

# Twaweza Annual Plan 2011

Final



## Contents and budget summary

	Unit	Expend 2011 Budget (USD)	2011-2013 est./ commitments (USD)	Page
1.1	Programs Tanzania	3,000,000	10,000,000	1
1.2	Programs Kenya	3,885,000	11,000,000	6
1.3	Programs Uganda	1,950,000	8,700,000	11
1.5	Uwazi (InfoShop)	1,987,000	5,400,000	16
2	Learning and Communications	299,000	1,000,000	19
3	Monitoring and Evaluation	890,000	3,800,000	22
	<b>Total programs</b>	<b>12,011,000</b>	<b>39,900,000<sup>1</sup></b>	
4.1	Policy compliance & quality assurance	325,000	1,000,000	24
	<b>Total quality assurance</b>	<b>325,000</b>	<b>1,000,000</b>	
4.2	Program and support staff	1,242,194	4,099,300	24
4.3/4	Office running and asset management	337,804	1,114,800	25
4.5	IT	40,000	130,000	26
4.6	Finance	0	0	28
	<b>Total running costs</b>	<b>1,619,998</b>	<b>5,344,100</b>	
	Contingency	200,000	600,000	
	<b>Grand Total 2011</b>	<b>14,155,998</b>	<b>46,844,100</b>	

<sup>1</sup> This program subtotal only includes multi-year commitments expected to be made in 2011, not new commitments in 2012 and 2013 which are likely to total an additional \$12-18m.

# 1.1 Programs Tanzania

## Major aims for 2011

### Education

- At least 1 million people are aware of the purpose and amount of the capitation grant and at least 100,000 people know how to find out how much money reaches schools and are able to respond.
- At least 2 million citizens (parents, teachers and pupils) become aware of the Uwezo tool for testing literacy and numeracy of their children, and begin to distinguish between education inputs and learning outcomes.
- Database and communications system developed for and with the Tanzania Teachers' Union, and basic monitoring information collected from at least 10,000 teachers.
- Carefully designed experiments on local cash on delivery to improve learning outcomes and effective options for ensuring the capitation grant reaches school, as well as proper evaluations to test impact, developed and partners/staff identified to implement them well starting in late 2011/early 2012.

### Water

- The Daraja initiative has been tested and working; and nationwide launch undertaken, enabling citizens in at least one fifth of the country opportunity to monitor and report on water point functionality.
- Information about the situation of water investigated through media and popularized so as to reach at least one million people.

### Health

- Understanding developed of key issues in health and relationships built with key actors to commence work in health.
- Systematic monitoring of availability of essential drugs/medical supplies undertaken countrywide, and at least 100,000 people are reached.

## Risks and Risk Management

Potential Risks	Mitigation measures
Some Governments officials who may be directly benefiting from none or partial release of capitation fund may seek to restrict or limit flexibility to some of the channels Twaweza will use to disseminate information.	<ul style="list-style-type: none"> <li>• Maximize on free channels</li> <li>• Dwell on quality and authentic data and information well established on facts and evidences</li> </ul>
Governments may restrict media space and operations	<ul style="list-style-type: none"> <li>• Join coalitions working on freedom of the press, internet and other communication.</li> <li>• Emphasize citizen change (Ni Sisi) and demonstrate change rather than criticizing alone, and ensure advocacy is informed by evidence and solid analysis</li> </ul>
Ongoing Constitution debate may crowd/displace Twaweza agenda, or that we may fail to make a link to what people care about.	<ul style="list-style-type: none"> <li>• Explore ways of linking citizen agency and public service delivery as fundamental aspect of constitutional rights, yet focused on Twaweza niche/criteria</li> </ul>
Model for effectively working with mobile phone providers will not be realized	<ul style="list-style-type: none"> <li>• Engage with knowledgeable people to develop deeper understanding of the field and incentives.</li> <li>• Involve broader media (radio and TV) ecology as part of an overall approach, rather than a mobile phone focused partnership alone.</li> </ul>

Code/ Resp.	Outcome and Outputs	Budget (USD)
1.1 Head	<b>Strategic Partnerships: Strategic overall framework agreements brokered and supported among key networks with wide reach in Tanzania</b>	<i>Commitments 5,400,000</i> <b>Expend 1,650,000</b>
1.1.1 TPM	<p><b>Links to 2013 Goals 1 &amp; 2</b> <b>Framework agreements with 2 new media companies</b> National media radio and TV broadcasting companies supported to strengthen selected existing programs and create new ones to:</p> <ul style="list-style-type: none"> <li>• inform citizens,</li> <li>• enable citizens to voice and debate their perspectives,</li> <li>• improve quality of news and programs,</li> <li>• improve their website access and traffic,</li> <li>• strengthen investigative and public journalism,</li> <li>• triangulate sources (not just single source),</li> <li>• promote informed debate,</li> <li>• increase coverage or rural issues and people, and/or</li> <li>• carry imaginative public service adverts</li> </ul> <p><b>Support innovative programming and creative public service adverts</b> National media radio and TV broadcasting companies supported to strengthen selected existing programs and create new ones to:</p> <ul style="list-style-type: none"> <li>• Renew support for Daladala TV, including to expand rural reach; provide better links with data and research</li> <li>• Consider support for new R&amp;D and other innovations such as Dhamira</li> <li>• Develop and broadcast high quality, compelling adverts in support of program goals below</li> <li>• Post content online and develop better social media linkages</li> </ul>	<p><i>1,200,000 over 3 years</i> 350,000</p> <p><i>800,000 over 3 years</i> 250,000</p>
1.1.2 TPM	<p><b>Links to 2013 Goals 1 &amp; 2</b> <b>Framework agreements with at least one major mobile phone company or third party provider developed to contribute to information access and monitoring</b> Win-win partnership agreements reached to:</p> <ul style="list-style-type: none"> <li>• link and enable major mobile phone companies nationwide infrastructure to inform citizens via SMS and other means, OR</li> <li>• enable citizens to monitor/verify and report/share information (e.g. school attendance, medical supply availability),</li> <li>• enable citizens to discuss basic services user experience,</li> <li>• work with third party companies that can process/analyze feedback received through mobile platforms and visually present it, and/or</li> <li>• explore use of internet over mobile phones for new applications of use to citizens</li> </ul>	<p><i>500,000 over 3 years</i> 200,000</p>

Code/ Resp.	Outcome and Outputs	Budget (USD)
1.1.3 TPM	<p><b>Links to 2013 Goals 1 &amp; 2</b>  <b>Framework agreements with 1-2 fast moving consumer goods companies</b>  Win-win partnership agreements reached with FMCG companies to use their nationwide distribution (supply chain, marketing &amp; CSR) to:</p> <ul style="list-style-type: none"> <li>• Inform citizens through placement of information on the sides of the packaging, special ‘bundling’, or piggybacking materials to distributors,</li> <li>• Work with bags/packaging manufacturing company to design 1kg – 2kg packs with messages on the sides to be distributed along with products to wholesalers and retailers.</li> <li>• Directly engaging and inform citizens on the key findings in Education, water and health and enhance interaction through small competitions to foster awareness on key issues and to understand community/individual actions towards resolving them.</li> <li>• promote debate on issues of common concern and devise means to receive bottom – up feedback through consumer network ( i.e. final consumer – retailer – wholesaler/distributor – Parent company/Twaweza)</li> </ul>	<p><i>1,500,000 over 3 years</i>  400,000</p>
1.1.4 TPM	<p><b>Links to 2013 Goals 1, 2, 3 &amp; 4</b>  <b>Framework agreements with at least two faith bodies (Muslim and Christian)</b>  Partnerships agreed with major faith bodies to:</p> <ul style="list-style-type: none"> <li>• develop a common (inter-faith) conceptual understanding of ethical issues regarding integrity, transparency, and accountability,</li> <li>• inform their members of key issues of public interest, primarily through existing channels such as Friday prayers, Sunday services, <i>madrasas</i>, bible studies; Twaweza may cover printing of materials</li> <li>• encourage members to monitor the local situation, enable monitored information to be collated and sent back,</li> <li>• Enable local level sharing, analysis and action taking on key issues,</li> <li>• Enable faith leaders to undertake fact-finding missions and share findings broadly,</li> <li>• enable religious leaders to engage citizens on common ethical accountability issues through the media, and/or</li> <li>• enable religious leaders to engage with policy players on critical issues</li> </ul>	<p><i>600,000 over 3 years</i>  200,000</p>
1.1.5 TPM	<p><b>Links to 2013 Goals 1, 2, 3 &amp; 4</b>  <b>Framework agreement reached with the Tanzania Teachers’ Union (TTU)</b>  Partnership agreed with TTU to:</p> <ul style="list-style-type: none"> <li>• to develop a database of all its member teachers so as to enable better understanding of their profile and improve communication (strengthen communication and responsiveness with its members countrywide)</li> <li>• foster its members to monitor and analyze situation, particularly in relation to capitation grant, availability of books and other supplies, water and sanitation, and other issues teaching conditions and learning quality</li> <li>• enable TTU leaders to engage citizens on teaching welfare and accountability issues through the media, and/or</li> <li>• enable TTU leaders to begin to engage more effectively with policy players on critical issues</li> </ul>	<p><i>500,000 over 3 years</i>  150,000</p>
1.1.6 TPM	<p><b>Links to 2013 Goals 2 &amp; 3</b>  Support 2-3 innovative organizations to monitor access and quality of basic services, access to information and local governance through use of ‘mystery clients’ and other approaches, that particularly engage young citizens, and report findings widely so as to spur public reflection and debate.</p>	<p><i>300,000 over 3 years</i>  100,000</p>

