

Twaweza: Criteria for program partnerships

1. Goal focused

We start with a broad but clear goal that is either a) citizen agency or b) key service delivery (health, education, water) focused. We then work to construct partnerships and initiatives that effectively and powerfully contribute towards that goal.

2. Contextual analysis and relevance

Initiatives make sense and go far when they are informed by a sharp analysis of the context, and constructed to respond to a critical opportunity for making a difference. We pay close attention to the quality of contextual analysis for both the problem, and response.

3. Citizen agency focused

Our approach directly fosters citizen agency, or plays an essential function in another actor contributing to citizen agency. By citizen agency we mean one or more of the following: citizens a) becoming informed, b) monitoring policy and practice, c) voicing/speaking out in 'public', d) acting to make a change. The domains of change will be determined by citizens, and will vary, but emphasis is on the 'everyday' aspects, in day to day life contexts.

4. Reaches scale/strategic

The approach is able to go 'nationwide'. The numbers involved will vary based on target group and goal, but as a rough rule the program needs to 'reach' *at least* two million people, preferably many more. In most cases this will involve working with key identified networks or institutions (mobile phones, mass media, religion, fast moving consumer goods networks, and teachers' unions), but may also include others such as government oversight bodies, Members of Parliament, and other intermediaries who can have a *critical* impact. Because we depend on existing large-scale networks, we recognize that we are unlikely to reach, by definition, those who are the poorest of the poor or the most marginalized. Twaweza may invest in experiments at a smaller scale provided it is clear that they have the potential and means to go to scale.

5. (Powerful) Innovation, Creativity, Imagination

We are in the imagination business. Twaweza critiques 'business as usual' and we put a premium on great ideas and innovative approaches. The point is not something new for its own sake, but rather something (different) that has the power to fire the public imagination, connect, inspire, make things happen. Here we recognize the value of (thoughtful, considered) risk-taking, to try things out that are promising but may not always work. An important part of this conception is the notion that creative, strategic people make things happen.

6. Ecosystem effect

Twaweza critiques the notion of one-time, singular dimension intervention. We aim instead to create an ecosystem effect, 'a continually, reinforcing buzz,' in which people have '7 different options to get information and 7 different ways to act,' i.e. have multiple ways to become informed and act, that reinforce and inspire one another. Our partner(ship)s need to demonstrably create or contribute towards this *ecosystem effect*.

7. Basis of partnership

Twaweza recognizes that asking people to line up behind our idea is not likely to yield results; instead we will seek to create 'win-win' partnerships where each partner finds it in *their interest* to be in the partnership and gain something from it. In this conception, each partner's contribution is in accordance with its *comparative advantage*.

8. Value for Money

The expected impact has to be worth the money invested, it should bring 'bang for buck.' We need to consider if this money could be spent better and buy more impact if used differently. The cost of expected results should be comparable to other things we support. In valuing we consider: number of people reached, frequency and duration; face to face or indirect; likelihood that considerable number of citizens are informed, take up information, speak out, act, and bring change.

9. Openness to Learning

With our core partners we will seek, wherever possible, to foster a culture and practice of learning. This means a willingness to be open and transparent, an intellectual curiosity to learn, confidence to not be afraid of saying we messed up, and a commitment to documenting and sharing lessons.