
Twaweza!

East Africa, 2009-2013

Fostering an ecosystem of change
through citizen agency
& public accountability

PART ONE

Situation analysis and country assessments

Key take home messages

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1. **Lack of agency:** Most people feel there is little they can do to make a difference, local governance not seen as working. (MV Bukoba story)
2. **Information is essential:** without it, people cannot know, be inspired, imagine, act.
3. **Retail counts:** Development thinks in national/policy terms, but life is lived in communities. What matters is the everyday, as seen in citizen point of view.
4. **Government reforms keep spinning:** Good intentions, big investments, some progress. But technical solutions cannot cure political/institutional problems. Supply side efforts need the demand side to work.

Key take home messages

5. **Rubber needs to hit the road:** Good laws & policies mostly there, what is needed is implementation.
6. **Services are bigger but lack quality:** Enrolments up, more classrooms and clinics, but less learning and care. A shell. Quality is the key challenge.
7. **Value for money:** Governments need more money, but even more the existing money needs to be safeguarded, better spent, reach people. Needs accountability.
8. **Accountability is political:** Donors can undermine accountability, inherent conflict of interest. Need to understand local politics, local drivers, strengthen domestic accountability forces.

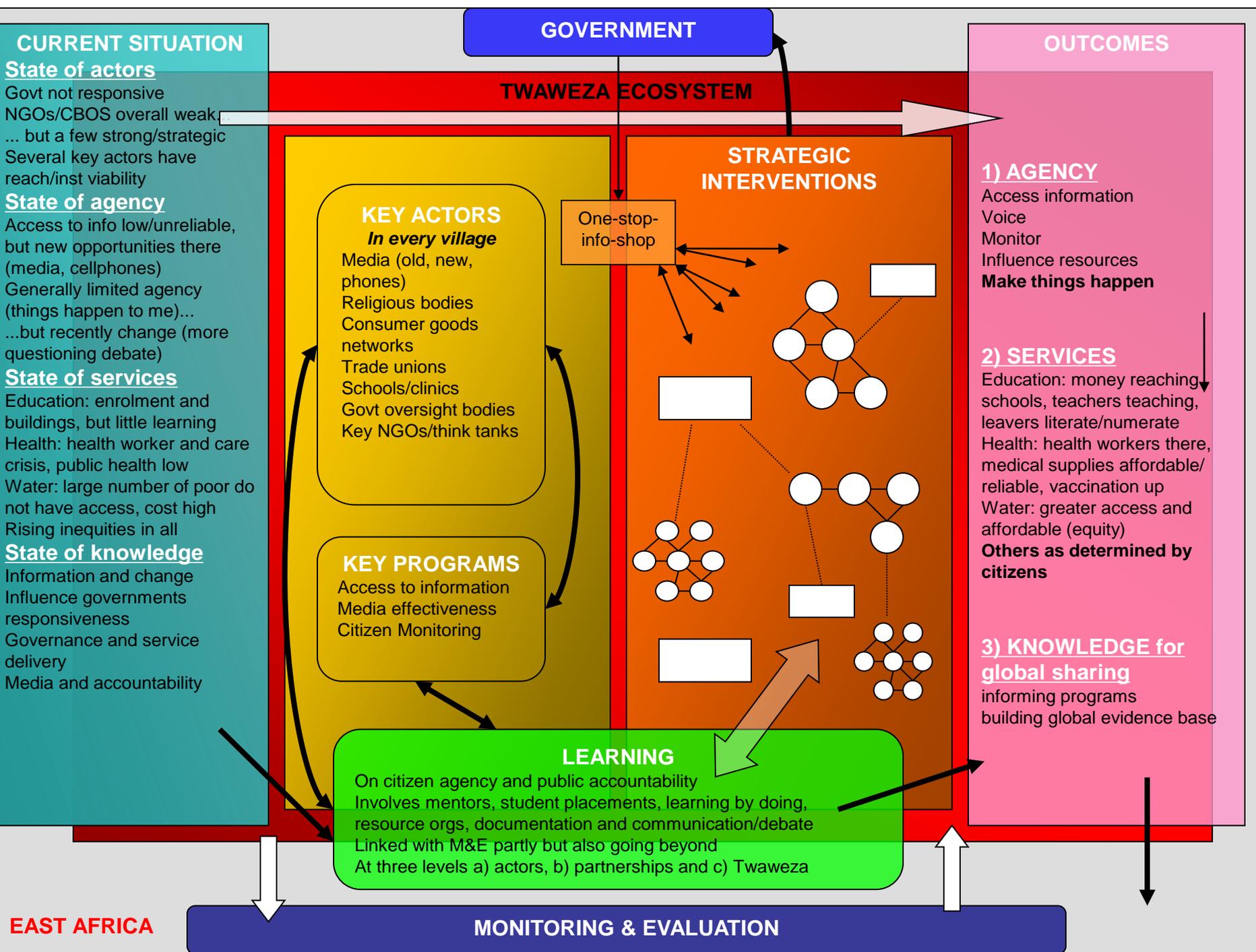
Key take home messages

9. **NGO power?** Overall, NGOs/CBOs are weak, have limited reach, not strategic, lack respect. Some strong exceptions that can play a key role.
10. **Media is powerful:** Huge change in last 10 years. Media commands attention, creates space, but needs quality, investigation, plurality, better reach.
11. **Efforts don't add up:** Lots of good here and there, but fragmented, not connecting or reaching critical mass for big change.
12. **Need space for learning:** Leaders are too busy running around getting things done, raising money, reporting. This undermines strategic thinking and effectiveness, drains energy and motivation,

PART TWO

Key features of the Twaweza approach and theory of change

Designed in response to situation analysis, 15 years working on the ground and learning from others.