<b>1.1 Head</b>	<b>Strategic Partnerships: Three strategic partnerships brokered and supported in key service delivery sectors in Tanzania</b>	<i>Commitments 4,600,000</i> <b>Expend 1,350,000</b>
1.1.7 TPM	<p><b>EDUCATION – MONEY REACHING SCHOOLS</b> <b>Links to 2018 Target 1 &amp; 2013 Goals 1</b></p> <p>Partnerships brokered to reach at least 5 million people, enable at least 1 million of them to become aware of the purpose and amount of the capitation grant; and at least 100,000 to be able to find out how much money reaches schools and respond (for primary and/or secondary education). Potential key partnership roles explored as follows:</p> <ul style="list-style-type: none"> <li>• Government and donors pressured to harmonize and make capitation grant flows more predictable.</li> <li>• Advertizing companies to design informational adverts on capitation grant and through media inform the citizens on how the grant is channeled and how much reaches to the schools.</li> <li>• Uwazi 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 3 onwards).</li> <li>• Work with TTU as one of the collaboration group to push for Capitation grant to reach schools, e.g. run joint program to inform P/School teachers about capitation fund and its benefits in schools.</li> <li>• Use SMS and/or voice on mobile phones to monitor reach of capitation funds</li> <li>• Develop and distribute popular materials on through framework agreements that will inform and engage citizens.</li> </ul>	<p><i>900,000 over 3 years</i> 200,000</p>
TPM	<p><b>EDUCATION – PROMOTING LEARNING</b> <b>Links to 2018 Target 1 &amp; 2013 Goal 2</b></p> <p>At least 2 million citizens (parents, teachers and pupils) become aware of the Uwezo tool for testing literacy and numeracy of their children, and begin to distinguish between education inputs and learning outcomes. Potential key partnership roles explored as follows:</p> <ul style="list-style-type: none"> <li>• Uwezo Initiative supported to carry assessment in areas not covered in the 2010</li> <li>• Uwezo supported to conduct effective communication to enable citizens to become more aware and engaged.</li> <li>• Parents and guardians through SMS feedback take more active role in helping and monitoring learning of their children after school.</li> <li>• Teachers in schools and through TTU became more sensitized and engaged about Uwezo findings and start to develop collective and individual actions to address problems affecting quality of education.</li> </ul>	<p><i>600,000 over 3 years</i> 200,000</p>
Head, Mgmt Coord	<p><b>EDUCATION – EXPERIMENTING WITH LOCAL CASH ON DELIVERY &amp; FUNDS REACHING SCHOOLS</b> <b>Links to 2018 Target 1 &amp; 2013 Goal 2</b></p> <p>Carefully designed experiments on local cash on delivery to improve learning outcomes and effective options for ensuring the capitation grant reaches school, as well as proper evaluations to test impact, developed and partners/staff identified to implement them well starting in late 2011/early 2012.</p> <ul style="list-style-type: none"> <li>• Research history and lessons of incentive/performance based systems and lesson, engage with researchers</li> <li>• Identify appropriate independent evaluation agency to do the work</li> <li>• Cultivate interest among local government actors/MPs and donors interested in undertaking this work</li> <li>• Finalize design and materials to be used, identify intervention areas, and conclude contracts</li> </ul>	<p><i>1,400,000 over 3 years</i> 300,000</p> <p>(+ amount of capitation grant to be disbursed)</p>

1.1.8 TPM	<p><b>WATER – WATER POINT FUNCTIONALITY</b>  <b>Links to Goals 1, 2 &amp; 3</b>  The Daraja initiative has been tested and working; and nationwide launch undertaken, enabling citizens in at least one fifth of the country opportunity to monitor and report on water point functionality.  Potential key partnership roles explored as follows:</p> <ul style="list-style-type: none"> <li>• Continued support to Daraja</li> <li>• As findings become available to link to media.</li> <li>• As Daraja goes national link with media, FMCG and others to spread the news.</li> <li>• Link with Uwazi for analytical support as needed to process, analyze and feedback monitoring information back into the ecosystem</li> <li>• Link with Parliament committees to review and act on findings.</li> <li>• Link with learning and evaluation</li> </ul>	<p style="text-align: right;"><i>1,200,000 over 3 years</i> 500,000</p>
1.1.9 TPM	<p><b>HEALTH – LEARNING &amp; MONITORING STOCKOUTS</b>  <b>Links to: Goals 1</b>  Understanding developed of key issues in health and relationships built with key actors to commence work in health.</p> <ul style="list-style-type: none"> <li>• Identify key people and materials for reading, engage consultants that can help deepen understanding</li> <li>• Use lessons to develop concrete work, including potentially linking with other performance based pay programs in health</li> </ul> <p>Design and support other groups/citizens to undertake systematic monitoring of availability of essential drugs/medical supplies countrywide, reaching at least 100,000 people.</p> <ul style="list-style-type: none"> <li>• Inform popular materials of basic entitlements (checklists) and what they can do about it</li> <li>• Promote media investigation and coverage of these issues</li> <li>• Support local partners (eg Sikika, Tamasha) to undertake monitoring and effective reporting</li> <li>• Use mobile phone based platforms for systematic monitoring</li> <li>• Leverage 5 key channels to communicate information in all directions</li> </ul>	<p style="text-align: right;"><i>500,000 over 3 years</i> 150,000</p>
<b>Programs Tanzania subtotal</b>		<p style="text-align: right;"><i>Commitments 10,000,000</i> <b>Expend 3,000,000</b></p>

# 1.2 Programs Kenya

## 1. Key considerations for 2011

- The 2011 Plan invests in content that is more readily usable to stimulate citizen agency through established media partnerships. We will also establish a robust independent tracking monitoring mechanism; bringing on board an additional, bolder and outside-the-box media partner; and consider relationships with other media networks to complement results from mainstream partners.
- We will seek out and piggyback on strategic constitution-based initiatives that show promise to stimulate citizen agency. Careful application of our program investment criteria and weighting of our niche/added value will guide engagement.
- In sharpening our partnership approach, greater attention will be paid to understanding and analyzing key aspects in the education, health and water sectors. This will assist in better definition of our added value to ongoing efforts as well as a better sense of what else needs to be done. Identification of key actors in these sectors and building value-adding relationships with them is a key action point for 2011.
- Popular culture has been a major channel for mobilizing public attention to cause in Kenya. Most recently, artistes have played a part in mass mobilization for voter registration; political campaigns (2010 referendum) and peace building efforts after the 2007/8-post election violence. This channel evidently works more than most in capturing the imagination of the youth, both urban and rural: In 2010, we will invest in creating a deeper understanding of popular culture in Kenya and test its efficacy in stimulating imagination among youth in furtherance of Twaweza and partners’ goals of citizen agency. Music will be a key focus.

## 2. Key Goals for 2011

- Stimulating citizen driven change through a well thought out access to information strategy through identified large channels;
- Connecting diverse actors to avail tools that citizens can easily use to project their voice, engage and make change happen;
- Raise the public profile of the Ni Sisi concept and spurring imagination around it through an innovative multimedia communication strategy.

