on India ASER experience), and disseminate findings widely	<ul style="list-style-type: none"> <li>• Uwezo teams in Tanzania, Kenya and Uganda</li> <li>• HakiElimu, TENMET, WERK, Uganda NGO Forum</li> <li>• ASER Center, India</li> <li>• Hewlett, OSI, Google</li> </ul>	400,000		x	x	x
1.2.2	Two (weekly) TV and radio companies supported to develop and begin to broadcast cutting edge programs that investigate citizen identified issues and promote citizen-leader interaction and accountability in Tanzania and Kenya (may be the same concept in both countries)	<ul style="list-style-type: none"> <li>• BBC-WST, Pambazuka, Media E, Makutano Junction</li> <li>• Tanzania Media Fund</li> <li>• National Radio/TV stations</li> </ul>	200,000			x	x
1.2.3	Develop new initiative in response to strong opportunity and need identified through exploratory studies (see 1.3 below). May include experimenting with SMS based systematic public opinion and feedback monitoring mechanism on education (in Uganda) or generally linked to Twaweza Info Shop	<ul style="list-style-type: none"> <li>• To be determined based on need, possibly:</li> <li>• SNV Uganda</li> <li>• Twaweza Info Shop</li> </ul>	120,000			x	x
<b>1.3</b>	<b><i>Exploratory Research and Analysis: Three studies in Tanzania, Kenya and Uganda undertaken to explore situation and opportunities to inform Twaweza programming</i></b>		<b>100,000</b>				
1.3.1	Ethnographic exploration of drivers of change at community level (from a citizen agency and capacity development perspective) in two districts in Tanzania undertaken	<ul style="list-style-type: none"> <li>• University of Manchester</li> <li>• Two Tanzania consultants political science background</li> </ul>	25,000	x	x	x	
1.3.2	Ethnographic exploration of drivers of change (from a citizen agency and capacity development perspective) undertaken in at least 3 districts in Kenya, and opportunities for partnership identified	<ul style="list-style-type: none"> <li>• SNV, OSI-EA, university</li> </ul>	40,000		x	x	
1.3.3	Scoping study of Uganda situation and opportunities undertaken to inform establishment of Twaweza sub-office in Kampala in 2010	<ul style="list-style-type: none"> <li>• SNV, OSI-EA, university</li> </ul>	35,000			x	x

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1.4	<b>Information Shop: Independent shop to make information more accessible and undertake key analyses conceptualized and established.</b>		380,000				
1.4.1	Independent and innovative user-oriented information shop that provides information, undertakes analysis and serves as a practical resource for key intermediaries (such as MPs, journalists, CSOs, and others) conceptualized, developed and established within Twaweza. Info shop concept fully developed in consultation with users and <b>creative</b> experts, including linkages with Twaweza L&C and M&E components. <ul style="list-style-type: none"> <li>• Info shop set-up, technically equipped, tested and staff recruited.</li> <li>• Info shop initial activities undertaken and linkages fostered with other information sources</li> </ul>	<ul style="list-style-type: none"> <li>• Google, Tactical Tech, John West, Mars Group-Kenya, Hivos ICT &amp; Media Program</li> </ul>	380,000	x	x	x	x
		<b>Total Core Programs</b>	<b>3,200,000</b>				