We will enable 10 million people to...

- Make things happen (rather than just have them happen to you)
- Access and communicate information
- Monitor services and public institutions
- Speak up and debate
- Make resource management more transparent, equitable
- Learn from and link-up with others

To contribute to:

- **Make schools places where children learn**
 - Money reaching schools, and used well
 - Teachers showing up, teaching
 - Schools safer (less beating/less harassment)
 - Children leaving primary school can read and write
- **Make clinics provide basic care, decently**
 - Medical supplies reaching clinics, regularly
 - Health workers showing up, treating people well
 - Improved immunization
- **Make access to water more reliable and affordable**
 - More water points for the poor
 - Water more affordable to the poor

Core elements of our thinking

Theory of change essentials

Pathway to change/outcomes

1. Citizens drive enduring change

- Citizen action, social movements and public pressure (not projects and programs) have brought enduring change
- Agents of change in every community, every level, almost every institution.
- Key is to create space and options for them to know what's going on, have practical options, act to make a difference.
- Learning and linking with others/seeing success stories can motivate people and action.

“When exposed to the ferment of information and ideas, and having access to practical tools, pathways and examples of how to turn these ideas into actions, ordinary citizens can become the drivers of their own development and act as co-creators of democracy.”

2. Achieving scale: working from the end backwards

- Typically one starts with those who profess the right words and struggle to help them scale up, endure
- We will start with the networks and institutions that already reach people, almost regardless of their aims, seeking to piggyback and create mutual interest
 - Media, cellphone networks
 - Church/Islamic networks, trades unions
 - Private sector consumer good distributions
 - Schools and health centers (public and private)

3. Achieving scale:

An Ecosystem approach

- Instead of fragmented bits of good, brokering goal-focused strategic coalitions
- Flexible, nimble, reflexive and responsive to priorities and opportunities
- Each doing their own thing, but linked to others based on mutual interest, reinforcing and connecting actions
- Where the pooling of comparative advantage creates critical mass, pivots change, adds up to more than the sum of its parts.

An illustrative example:

Education grants reaching schools

- Teachers' union to inform teachers, enable monitoring, inform parents
- Faith based groups to inform parents, foster participation in monitoring and speaking up.
- Media group to do investigative reporting, special programs, follow-up and create space for citizens to air views. Plus broadcast adverts at reduced rates.
- Government audit office to provide audit findings, use these findings to inform their work.
- NGO or research group to design monitoring tool and analyze results
- Google.org to help provide tools to turn data into accessible info
- Parliamentary social services committee to use findings to inform their oversight role, take action to reduce district disparities

4. Three program areas...

1. **Access to Information:** Expanding pathways of information to/from citizens, particularly in rural areas
2. **Media:** Strengthening media independence, plurality, quality and reach
3. **Public watch:** Enabling citizens to monitor services and public institutions, at local and national levels

... with a menu of interventions

- Specific menu of interventions for each program component in Section 4: pages 34-43.
- We should not pre-determine; actual choice to be done by implementing partners taking into account what's needed, opportunities and their comparative advantages
- Building momentum: Build on experience, make adjustments as we go along, show it can be done, build credibility, inspire others, involve a widening pool of actors

4. Promoting Learning

- Explicit and core component from day 1.
- But done differently: Learning by doing, linked to goals, getting incentives right, firing the imagination
- Internally driven, encouraging risk-taking, seeing learning from mistakes/what didn't work and honesty as sign of maturity
- Mentors essential to project, also students, resource agencies, creating space, building a learning culture.
- Promoting learning across borders/sectors
- Documenting, building evidence, communicating creatively, fostering public debate.

5. Long term investing

- This sort of change takes time, Twaweza has minimum 10 year perspective.
- Need to have space to focus on deep change rather than be under pressure to deliver quick, short-termist results
- Thoughtful risk-taking and experimentation key to approach ('social venture investing') – ok if only 6 out of 10 work
- Need our donors to work with us on enabling this approach.

6. M&E

- Distinct from but linked to learning
- Focused on long term overall outcomes rather than inputs and activities... but specified in annual plans and reports.
- Enabling each partner to develop and report on appropriate measures (Hivos experience)
- Independent body involved from outset to develop framework and measure progress. Open communication of findings, lessons – generating independent evidence.

7. Budget

- Total \$66m for first 5 years, of which 85% goes directly into program components
- Broken down over 5 years and 3 countries, *averages* to \$3.7m/country/year – relatively modest given scale of change.
- Hosting agency Hivos putting \$10m, SNV \$10m, requesting Hewlett \$15m, Google \$10-15m, DFID Tz \$6m/3yrs, other DFID \$6-8m
- Need \$40m before we can set-up/launch

8. Identity/legal set up

- Identity East African from the start (name, location, leadership, mentors).
- Initially incubated in Hivos because a) no EA entity can do it, b) they have 40 years experience, systems, credibility, capability and the right values, c) they get it
- Hivos will manage for 5 years, over which time independent Twaweza capability built up and independently registered.