## 3. Key Risks & Risk Management

Potential Risks	Mitigation measures
<ul style="list-style-type: none"> <li>▪ <b>Twaweza’s profile in Kenya:</b> the visibility of Twaweza in Kenya is still low, partly due to relative newness/low intensity action and mainly due to existence other similarly named initiatives, including appropriation of “Ni Sisi” by a former colleague. There is a risk of ‘brand confusion’ both organizational and conceptual.</li> </ul>	<ul style="list-style-type: none"> <li>▪ In 2011 Twaweza in Kenya may want to communicate itself more frontally, even as we pursue building a profile through work;</li> <li>▪ Legally securing the names ‘Twaweza’ in all 3 countries needs to be fast tracked and concluded.</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Political developments:</b> Kenya is in steeped in major political processes happening simultaneously: implementation of the new constitution; impending ICC prosecution of post election violence suspects; the 2012 general elections/presidential transition and onset of a devolved system of government. These are likely to crowd the field of work, and potentially ‘distract’ Twaweza from its core citizen concerns.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sharper definition and management of partnerships/relationships. Support to partners to nimbly tap into potential for citizen agency opportunities in the busy political environment, while maintaining Twaweza edge, niche and role.</li> </ul>



Code/ Resp.	Outcome and Outputs	Budget (USD)
<b>1.2.1 Head</b>	<b>Strategic Framework Partnerships: Strategic partnerships brokered and supported to promote citizens agency and information on education, water and health based on win-win principle in Kenya</b>	<i>Commitments not calculated</i> <b>Expend 2,595,000</b>
1.2.1 KPM	<b>Framework agreements with 3 mainstream media companies with nationwide coverage</b> <ul style="list-style-type: none"> <li>- National media companies (radio and TV) strengthen existing programs to stimulate/activate citizens to express and project their voice on issues of concern to them</li> <li>- Uwazi ‘Did you know?’ and other outputs shared in newspapers; and linkages developed of how data and analysis from Uwazi and partnerships can inform media</li> <li>- Media companies carry public service adverts at highly concessionary rates (on partnership terms)</li> <li>- Community media groups strengthen existing programs as well as come up with new ones that stimulate citizens to speak out on key concerns as well as provide platforms for feedback and debate</li> </ul>	<b>600,000</b> Expected NMG: 120, 000 - 180,000 RMS:200, 000 - 300,000  Committed RAG: 150, 000 – 200, 000 others: 50, 000
1.2.2 KPM	<b>Support new initiatives in media to enhance citizen agency, further Twaweza/Ni sisi concept and complement the sectoral partnerships</b> <ul style="list-style-type: none"> <li>- Support set up of Matatu TV initiative in Kenya as adaptation of the successful Daladala TV in Tanzania to stir public debate on governance, public services and topical issues of the day;</li> <li>- Buni Ltd (producers of the popular XYZ TV satire) supported to produce specific episodes communicating themes that further Twaweza &amp; partner goals and dissemination of the show on multiple platforms (radio, open air, mobile and static digital signage, etc),</li> <li>- Support a media firm /NGO to independently produce and extensively broadcast products that amplify the Ni Sisi idea and give force to the goals of sector-based partnerships</li> </ul>	<b>415,000</b> Committed Buni Ltd: 150,000 Matatu TV: 200,000 Invest. Journalist: 15,000 Independent media firm: 50,000
1.2.3 KPM	<b>Framework agreements with two mobile phone companies</b> <ul style="list-style-type: none"> <li>- Through mobile technology companies, 2 Mobile phone companies’ or third party consolidators enable use of nation-wide infrastructure to partners’ initiatives to inform citizens through existing SMS interactive services to communicate tags with facts, teasers and opt-in links to subscribers – e.g. to enable reporting, verify information, share ideas/information etc (Over 20 million interactions projected)</li> </ul>	<b>300,000</b> Expected: 2 Mobile tech. firms: 200,000 Concessions to Airtel/Safaricom: 100,000
1.2.4 KPM	<b>Framework agreements with at least three fast moving consumer goods network,</b> Potential companies include: <ul style="list-style-type: none"> <li>- Kartasi Brand (manufacturers of exercise books) print Uwezo tests on 40 million exercise books and distribute through their networks</li> <li>- Diamond Industries Ltd (manufacturers of a popular bar soap “Panga”) disseminate through their packaging 300, 000 Uwezo-Twaweza calendars; 1million leaflets (500, 000 each million on education &amp; water);</li> <li>- A to be identified FMCG (detergent soap/commonly used disinfectant or baby soap) to disseminate through packaging mini-booklets on health and partners with the Hospital Satisfaction Index initiative to run a promotion that encourages citizens to engage with the HSI</li> </ul>	<b>250,000</b> Expected (print & dissemination) Exercise books: 50,000 Calendars and leaflets:20,000 HSI competition: 80, 000 Others TBD: 100,000
1.2.5 KPM	<b>Engaging Major religious networks</b> <ul style="list-style-type: none"> <li>- Support to OAIC to better articulate their Communities of Justice initiative; disseminate Uwezo results, stimulate debate with their congregations, popularize citizen engagement;</li> <li>- Catholic Bishops, SUPKEM &amp; NCKK foster members’ voice to debate, monitor and engage in service delivery issues in health, water, education, governance in their areas. Specifically support development and distribution of at least 100,000 booklets each on: <ul style="list-style-type: none"> <li>o Uwezo results;</li> <li>o water services</li> <li>o health services</li> <li>o governance and public service delivery</li> </ul> </li> </ul>	<b>200,000</b> Expected (print, partnership, dissemination) OAIC: 50,000 Catholic Bishops: 50, 000 NCKK: 50, 000 SUPKEM: 50, 000

Code/ Resp.	Outcome and Outputs	Budget (USD)
1.2.6 KPM	<p><b>Design Twaweza - Ni Sisi multimedia communication products to popularize the Twaweza idea in Kenya</b> following a citizen narrative sequence of “feeling powerless/helpless to change things”, to “explorations of possibilities/power to act and make a difference” to “stories/depictions of people in similar situations acting and making a difference”</p> <ul style="list-style-type: none"> <li>- 6 radio and 6 TV spots (standard quality) developed by Royal Media Services to show critical challenges in water, education and health in Kenya, and how citizens are reframing the issues from an ethnic based blaming the other to taking actions themselves (“ni sisi”) to solve them and broadcast under agreements in 1.21.1</li> <li>- 2 radio; 2 TV (high quality) developed by JWT and broadcast under agreements in 1.21.1</li> <li>- A media communications company is supported to work with partners in education, health and water to design and produce a series of high quality, provocative “Just Imagine Kenya” video clips and pictorial infomercials produced and broadcast to depict how public services in health, water, education, governance ‘ought to be like’ crafted to prod questions like ‘but why are they not that way now?’ These will tap into the power of positive communications</li> </ul>	<p><b>300,000</b></p> <p>Contracted RMS: 20,000</p> <p>Expected JWT: 40,000 ‘Just Imagine’ series: 240, 000</p>
1.2.61 KPM	<p><b>Imaginative Public communications initiatives</b></p> <p>Support 4 public communications to provide platforms for information exchange as well as trigger public imagination in furtherance of sector goals and citizen agency.</p> <ul style="list-style-type: none"> <li>- ShujaazFM comic/mobile/radio platforms by Well Told Stories as well new ideas to link fans arising from their success in 2010</li> <li>- Document lessons from the Mediae-Twaweza Makutano Junction show (Season 11) and based on assessment, consider further collaboration for Season 11 with greater linkages with partners’ work</li> <li>- Support the Institute of Economic Affairs (IEA) to massively communicate, in an imaginative way, key information from their published Youth Fact Book (2010) and Youth Scenarios Project</li> <li>- Support popular culture productions (music and other performing arts) in production and dissemination of pieces relevant to Twaweza themes of citizen agency, public engagement and inspiring citizens’ imagination of their capabilities to make things happen (Ni Sisi)</li> </ul>	<p><b>530,000</b></p> <p>Contracted Mediae Ltd 80, 000</p> <p>Expected IEA: 100, 000 WTS: 250,000 Pop productions&amp; Dissemination/other: 100,000</p>
<b>1.2.1 Head</b>	<b>Strategic Partnerships (on specific service delivery areas): Three Strategic Partnerships brokered and supported in Kenya on water, education and health</b>	<i>Commitments not calculated</i> <b>Expend 1,290,000</b>
1.2.7 KPM	<p><b>EDUCATION – PROMOTING LEARNING AND FUNDS REACHING SCHOOLS</b></p> <p>A learning and education partnership brokered to foster citizen agency and an ecosystem effect to address the quality of learning and education in schools through ensuring education funds accountability in primary and secondary schools, fostering teacher accountability debate on learning outcomes. Potential ideas include, at least:</p> <ul style="list-style-type: none"> <li>- 5 million citizens informed on free primary education FPE and Secondary school education funds (purpose, schedules);</li> <li>- 10,000 actively monitor and report on education fund flows to schools and begin carrying out actions for accountability at school/authority levels;</li> <li>- 3 million citizens (parents, teachers and pupils) access findings of the Uwezo Annual Learning Survey;</li> <li>- 25,000 are aware and begin to debate distinctions between education as inputs (classrooms, teachers, books, school infrastructure) and learning outcomes (abilities and skills acquired by pupils);</li> <li>- 10,000 teachers take interest and debate findings of the Uwezo survey and their link to pupils' learning outcomes; pedagogy and their professional ethics and accountability</li> <li>- 100,000 citizens are aware of the state of teacher absenteeism in Kenya and 10, 000 begin to respond</li> </ul> <p><b>Potential Partner Actions</b></p> <ul style="list-style-type: none"> <li>- NTA is supported to produce innovative communication products and disseminate them to inform citizens on GOK education subsidy</li> </ul>	<p><b>600, 000</b></p> <p>Contracted ICT Consultants Ltd 25,000</p> <p>Expected KEPSHA: 100,000 KESHA: 25,000 NTA: 50,000 SODNET: 100,000 Materials and dist: 500,000</p>