## 2. Learning and Communication

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
<b>2.1-5</b>	<b>Learning and Documentation: Culture of learning promoted, lessons documented and shared, and lessons learned beginning to inform practice within and outside Twaweza</b>		<b>165,000</b>				
<b>2.1</b>	Technical assistance secured to support partnerships and initiatives described above in response to specifically identified needs (e.g. to support financial tracking, to strengthen practical citizen monitoring, to improve media program quality)	<ul style="list-style-type: none"> <li>EA consultants, SNV, IBP, Idasa, BBC-WST, others identified to respond to need</li> </ul>	<b>50,000</b>		x	x	x
<b>2.2</b>	Mentorship pool concept developed and implemented <ul style="list-style-type: none"> <li>Mentorship concept fine-tuned and criteria developed in consultation with experts across the region.</li> <li>Mentors identified and recruited (approx 4 in Tanzania and 2 in Kenya).</li> <li>Mentors oriented, and common vision/approach established.</li> <li>Mentors linked to and providing support to partnerships and initiatives described above in response to need.</li> </ul>	<ul style="list-style-type: none"> <li>Other organizations that use the mentorship/ leadership support model e.g. PRIA in India, Africa Leadership Institute, Uongozi Institute</li> </ul>	<b>68,000</b>		x	x	x
<b>2.3</b>	Exchange visits among Twaweza partner and other members of the Twaweza network facilitated to promote learning.	<ul style="list-style-type: none"> <li>MS TCDC</li> </ul>	<b>10,000</b>			x	x
<b>2.4</b>	Students placed among partners and at Twaweza to study and document learning. <ul style="list-style-type: none"> <li>Basic criteria and procedures for student placements put in place.</li> <li>East African and international students identified and placed as appropriate (approx 4 in Tanzania and 2 in Kenya).</li> <li>Students documenting lessons.</li> <li>Session among students held to exchange experiences and reflect on process, value and how it can be strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>Universities in Kenya and Tanzania, and selected universities</li> </ul>	<b>12,000</b>	x	x	x	x
<b>2.51</b>	Culture and practices of learning supported among partners through activities such as a reflection retreat, availing a consultant, or establishing reading clubs	<ul style="list-style-type: none"> <li>Using CDRA approach?</li> </ul>	<b>10,000</b>			x	x
<b>2.52</b>	Field trip undertaken by Twaweza staff and mentors to gain a sense of reality and dynamics on the ground	<ul style="list-style-type: none"> <li>Using HakiElimu approach? Undertaken in Tanzania and Kenya (linked with Zinduko dialogues)?</li> </ul>	<b>15,000</b>			x	

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
<b>2.6</b>	<b>Communication: Twaweza concept and activities, including lessons, effectively communicated.</b>		<b>160,000</b>				
<b>2.6.1</b>	Twaweza logo, tagline and other basic communication materials (pamphlet, letterhead, etc) developed in English and Swahili.		<b>17,000</b>	x	x		
<b>2.6.2</b>	Twaweza bi-lingual (English, Swahili) website that communicates key information and promotes learning exchange, and is innovative, user-friendly and interactive designed, developed and put online	• Local ISP, Website designers, Google?	<b>40,000</b>			x	x
<b>2.6.3</b>	Two films and clips conceptualized and produced. <ul style="list-style-type: none"> <li>• A short film and several clips to communicate the Twaweza citizen agency concept in a concrete manner that appeals to ordinary people (in English and Swahili). Film and clips produced and broadcast commenced.</li> <li>• Second film to capture baseline situation of Twaweza citizen agency and basic services status and citizen experience produced.</li> </ul>	<ul style="list-style-type: none"> <li>• East Africa based film-makers</li> <li>• Independent evaluation entity</li> </ul>	<b>103,000</b>			x	x
		<b>Total L&amp;C</b>	<b>USD 325,000</b>				

### 3. Monitoring and Evaluation

Code	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
<b>3.1</b>	<b>Internal Planning, Monitoring and Review: Planning, Monitoring, Review and Reporting done to enable Twaweza to achieve its objectives and account for them effectively.</b>		<b>30,000</b>				
3.1.1	Annual Plan and Budget 2009 finalized; quarterly plans developed starting Q3	• Head and ED		x		x	x
3.1.2	Progress reviewed at half year; half year progress brief (narrative) and budget versus expenditure report produced and analyzed, reports shared with Board and donors	• Board and donors				x	x
3.1.3	Annual retreat to review annual performance, document achievements, gaps, lessons and implications, reflect on field trip experience, and use these to develop Annual Plan and Budget 2010	• Participation from Hivos HQ, TMF					x
<b>3.2</b>	<b>Independent Studies: Independent studies undertaken to assess partnership reach and effects.</b>		<b>50,000</b>				
3.2.1	Level and extent of reach of Twaweza's major partnerships in education and water in Tanzania assessed through surveys in sample districts	• Steadman, REDET	15000				x
3.2.2	Reach and quality of Uwezo household-based monitoring of basic literacy and numeracy levels of children across East Africa assessed	• Uwezo, ASER Center India, EDI Kagera	35000				x
<b>3.3</b>	<b>External evaluation: Independent entity develops Twaweza evaluation framework and conducts a baseline</b>		<b>290,000</b>				
3.3.1	Independent external entity to conceptualize, coordinate and undertake the actual M&E of Twaweza outcomes recruited and commences work	• Potential intl /EA universities • Hivos M&E unit	120,000	x	x	x	
3.3.2	Robust M&E framework and tools to assess progress against results, in terms of quantity (reach, extent) as well as quality (depth, significance of change) developed	• See above	85,000		x	x	
3.3.3	Baseline within the M&E framework of Twaweza outcomes measured	• See above	85,000			x	X