Code/ Resp.	Outcome and Outputs	Budget (USD)
	<p>funds (FPE &amp; Secondary School) and sharpen ongoing accountability initiatives in the education sector</p> <ul style="list-style-type: none"> <li>- Uwezo is supported to communicate its survey findings to citizens (parents, teachers and pupils) by tapping into partnerships in 1.21.1, 1.21.3, 1.21.4, 1.21.5&amp; 1.21.6</li> <li>- KEPSHA and KESSHA supported in a win-win partnership and the leadership engages teachers in debates on learning outcomes, education reforms and other specific actions to improve learning and foster accountability in the education sector (e.g. education grants, teacher attendance, monitoring and reporting, etc)</li> <li>- SODNET is supported to develop its Huduma tool to supplement existing efforts by other actors to track education funds flow and use by citizens, e.g. CDF, FPE, secondary school subsidies, bursary funds, etc) and emerging data used to create greater public debate and communication of positive and negative stories through media framework agreements;</li> <li>- Uwazi develops 2-3 popular briefs based on emerging stories and its independent work to feed into the ecosystem through stated channels</li> <li>- Uwezo, NTA and SODNET linked with the Kenya Media Program and independent journalists to collaborate in generating at least 10 investigative stories for TV and newspaper on the state of education services in Kenya</li> </ul>	
1.2.8 KPM	<p><b>WATER – UNDERSTANDING POLICIES AND TRACKING PROGRESS</b></p> <p>A partnership is brokered to foster citizen agency and an ecosystem effect to address access and quality of water services. Specifically, through partner actions, at least 1 million citizens are informed on key policy and legal promises on access to water and at least:</p> <ul style="list-style-type: none"> <li>- 5,000 report on nearby water points and their functionality</li> <li>- 5,000 report on costs of water per bucket and are able to compare the same with other places; and</li> <li>- 2,000 begin to develop and carry out options to address water issues in their areas</li> </ul> <p><b>Potential Partner Actions</b></p> <ul style="list-style-type: none"> <li>- SNV, Wateraid get support to undertake a national water point/services mapping using options that enable citizen engagement and visualize results, disseminate them at strategic forums to spur debate as well as share practical information that can be used by decision-makers as well as other actors with an interest in water services;</li> <li>- SODNET supported to provide a public feedback platform on water service provision through its Huduma tool</li> <li>- A water sector partner supported to set up a mobile phone based system to stimulate and enable citizens to monitor, report and debate on water issues through agreements with mobile technology companies (1.21.3) and media partnerships (1.21.1)</li> <li>- RMS and JWT (1.21.6) develop adverts depicting water service delivery failures and inequalities which are aired for 3-6 months on radio and TV as part of 1.21.1</li> <li>- Uwazi generates and provides data and analysis, including through the Wananchi Survey (once on in Kenya) and data from Huduma, on the water sector in Kenya to feed into the ecosystem</li> <li>- KEWASNET supported to produce popular communications (publications, leaflets) on water policies, the state of water access and resourcing issues, highlighting equity issues</li> <li>- 2-3 water sector organizations linked with the Kenya Media Program or independent journalists generate at least 10 investigative stories for TV and newspaper on the state of water services in Kenya</li> </ul>	<p style="text-align: right;"><b>540, 000</b></p> <p style="text-align: right;">Contracted SODNET: 87,000</p> <p style="text-align: right;">Expected: Water mapping: 300,000 Popular booklets/ leaflets: 63,000 KEWASNET 90, 000</p>
1.2.9 KPM	<p><b>HEALTH – TRACKING ACCESS AND AVAILABILITY</b></p> <p>A health services partnership brokered to foster citizen agency and an ecosystem effect to address the quality of health services nationally through enabling information access to the public, tools and platforms for citizen engagement and feedback on everyday citizen experiences. Specifically, through the partnership, at least:</p>	<p style="text-align: right;"><b>150,000</b></p>

Code/ Resp.	Outcome and Outputs	Budget (USD)
	<ul style="list-style-type: none"> <li>- 2 million citizens access practical information on key policy and legal promises on health services in Kenya and:</li> <li>- 10,000 begin to compare official promises against reality on the ground and report on access to health services, availability of supplies and deployment of health workers using tools like Huduma and the HAI Stock-out Campaign platform;</li> <li>- 2,000 begin to develop and carry out options to address health issues in their areas</li> </ul> <p><b>Potential Partner Actions</b></p> <ul style="list-style-type: none"> <li>- Health Action International, KETAM and the Morris Moses Foundation (MMF) supported to develop communication pieces to enable at least 2 million citizens access practical information on key policy and legal promises on health services in Kenya;</li> <li>- From information and analysis by partners and formative research paper on health services in Kenya,</li> <li>- SODNET supported to develop HUDUMA to supplement existing efforts in monitoring health service delivery and accountability in the sector (HAI, KETAM, Hospital Satisfaction Index by MMF) and avail platforms on citizen feedback on access to health services, availability of supplies and deployment of health workers, etc;</li> <li>- Uwazi generates data on health services in Kenya and prepares policy/information briefs for wide distribution;</li> <li>- Advertising company engaged to develop imaginative TV/radio spots and print adverts on selected themes in health (1.21.5) for broadcasting through media framework agreements (1.21.1)</li> <li>- All religious partners supported to foster information flow, debate and citizen action among faithful on pressing health issues through specific communication products and self-organized forums;</li> <li>- Support health partners' efforts through linkages with the KMP and independent journalists to generate at least 10 investigative stories for TV and newspapers on the state of health services in Kenya</li> </ul>	<p>Expected: KETAM: 50,000 HAI: 50,000 MMF: 50,000</p>
	<b>Programs Kenya Total</b>	<p><i>Commitments not calculated</i> <b>Expend 3,885,000</b></p>

# 1.3 Programs Uganda

Because this is the first time there is a plan from Uganda, instead of addressing how past experience has shaped 2011 and notable goals, we present a brief contextual analysis that has informed our work.

## ***General Context***

The February 2010 elections are increasingly dominating public attention. Regime survival is priority for the government and there is little in life that is not being politicized. So far violence has been limited to small incidents. Developments in both Uganda and Kenya, which are closely following in Uganda, may have a positive effect on the election process. The ICC process in Kenya can have a deterring effect, while the considerable loss of the ruling party in Tanzania shows that change is possible and may motivate Ugandans to vote. Despite the continued creation of districts from 69 in the last elections to 117 now, there is continued fiscal recentralization. A recent local council assessment showed that in most districts discretionary funds are less than 1% of the budget.

Uganda has a relatively progressive Access to Information Act 2005, but it has not been operationalized; and neither the general public nor many government officials are aware of their rights and obligations. Though generally the media are relatively free, since the riots of September 2009 it is prohibited to broadcast live debates, such as the ad lib Baraza's (instead government itself intends to organize Baraza's), and a number of radio stations believed to have catalyzed the riots were forced to close. District radios continue to have the biggest outreach, with their capacity to combine local and (inter)national news and easy use of local languages. Mobile phone and, to a certain extent, internet are fastest growing media in terms of users and possibilities, and hold plenty potential for more growth.

Uganda has dropped on the TI Corruption Perception index from 111 to 126 (compared to TZ from 94 -102, and Ke improved from 150 to 147). Recently donors decreased bilateral aid with 10% as a reaction to the governments' inadequate response to grand corruption scandals such as around CHOGM. Corruption appears to be an accepted dimension of Ugandan culture. Compared to Kenya and Tanzania, Uganda's economy is growing at a faster rate. Oil will start generating income within 3 – 4 years, which will be historic moment and which will change everything, for much better or for much worse. Twaweza Uganda will decide in 2011 if and how it will use its program towards exploitation of oil in a manner that the benefits the wider Ugandan population.

## ***Citizens making a difference***

Citizens' access to relevant and practical information is minimal. Though much data and information is available, access to it is limited, even for professionals, for a variety of reasons. There are opportunities to overcome this, starting with the right of citizens to information, defined in the ATI Act. A number of government organizations are more open to providing information, most notably the Ugandan Bureau of Statistics. Computer technology and internet offer opportunities to display data and information in an interactive manner – not so much for the masses but for intermediaries. Several organizations are developing and piloting ways to utilize such data at scale, relay it to citizens by radio and mobiles, and stimulating to engage and take action. Currently, however, most initiatives that engage citizens monitoring services, often implemented by CSO's, are on limited scale and operate for limited time.

## ***Partnerships that get things done; the five networks and institutions***

### **Media**

Despite many weaknesses, district radios are best situated to reach the masses and increasingly do so. The Ugandan Radio Network has become stronger over the past few years and is a strategic organization, with internet based services against a fee to which local radios subscribe. Most important limitations to district radio's: 2/3 of the stations are owned by NRM affiliates; strong (self) censorship around specific corruption, political leadership and army; blur between advertisement and news content, leaving the decision on what is news to the highest bidder. Nevertheless, district radios are highly interactive, with numerous popular call-in shows to which listeners widely contribute at their own cost. Newspapers are read in urban centers, practically absent in rural areas but reused by other media such as local radio. Despite good intentions, with the small readership it is difficult for print media to make ends meet,

resulting in inconsistent quality and depth. New Vision Group (minority share by the Government) and Nation Media Group (privately owned) are the only two media houses that combine print, radio, TV and internet.

#### **Mobile Phone Companies**

Uganda has now more than 10m mobile subscribers, which means approximately 1 in 3 people own a phone. With many people sharing mobile phones, practically almost everyone has access to the mobile network. GPRS coverage is 90% (which is higher than USA), making it possible almost anywhere in Uganda to access the internet using a 25 US\$ phone with ever decreasing access prices (m.facebook is free with MTN): A whole new interactive world is waiting to be discovered. There are various initiatives using SMS technology to inform citizens and/or to get their views.

#### **FMCG**

So far this 'information' channel is hardly being used and will require further exploration regarding willingness, potential outreach and its comparative advantage or contribution compared to other networks .

#### **Faith Based Organizations**

FBO in Uganda have a formidable effect on people's values, opinions and behavior. All big FBO's are in some way involved in health, education and water, making them interesting and powerful partners for Twaweza Uganda. An encouraging development is that religious organizations have individually approached Uwezo and are strategizing on how they can contribute. Twaweza partnerships will be explored.

#### **Unions**

Need to be further explored.

Code/ Resp.	Outcome and Outputs	Budget (USD)
1.1 Head	<b>Strategic Partnerships: Strategic overall framework agreements brokered and supported among key networks with wide reach in Uganda</b>	<i>Commitment 6,400,000</i> <b>Expend 1,400,000</b>
1.3.1 UPM	<p><b>Links to 2013 Goals 1 &amp; 2</b>  <b>Framework agreements with 1-2 media companies</b>  National media radio and TV broadcasting companies supported to strengthen selected existing programs and create new ones to play their role as independent third sector and:</p> <ul style="list-style-type: none"> <li>• inform citizens and increase coverage of rural issues and people</li> <li>• enable citizens to voice and debate their perspectives,</li> <li>• improve quality of news and programs,</li> <li>• strengthen investigative journalism,</li> <li>• strengthen public journalism</li> <li>• strengthen use of social media and improve website access,</li> <li>• carry imaginative public service adverts</li> <li>• carry streamed and ad hoc information from Uwazi</li> </ul> <p><b>Framework agreement with Uganda Radio Network providing core subsidy to:</b></p> <ul style="list-style-type: none"> <li>• Strengthen rural – urban information flow</li> <li>• Stimulate citizen debate and participatory programming</li> <li>• Innovate in rural radio broadcasting, a.o. inter-radio connectivity, Daladala radio, TRAC FM</li> <li>• strengthen use of social media and improve website access, including live streaming, news archive, video posts</li> <li>• transfer similar service to Tanzania and/or Kenya</li> </ul>	<p style="text-align: right;"><i>600,000 over 4 years</i> 100,000</p> <p style="text-align: right;"><i>1,000,000 over 4 years</i> 250,000</p>
	<p><b>Media innovations</b></p> <ul style="list-style-type: none"> <li>• <b>Daladala Radio/TV.</b> Monitor, Assess and assist in the shaping of the program so that it fits with Twaweza’s objectives, responds to the Ugandan situation and contributes to the ecosystem. Radio in collaboration with URN.</li> <li>• <b>Uganda version of “Ni Sisi”</b> Adverts; a series of Luganda plus vernacular advertisements, for TV and Radio. Enthusing people to feel a personal responsibility to act at different levels and intervene up to National level. Action would be towards ensuring better social services in their village/ward and to regularly monitor those services, thus enhancing citizen agency. 12 Radio and 12 TV ads. Spots based on experience in Tanzania and Kenya.</li> <li>• <b>Support one campaign following the Twaweza theory of change</b>  A long term campaign focusing on large scale attitudinal change that stimulating agency and leading to enhanced individual opportunities</li> </ul> <p><i>Framework agreements under 1.1 leveraged to support this objective as appropriate</i></p>	<p style="text-align: right;"><i>1,000,000 over 4 years</i> 200,000</p>
1.3.2 UPM	<p><b>Links to 2013 Goals 1 &amp; 2</b>  <b>Framework agreements with at least two mobile phone service companies or organizations specializing and innovating in the use of mobile technology</b>  Win-win partnership agreements reached with mobile phone companies to:</p> <ul style="list-style-type: none"> <li>• enable their nationwide infrastructure to inform citizens via SMS and other means,</li> <li>• enable citizens to monitor/verify and report/share information (e.g. school attendance, government expenditure, medical supply)</li> </ul>	<p style="text-align: right;"><i>800,000 over 2 years</i> 250,000</p>

Code/ Resp.	Outcome and Outputs	Budget (USD)
	availability) <ul style="list-style-type: none"> <li>• enable citizens to discuss basic services user experience,</li> <li>• work with third party companies that can process/analyze feedback received through mobile platforms and visually present it, and/or</li> <li>• explore options to provide low cost internet access over mobile phones for citizens, such as free facebook by MTN</li> <li>• stimulate innovation and software development for low cost mobile phones</li> </ul>	
1.3.3 UPM	<b>Links to 2013 Goals 1 &amp; 2</b> <b>Framework agreements with 1-2 fast moving consumer goods companies</b> Win-win partnership agreements reached with FMCG companies to use their nationwide distribution networks (supply chain, marketing & CSR) to: <ul style="list-style-type: none"> <li>• Inform citizens through placement of information on or inside packaging, special ‘bundling’, or piggybacking materials to distributors,</li> <li>• foster interaction and citizen feedback through competitions and other forms of engagement, and/or</li> <li>• promote debate on issues of common concern</li> </ul>	<i>500,000 over 2 years</i> 250,000
1.3.4 UPM	<b>Links to 2013 Goals 1, 2, 3 &amp; 4</b> <b>Framework agreements with at least two faith bodies (Muslim and Christian)</b> Partnerships agreed with major faith bodies to: <ul style="list-style-type: none"> <li>• develop a common (inter-faith) conceptual understanding of ethical issues regarding integrity, transparency, and accountability,</li> <li>• inform their members of key issues of public interest, primarily through existing channels such as Friday prayers, Sunday services, <i>madrasas</i>, bible studies; Twaweza may cover printing of materials</li> <li>• encourage members to monitor the local situation, enable monitored information to be collated and sent back,</li> <li>• Enable local level sharing, analysis and action taking on key issues,</li> <li>• Enable faith leaders to undertake fact-finding missions and share findings broadly,</li> <li>• enable religious leaders to engage citizens on common ethical accountability issues through the media, and/or</li> <li>• enable religious leaders to engage with policy players on critical issues</li> </ul>	<i>300,000 over 2 years</i> 150,000
1.3.5 UPM/ Head	<b>Links to 2013 Goals 1, 2, 3 &amp; 4</b> <b>Framework agreement reached with the Uganda National Teachers Union (UNATU)</b> Partnership agreed with UNATU to: <ul style="list-style-type: none"> <li>• strengthen communication and responsiveness with its members countrywide,</li> <li>• promote a new ‘compact’ with society focused on teacher welfare and standards,</li> <li>• promote renewed respect by communities and teachers pride, by providing teachers, on request, with a variety of information</li> <li>• to develop a database of all its member teachers so as to enable better understanding of their profile and improve communication,</li> <li>• foster its members to monitor and analyze situation, particularly in relation to capitation grant, availability of books and other supplies, water and sanitation, and other issues teaching conditions and learning quality</li> <li>• enable TTU leaders to engage citizens on teaching welfare and accountability issues through the media, and/or</li> <li>• enable TTU leaders to engage with policy players on critical issues</li> </ul>	<i>400,000 over 3 years</i> 100,000
1.3.6 UPM	<b>Links to 2013 Goals 2 &amp; 3</b> Support 2-3 innovative organizations to monitor access and quality of basic services, access to information and local governance through use of ‘mystery clients’ and other approaches, that particularly engage young citizens, and report findings widely to spur public debate.	<i>300,000 over 3 years</i> 100,000