<b>3.4</b>	<b>Supervisory Board: annual meeting organized</b>		<b>24,000</b>				
3.4.1	Criteria for Board membership finalized, Board members identified, Board established and members oriented		0	x	x		
3.4.2	Annual face-to-face meeting of the Board prepared and held to fulfill statutory obligations, take stock of progress, discuss major policy related issues and set future directions		20,000		x		
3.4.3	Second Board meeting held by teleconference to update Board members (and donors) on half year progress and discuss key issues		4,000				x
		<b>Total M&amp;E</b>	<b>394,000</b>				
		<b>Total All Programs</b>	<b>3,919,000</b>				

## 4. Staff, Administration and Finance

Code	Outcome and Outputs	Linkages	Budget (USD)	1	2	3	4
<b>4.1</b>	<b>Policies, systems and procedures established to ensure effective financial, administrative, human resource and IT management.</b>		<b>375,000</b>				
4.1.1	Hivos HR and Financial Management Policy Manuals reviewed, adapted as needed and finalized, and corresponding tools/forms/procedures developed; Hivos management fee paid on time	• With TMF and Hivos HQ	375,000	x	x	x	
4.1.2	HR, Finance and Admin, IT and investment management monitoring system developed. Reports and supporting documentation checked monthly and spot checks undertaken to verify compliance, accuracy and effectiveness		0		x	x	x
4.1.3	Systematic assessment of actual practice against policies undertaken at least once a year and report produced, and required actions taken		0				x
4.1.4	Electronic and physical documentation management, including correspondence flows and filing, checked to assess consistency with policy and effectiveness.	• See 4.4 below	0			x	x
4.1.5	IT infrastructure developed and set-up, including fair usage policies, data protection, document sharing, email and internet use	• TMF Administration	Included in 4.3.2		x	x	
4.1.6	Full statutory compliance ensured including company annual returns, financial audits, property and income taxes, pension, immigration requirements	• TMF Administration	0				x
4.1.7	ED/Head advised on how policies, standards and systems need to be strengthened in order to increase effectiveness and accountability		0		x	x	x
<b>4.2</b>	<b>Staff recruited and motivated to realize Twaweza goals in a supportive environment</b>		<b>1,094,000</b>				
4.2.1	Competent staff recruited; provided with employment contracts, job descriptions, and policies; and undergo basic orientation, PF set up; temporary staff/consultants recruited as needed		61,000	x	x	x	
4.2.2	All eligible staff covered by pension plans and health and group accident/ disability insurance		168,000		x	x	x
4.2.3	Staff leave and other benefits accurately recorded, reconciled with attendance register and staff regularly informed of balances	• See 4.5.5 below	0		x	x	x
4.2.4	Staff salary scales developed and salaries and benefits paid/reimbursed on time and in accordance with policies and the law.	• With TMF and Hivos HQ, Accountant	850,000	x	x	x	x
4.2.5	Healthy lunch for staff and water/tea/coffee available for all staff and visitors available on time		Included in 4.2.2	x	x	x	x

Code	Outcome and Outputs	Linkages	Budget (USD)	1	2	3	4
4.2.6	Staff appraised annually and clear follow-up learning plan developed for continuing staff; selected staff development supported	• L&C	15,000				x
4.2.7	Quarterly meetings to discuss staff wellbeing and ideas on non-program issues held		0			x	x
4.2.8	Staff well informed about Hivos/Twaweza policies including Environment, HIV/AIDS, Gender and Disability issues	• L&C	0			x	x
<b>4.3</b>	<b>Office and assets functioning optimally and well managed</b>		<b>372,000</b>				
4.3.1	Appropriate secure offices rented and set-up in Dar es Salaam and Nairobi (latter based out of Hivos Nairobi office ex- OSIEA location)	<i>Office rent incl. security</i>	60,000		x	x	x
4.3.2	Office equipment and furniture available to meet staff needs, functioning and well maintained/serviced on time	<i>Office furniture</i> <i>Office equipment</i> <i>Computers/IT</i> <i>Generator</i> <i>Other assets</i>	18,500 21,500 50,500 18,000 5,000	x	x	x	x
4.3.3	Office vehicles procured and -well maintained and managed to ensure effective use and safety	<i>Vehicle procurement</i> <i>Fuel</i> <i>Repair &amp; Maint.</i>	46,500 2,000 1,900			x	x
4.3.4	All assets well managed at all times, including being entered in assets register and properly coded with durable labels.		0			x	x
4.3.5	All key utilities – including electricity, back-up generator, telephone, internet service, water – supplied and managed and bills paid on time to avoid service disruptions	<i>Electricity</i> <i>Water</i> <i>Bank charges</i> <i>Insurance</i> <i>Cleaning</i> <i>Legal services</i> <i>Misc. running costs</i> <i>Communications</i>	5,400 1,800 900 3,100 2,400 9,000 8,000 45,000		x	x	x
4.3.6	Office supplies and stationery of good quality available throughout; supply stores well managed	<i>Stationeries/supplies</i> <i>Coffee/Tea/Water</i>	5,500 2,000	x	x	x	x
4.3.7	Procurement policy implemented strictly to ensure value for money, and avoid corruption and actual or perceived conflicts of interests		0	x	x	x	x
4.3.8	Local, regional and international travel and booking arrangements made in efficient and cost-effective manner; agreements reached with key service providers		40,000	x	x	x	x
4.3.9	Consultants/temp. services employed to assist with office administration set-up and running as needed		25,000				