Code/ Resp.	Outcome and Outputs	Budget (USD)
<b>1.3 Head</b>	<b>Strategic Partnerships: Three strategic partnerships brokered and supported in Tanzania and Kenya</b>	<i>Commitments 2,300,000</i> <b>Expend 550,000</b>
1.3.7 UPM	<p><b>EDUCATION</b> <b>Links to 2018 Goal 1 &amp; 2013 Goals 1, 2, 3</b></p> <p>Partnership brokered to enable citizens throughout Uganda (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 and donors to harmonize and make capitation grant flows more predictable.</li> <li>• Advertizing company to design informational adverts.</li> <li>• Uwazi or 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.</li> <li>• UNATU 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>• Uwezo Initiative supported to strengthen communications and disseminate findings widely</li> <li>• Framework agreements under 1.1 leveraged to support this objective as appropriate</li> </ul>	<p><i>1,000,000 over 4 years</i> <i>200,000</i></p>
Head, Mgmt Coord	<p><b>Links to 2018 Goal 1 &amp; 2013 Goals 1, 2, 3</b></p> <p>Carefully designed experiments on local cash on delivery to improve learning outcomes, and commission rigorous evaluations to test impact, and partners/staff identified to implement them well starting in late 2011/early 2012. :</p> <ul style="list-style-type: none"> <li>• Research history and lessons of incentive/performance based systems and lesson, engage with researchers</li> <li>• Identify appropriate independent evaluation agency to do the work</li> <li>• Cultivate interest among local government actors/MPs and donors interested in undertaking this work</li> <li>• Finalize design and materials to be used, identify intervention areas, and conclude contracts</li> </ul>	<p><i>800,000 over 3 years</i> <i>200,000</i></p>
1.3.9  (1.3.8 reserved for water)	<p><b>HEALTH – LEARNING &amp; MONITORING STOCKOUTS</b> <b>Links to: Goals 1</b></p> <p>Understanding developed of key issues in health and relationships built with key actors to commence work in health.</p> <ul style="list-style-type: none"> <li>• Identify key people and materials for reading, engage consultants that can help deepen understanding</li> </ul> <p>Design and support other groups/citizens to undertake systematic monitoring of availability of essential drugs/medical supplies countrywide, reaching at least 100,000 people.</p> <ul style="list-style-type: none"> <li>• Inform popular materials of basic entitlements (checklists) and what they can do about it</li> <li>• Promote media investigation and coverage of these issues</li> <li>• Support local partners (eg Uganda National Association of Community and Occupational Health (UNACOH)) to undertake information sharing, monitoring and effective reporting</li> <li>• Use mobile phone based platforms for systematic monitoring</li> <li>• Framework agreements under 1.1 leveraged to support this objective as appropriate</li> </ul>	<p><i>500,000 over 3 years</i> <i>150,000</i></p>
	<b>Programs Uganda Total</b>	<i>Commitments 8,700,000</i> <b>Expend 1,950,000</b>

# 1.5 Uwazi

Code/ Resp.	Outcome and Outputs	Budget (USD)
<b>1.5.1</b>	<b>Uwazi carries out and supports independent monitoring activities, prepares attractive information products with the data generated and ensures they are widely shared and published</b>	<b>668,000 (TZ) 235,000 (KE) 235,000 (UG)</b>
1.5.1.1 SM	<i>Wananchi Survey Pilot in Dar es Salaam</i> Pilot mobile phone data gathering on weekly basis for 550 households in Dar es Salaam for 20 weeks. Different technologies are tested including call centre, IVR and USSD. The data is processed, analyzed and reported using a standardized template. Findings are shared with media and on website. Lessons learned used to inform development of <i>Wananchi Survey</i>	50,000 (TZ)
1.5.1.2 SM	<i>Wananchi (Citizens) Survey</i> Baseline established and data collection undertaken bi-weekly (at least) using mobile phones collected about 3,600 households in Kenya, Uganda and Tanzania. Data processed, analyzed and made public on website and in newspapers. Dedicated staff appointed in Kenya, Uganda and Tanzania. Wananchi survey to start collecting data in TZ by April, by July in KE and by Sep in UG.	280,000 (TZ) +staff 210,000 (KE) +staff 210,000 (UG) +staff
1.5.1.3 SM	<i>Wananchi communications.</i> A separate Wananchi survey website is designed (linked to Uwazi website) on which Wananchi results are reported. Web-site gives priority access to selected journalists and has an interface allowing the public to create their own reports out of the Wananchi data. Wananchi bi-weekly survey reports are also made available in print and widely distributed.	50,000 (TZ)
1.5.1.4 HH	<i>Independent statistics monitoring.</i> Uwazi facilitates the activities of an independent statistics monitor (funded by ACT) by offering office space, web access, logistical support, printing and sharing information otherwise. The statistics monitor publishes bi-annual reports, maintains a website discussing quality of statistics and regularly produces op-eds.	8,000 (TZ)
1.5.1.5 HH/RA	<i>People Price Index</i> Price index constructed on using information collected from rural as well as urban areas to give a better citizen oriented picture published on a monthly basis on website and in newspapers. Data collection to start in April.	120,000 (TZ)
1.5.1.6 HH/RA/SM	<i>What's going on?</i> Support provided to carry out independent monitoring activities, such as on road blocks, HIV/AIDS, price of urban water, allowances or disbursement of capitation grants. Citizens and Uwazi associated are invited to try innovative, yet robust ways to monitor issues of public concern. The data is then produced on InfoShop website. In some cases reporting will be done as home made films.	15,000 (TZ) 10,000 (UG) 10,000 (KE)
1.5.1.7	<i>Monitoring by Citizens</i> Uwazi will establish and manage a group of citizens (initially 50, later possibly more) who act as Citizen Monitors. These monitors are trained in systematic data gathering. Information provided is used to feed Ushahidi type reporting sites as well as to produce existing information products which are disseminated using web and in print.	100,000 (TZ)
1.5.1.8	<i>Monitoring health.</i> The HMIS may be broken but at facility level health information is still recorded. This activity explores jointly with IFAKARA whether it is possible to collect information from a sample of health facilities in order to create health statistics representative at national and/or district level.	25,000 (TZ)
1.5.1.9	<i>Innovative monitoring initiatives:</i> Uwazi initiates and supports innovative approaches to monitoring and soliciting citizen feedback, for instance by carrying out monitoring through call centers	20,000 (TZ) 15,000 (UG) 15,000 (KE)
<b>1.5.2</b>	<b>Uwazi makes existing documents, budget information and data more easily accessible and available, in particular information around budget, statistical data and documents pertaining to the functioning of Government (political economy)</b>	<b>85,000 (TZ) 30,000 (KE) 30,000 (UG)</b>
1.5.2.1 JS	<i>Document data base.</i> Build a publicly accessible knowledge base using web 2.0 technology, developing and maintaining the 'access to qualitative information' part of the Uwazi website by including new exiting documents and keeping the document matrix up to date (identification of relevant documents, summarizing, tagging and uploading).	5,000 (TZ)

Code/ Resp.	Outcome and Outputs	Budget (USD)
1.5.2.2 RA	<i>Budget visualization.</i> Visualization of how public monies are allocated, disbursed, used and accounted for, with an emphasis on developing rankings/comparisons/equity issues between districts, sectors, etc. Likely topics including comparing budgets across years and sectors, comparison of previous year promises with actual delivery, analysis/visualization of the revenue side of budget (collections/exemptions), and commenting on levels of budget transparency/accessibility. Visualizations to be disseminated on web, but also in print and possibly CDs	50,000 (TZ) 30,000 (KE) 30,000 (UG)
1.5.2.3 RA	<i>Enhancing budget transparency</i> Forge close working relations with MPs (especially those in PAC committee), PER participants, TRA, CAG etc. aimed at enhancing budget transparency. Energize the partnership with relevant presentations, policy briefs and other information products. Report on Uwazi website the evolution of public debt (continuous debt meter). Also report the status of the available public finance documents and whether or not they are released on time.)	5,000 (TZ)
1.5.2.4 HH	<i>Innovative access to information activities:</i> Uwazi supports innovative approaches by third parties which enhance access to information, for instance through Open Tanzania which uses access to information legislation of donor agencies to access and share information with a broad audience. Other activities might include broadcasting available data sets to larger audiences or making documents reporting on public sector performance accessible and searchable (such as CAG special audit on water).	25,000 (TZ)
<b>1.5.3.1</b>	<b>Uwazi (facilitates) the production of existing information products</b>	<b>137,000 (TZ)</b> <b>22,000 (KE)</b> <b>17,000 (UG)</b>
1.5.3.1 HH/RA/SM/J S/DA	<i>Policy briefs, op-eds, ranking posters</i> Uwazi produces at least 9 succinct, well articulated policy briefs on areas in which Uwazi aims to enable and ecosystem for change and/or Twaweza related issues. Uwazi will also explore options create 3-6 rankings posters Briefs and posters are produced in English and Swahili, and disseminated to key actors and through media and websites.	20,000 (TZ) 10,000 (KE) 10,000 (UG)
1.5.3.2 RA/JM	<i>An open public debate around the budget.</i> Establishing a partnership a media institutions and establish a platform for exchange (inform citizens and promote informed dialogue) with politicians (e.g. MPs and Councilors). Topics may include state of local government budgets (revenues and expenditure), constituency development funds usage, audits, and key service delivery sectors.	25,000 (TZ)
1.5.3.3 RA	<i>Strengthening communications of oversight committees and provide citizen feedback mechanisms.</i> Create a close working relationship with the CAG/PPRA/TRA/PAC (TZ) to (i) strengthen communication and (ii) establish an improved feedback mechanism for Wananchi, possibly using SMS and a call centre or other phone based platform.	50,000 (TZ)
1.5.3.4 JS	<i>Yellow pages of public sector.</i> Where do citizens go when they have questions about their water source, or when teachers do not show up for work? This booklet, which is distributed widely, explains functions of different government offices (local, district, national) and provides contact details for officers at central government and district level.	25,000 (TZ)
1.5.3.5 DA	<i>Did you know? The auditor general speaks</i> Key facts that compare and contrast situations are published in a prominent dedicated space in different newspapers on a daily. Facts are also presented on websites, tweets etc. Readers are invited to submit facts.	2,000 (TZ) 2,000 (UG) 2,000 (KE)
1.5.3.6	<i>Innovative information products</i> Uwazi experiments with releasing information using innovative means such a through dynamic billboards, stickers, on khangas or otherwise. Uwazi also experiments with better ways to present information, including on maps or enhanced graphics	15,000 (TZ) 10,000 (KE) 5,000 (UG)
<b>1.5.4</b>	<b>Analytical work reflecting lessons learned, in response to partner requests, as part of monitoring or to create policy space for Twaweza and its partners</b>	<b>63,000 (TZ)</b> <b>25,000 (KE)</b> <b>25,000 (UG)</b>

Code/ Resp.	Outcome and Outputs	Budget (USD)
1.5.4.1 RA	<i>In depth financial analysis.</i> In-depth analyses relating to the work of oversight bodies (e.g. EWURA, PAAC, LAAC, PPRA) and establishes links with journalists/media to disseminate information widely/facilitate informed citizen dialogue. Staff provided by ACT. Uwazi facilitates with logistics and office support.	10,000 (TZ)
1.5.4.2 HH	<i>WB: Cabinet paper</i> Policy Note comprising a strategy for HD sector (health, water and education)	0
1.5.4.3 HH/DA	<i>Uwezo East Africa Report</i> Report comparing Uwezo results across East Africa	15,000 (TZ)
1.5.4.4 HH	<i>LSMS Handbook paper</i> <i>Paper reporting lessons learned from mobile phone surveys (Wananchi, DSM pilot and People Price Index)</i>	5,000 (TZ)
1.5.4.5. JS	<i>Political economy analysis</i> Research into the functioning of the public sector at national, district and local (village level), identifying commonalities, links and making insightful to a broad audience the links between the national and the local and vice versa.	8,000 (TZ)
1.5.4.5 HH/RA/SM	<i>Analysis in response to emerging needs/opportunities including for Twaweza evaluation and those of Twaweza partners</i> Respond to critical opportunities that arise for undertaking analytical work, that may be done by the InfoShop or commissioned to external parties	25,000 (TZ) 25,000 (KE) 25,000 (UG)
1.5.5	<b>Uwazi is well managed with motivated staffed who are able to deliver core products and to catalyze partnerships aimed at change in core areas of Uwazi's work (budget transparency, access to information, independent monitoring) and Twaweza (health, water and education)</b>	<b>415,000 (TZ)</b>
1.5.5.1 DA/MM	<i>Website</i> Uwazi has a well designed website that is kept up to date	Twaweza LC budget (0)
1.5.5.2 HH/RA/SM	<i>Building relationships with key interlocutors</i> To create partnerships for change Uwazi staff will build close working relations with authorities, oversight committees and groups (NGOs), media as well as donor agencies	5,000 (TZ)
1.5.5.3 HH/RA/SM/J S	<i>Collaboration with national and international research institutions</i> <ul style="list-style-type: none"> <li>• Conference visits/Lectures</li> <li>• Visiting collaborators</li> <li>• Hosting researchers and students/interns</li> </ul>	10,000 (TZ)
1.5.5.4 HH/RA/SM/J S/DA	<i>Software, books, training, travel</i> Uwazi staff can purchase specialized books, software and attend training (statistics, information design, report writing, leadership) required to enhance their skills and deliver on their job.	Twaweza LC budget (0)
1.5.5.5	<i>Key analytical capacity in place and InfoShop managed effectively</i> <ul style="list-style-type: none"> <li>• Key staff recruited and in place and consultants and associates recruited as need</li> </ul>	400,000 (TZ)
	<b>Uwazi Total</b>	<b>1,368,000 (TZ)</b> <b>312,000 (KE)</b> <b>307,000 (UG)</b> <b>1,987,000 (all)</b>

## 2. Learning and Communications

Code/ Resp.	Outcome and Outputs	Budget (USD)
<b>2.1 VK</b>	<b>Learning and communication of lessons: a) Twaweza's effectiveness is increased through organizational learning, sharing of knowledge &amp; communication of lessons amongst Twaweza staff, its partners and partnerships, and b) Twaweza contributes meaningfully to global knowledge</b>	<b>87,000</b>
2.1.1 VK	Culture and practices of learning fostered and supported amongst Twaweza staff in 3 countries <ul style="list-style-type: none"> <li>• Reading group meets monthly, materials are shared online</li> <li>• Staff learning sessions are held twice monthly</li> <li>• Learning needs are extracted from staff appraisals and responded to</li> <li>• All Twaweza staff, plus staff of one partner organization to participate in annual immersion/field trip; lessons communicated through report</li> </ul>	Immersion 25,000 Staff courses, seminars: 20,000 Other: 2,000
2.1.2 VK	Learning, documentation and sharing of lessons takes place through placement of interns within Twaweza and with our partner organizations <ul style="list-style-type: none"> <li>• Short briefing produced on how we work with interns</li> <li>• At least 15 interns from East Africa/international recruited and placed at Twaweza and partners</li> <li>• Interns supported and guided in their learning</li> <li>• Lessons from intern experiences documented and shared</li> <li>• At least 3 reports from interns projects produced and shared</li> </ul>	18,000
2.1.3 VK, SH, RR (mentors)	Partners supported in fostering learning and documentation through tailor-made packages <ul style="list-style-type: none"> <li>• Visits to at least 5 partners take place, current practices and needs identified</li> <li>• Technical support and/or a mentor is provided where needs are identified</li> <li>• Exchange visits take place between partners, and lessons documented and shared</li> <li>• Changes in learning practices documented amongst at least 3 partner organizations and Lessons from partnerships / changes in the ecosystem analyzed and shared</li> </ul>	5 visits: 4,000 Mentors: 15,000 Exchange visits: 3,000
<b>2.2 VK</b>	<b>Knowledge generated, documented and shared amongst Twaweza staff, partner organizations and the public</b>	<b>52,000</b>
2.2.1 VK, MM	Sourcing and sharing of external knowledge relevant to Twaweza's work through collection of articles & websites and through media monitoring <ul style="list-style-type: none"> <li>• Database developed for key articles, using shared online application</li> <li>• Monthly summaries of key themes produced and circulated</li> <li>• Books and journal subscriptions purchased</li> </ul>	3,000
2.2.2 MM	Media (including print, TV and radio) is systematically monitored for key themes and analyses are produced <ul style="list-style-type: none"> <li>• Media print monitoring partnership is managed according to contract; online database developed and clippings are made available online and searchable</li> <li>• In house newspaper monitoring system developed and implemented for Twaweza in all 3 countries, clippings posted on physical notice board, and filed for easy access in office</li> <li>• Explore radio/TV monitoring possibilities</li> </ul>	24,000 5,000

Code/ Resp.	Outcome and Outputs	Budget (USD)
	<ul style="list-style-type: none"> <li>Internet scanned on selective basis for relevant coverage</li> </ul>	
2.2.3 VK, SH	<p>Cross-cutting themes identified, researched and used as key focus for learning in each quarter</p> <ul style="list-style-type: none"> <li>One theme identified and researched per quarter (such as participatory monitoring; information and action etc)</li> <li>Learning sessions and reading group used to explore/discuss theme</li> <li>Blog entries written on theme</li> <li>Where appropriate, presentations made at conferences and learning exchanges</li> </ul>	Conference travel 10,000
2.2.4	2-3 experts on Twaweza related issues identified and invited to engage staff and partners on a specific issue/theme and to give a public talk	Travel, DSA & honorarium 10,000
<b>2.3 VK</b>	<b>Communications: Work at partnership level imaginatively communicated and Twaweza with a dynamic identity and presence (in EA and internationally) developed further</b>	<b>160,000</b>
2.3.1 MM, VK	<p>Twaweza publication standards and style guide developed (including layout, branding, use of logo, copyright, language, press contact, etc)</p> <ul style="list-style-type: none"> <li>Website and social media policy is developed and fostered</li> </ul>	3,000
2.3.2 VK, MM, SH	<p>Publications developed and produced drawing on work of and in collaboration with Twaweza units and partners, and playing a final editing/quality assurance role for all Twaweza/Uwazi publications</p> <ul style="list-style-type: none"> <li>Twaweza Annual report</li> <li>Basic leaflets on Twaweza</li> <li>6 to 8 popular stories: two per quarter</li> <li>3 to 4 reports (16 – 24 pages); one per quarter</li> <li>4 to 6 presentations at public forums</li> <li>12 op-ed pieces or blog entries, 1-2 per month</li> <li>1 to 2 peer reviewed articles in journals</li> </ul>	3,000 6,000 16,000 12,000 2,000 0 0
2.3.3 MM	<p><i>Improved websites</i></p> <ul style="list-style-type: none"> <li>Templates for smooth collection of information from Programs and Uwazi and Partners are developed and communicated.</li> <li>Websites are restructured to be more attractive and carry better content of all 3 countries</li> <li>Website updating schedule developed website developed regularly</li> </ul>	Web design 6,000 Web hosting 3,000
2.3.4 RR	<p><i>Films</i></p> <p>Develop films on Twaweza concept/issues, people's voices, citizen agency</p>	80,000
2.3.5 MM	<p><i>Effective use of social Media</i></p> <p>Creative ways of popularizing Twaweza, Uwazi themes through social media are developed, e.g. using personal twitter, facebook accounts to interest audience (followers). Consider linking with effective/networked users</p>	5,000
2.3.6 MM	<p>Mass media, including Print and Electronic Media becomes self interested in reporting, investigating issues that relate to Twaweza themes. Twaweza staff are familiar with procedures to organize a press conference and other means of engaging journalists</p> <ul style="list-style-type: none"> <li>Attract journalists and potential partners to media-clippings in database</li> <li>Media monitoring database developed and share and guide for marking newspapers is created and communicated.</li> <li>Simple guide on how to get ideas for Op-eds and develop them into articles developed and shared to interested staff.</li> </ul>	0