Code	Outcome and Outputs	Linkages	Budget (USD)	1	2	3	4
<b>4.4</b>	<b>Internal documentation and correspondence efficiently managed</b>		<b>0</b>				
4.4.1	Policy and system developed and implemented to manage and track receipt and timely response of correspondence by all means (post, courier, email, fax, etc)				x	x	x
4.4.2	Filing and document management system, including for archival purposes, to allow easy management and reference developed and implemented				x	x	x
4.4.3	Twaweza and partner publications systematically recorded, displayed and shared	• L&C				x	x
4.4.4	Staff supported with administrative needs (bulk photocopying, binding, mailing, etc)			x	x	x	x
		<b>Total Staff &amp; Administration</b>	<b>USD 1,841,000</b>				

Code	Outcome and Outputs	Linkages	Budget (USD)	1	2	3	4
<b>4.5</b>	<b>Budgets, incomes and expenditures managed effectively</b>		<b>0</b>				
4.5.1	Annual budget and budget codes prepared and managed, including through preparation of timely budget vs expenditure reports each month			x			
4.5.2	Legitimate payments prepared and paid on time in accordance with policies, with adequate supporting documentation, authorizations/checks and balances, and bank notification security features			x	x	x	x
4.5.3	Annual donor and other income budget prepared and managed, including through preparation of donor disbursement and cash flow management table, and preparation of summaries of donor contractual requirements	• Hivos ODR		x	x	x	x
4.5.4	All incomes banked, receipted and acknowledged promptly, monthly income reports produced and reconciled				x	x	x
4.5.5	Payroll, pension and other benefits documentation kept up to date and managed consistent with policies and contracts	• See 4.2 above			x	x	x
<b>4.6</b>	<b>Bank and petty cash accounts managed effectively</b>		<b>0</b>				
4.6.1	Dedicated Twaweza bank accounts opened with reliable banks: at Hivos HQ (in USD) and in Tanzania (in USD and Tshs) with security management features; funds placed in higher interest bearing fixed deposits as warranted	• Hivos management		x			
4.6.2	Monthly Bank reconciliation both in Excel & in accounting software completed by 15 <sup>th</sup> of following month				x	x	x
4.6.3	Transfer from USD a/c to Tshs a/c and replenishment of petty cash account done in a timely manner and in accordance with cash flow needs			x	x	x	x
4.6.4	Petty cash fund managed for small irregular purchases in accordance with policy where cheque payment is not practicable; reconciled monthly			x	x	x	x
<b>4.7</b>	<b>Annual Financial Statements prepared and audit preparations undertaken</b>		<b>0</b>				
4.7.1	International recognized auditor appointed in consultation with senior management	• Hivos management				x	x
4.7.2	Financial records verified for accuracy, consistency and completeness (internal audit)						x
4.7.3	Annual accounts and supporting reports prepared for audit in accordance to IFRS		Paid by Hivos HQ				x
		<b>Total Finance Activity</b>	<b>0</b>				
<b>5.1</b>	<b>Program and operational contingencies (2%)</b>		<b>88,000</b>				
	<b>Total Twaweza Budget 2009</b>	<b>Grand Total</b>	<b>USD 5,848,000</b>				