Code/ Resp.	Outcome and Outputs	Budget (USD)
	<ul style="list-style-type: none"> <li>• <i>Coverage of health, education, water and citizen agency in media</i> Journalists with and media that have interest in covering above issues in depth identified and supported with information, networking, tips</li> </ul>	
2.3.7 MM	<p>Distribution of print material coordinated from printers to end users to maximize reach, garner feedback and use it to improve effectiveness</p> <ul style="list-style-type: none"> <li>• Database on distribution is developed</li> <li>• Distribution sheet for each publication developed a before printing begins: show who does what, distribution channel, agreement reached, mode of feedback</li> <li>• Materials distributed systematically and on time</li> <li>• Feedback received, entered into database, analyzed and reports produced</li> </ul>	24,000
2.3.8 MM, VK	<p>Basic inquiries from media, partners and the general public are responded to promptly and accurately.</p> <ul style="list-style-type: none"> <li>• Basic inquiry through phone and email responded to promptly</li> <li>• Generic presentations developed about Twaweza themes and concept</li> <li>• Frequently asked questions and answers prepared and made accessible through website</li> <li>• Represent Twaweza in meetings and forums as appropriate</li> </ul>	0
	<b>Learning and Communications Total</b>	<b>299,000</b>

### 3. Monitoring and Evaluation

Code/ Resp.	Outcome and Outputs	Budget (USD)
<b>3.1 Head</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>14,000</b>
3.1.1	Annual Plan and Budget 2011 finalized Quarterly review/planning meetings held 3X/year	6,000
3.1.2	Narrative, matrix, and financial reports produced at agreed frequencies and standards and shared with Board and donors in a timely manner <ul style="list-style-type: none"> <li>Progress reviewed at half year; half year progress brief (narrative) and budget versus expenditure report produced and analyzed,</li> <li>Comprehensive, analytical annual reports outlining achievements, gaps, lessons and implications against theory of change and Annual Plan produced</li> </ul>	0
3.1.3	Annual retreat to review annual performance, document achievements, gaps, lessons and implications, and to develop Annual Plan and Budget 2011	8,000
<b>3.2 VK</b>	<b>Twaweza able to take into account inputs from external evaluation and adjust direction accordingly</b>	<b>750,000</b>
3.2.1 VK, SH	Concept paper finalized to provide a framework for evaluation components	10,000
3.2.2 VK  SH	Relationship with Synovate, LPT and AIID managed as per contract, including research deliverables, public report-backs and communication <ul style="list-style-type: none"> <li>Annual Plans from LPT and AIID reviewed for quality assurance and approved</li> <li>Evaluation design is further elaborated through design workshops and articulated in key documents</li> <li>Baseline study completed, including surveys and case studies</li> <li>LPT and AIID staff members in TZ and Ke are oriented and supported</li> <li>Evaluation communication strategy and outputs are developed, key design aspects and learning are documented and effectively communicated through (links in) the Twaweza website</li> </ul>	500,000
3.2.3 VK, SH	Remaining Evaluation components are selected and contracted <ul style="list-style-type: none"> <li>Evaluation proposals by others are reviewed, selected and developed in line with the concept paper</li> <li>Research teams are contracted</li> </ul>	200,000
3.2.4 VK, SH	Independent experts recruited to review evaluation design/tools to ensure high quality and compliance with rigorous standards	40,000
<b>3.3</b>	<b>Monitoring of a) Twaweza's and b) partners work, as well as c) coverage in media and research established and published continuously</b>	<b>80,000</b>
3.3.1 VK	Monitoring framework is developed and an online database to record information established <ul style="list-style-type: none"> <li>Monitoring framework document produced</li> <li>Database for recording monitoring information developed and implemented</li> <li>Monitoring data systematically collected and output document produced 2x per year</li> <li>Follow-up and reporting on milestones facilitated</li> </ul>	10,000
3.3.2	Monitoring of Twaweza's input	10,000



Code/ Resp.	Outcome and Outputs	Budget (USD)
VK, MO	<ul style="list-style-type: none"> <li>plans, activities, goals compiled and easily accessible for staff, partners and evaluation teams</li> <li>Public, and board and funders informed continuously online and in annual reports</li> </ul>	
3.3.3 VK, MO, SH	Monitoring partners' activities & outputs / outcomes <ul style="list-style-type: none"> <li>Partners visited to facilitate monitoring</li> <li>Partners enter monitoring information independently and regularly</li> <li>information placed online and shared(with partner consent)</li> </ul>	30,000
3.3.4. VK, MO, SH	Monitoring Twaweza and partners' activities and effects in media, reports, surveys (forms to be developed), other studies	40,000
<b>3.4 Head</b>	<b>Governance and advisory boards</b>	<b>36,000</b>
3.4.1	Advisory Board providing substantive review and advice to Twaweza <ul style="list-style-type: none"> <li>Annual face-to-face meeting of the Advisory Board prepared and held to share progress, discuss major policy related issues, consider substantive/strategic issues, review progress of the external evaluation and set future directions (Dar es Salaam, 22-23 Apr, 2010)</li> <li>Second Board meeting held by teleconference to update Board members on key issues</li> </ul>	24,000
3.4.2	Governance Board exercising statutory and management oversight, including development and oversight of policies, financial audit, reporting and accountability of the Head of Twaweza.	6,000
3.4.3	Options for safeguarding Twaweza name and necessary actions taken; plan for Twaweza becoming an independent entity developed and reviewed by the Boards	6,000
	<b>Monitoring and Evaluation Total</b>	<b>890,000</b>

## 4. Quality Assurance, HR, Operations & IT

Code	Outcome and Outputs	Budget (USD)
<b>4.1</b>	<b>Policies, systems and procedures established to ensure effective financial, administrative, human resource and IT management.</b>	<b>325,000 (TZ)</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 <ul style="list-style-type: none"> <li>• Reviewed notes on HR manual to be discussed, approved and amended</li> </ul>	319,000 (TZ)
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 <ul style="list-style-type: none"> <li>• Monthly HR reports</li> <li>• Monthly Finance &amp; Admin Reports</li> </ul>	
4.1.3	Systematic assessment of actual practice against policies undertaken at least once a year and report produced, and required actions taken <ul style="list-style-type: none"> <li>• Need assessment</li> </ul>	3,000 (TZ)
4.1.4	Full statutory compliance ensured including company annual returns, financial audits, property and income taxes, pension, immigration requirements	Incl. in above
4.1.5	Head/Ops Manager advised on how policies, standards and systems need to be strengthened in order to increase effectiveness and accountability, including support of consultants to develop systems	3,000 (TZ)
<b>4.2</b>	<b>Staff recruited and motivated to realize Twaweza goals in a supportive environment</b>	<b>921,638(TZ) 189,268(KE) 131,288(UG)</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 <ul style="list-style-type: none"> <li>• Mgmt Coordinator, Oprs Mng, PA to Head, Uganda Program Manager, Monitoring assistant, 2 Program Officers – KE &amp; Ugn, Program &amp; Admin Associate – Ugn</li> <li>• Uwezo Regional office staff – Prog officer, Prog &amp; Admin Associate, accountant</li> </ul>	12,000(TZ) 5,000 (KE) 5,000 (UG)
4.2.2	All eligible staff covered by pension plans and health and group accident/ disability insurance	50,000 (TZ) 10,000(KE) 1,000(UG)
4.2.3	Staff salary scales developed and salaries and benefits paid/reimbursed on time and in accordance with policies and the law.	800,000(TZ/EA) 170,000(KE) 120,000(UG)
4.2.4	Quarterly meetings to discuss staff wellbeing and ideas on non-program issues held Staff well informed about Hivos/Twaweza policies including Environment,	5,000 (TZ)
4.2.5	Staff leave and other benefits accurately recorded, reconciled with attendance register and staff regularly informed of balances <ul style="list-style-type: none"> <li>• Attendance register managed and updated</li> <li>• Staff leaves managed and updated</li> </ul>	

Code	Outcome and Outputs	Budget (USD)
4.2.6	Healthy lunch for staff and water/tea/coffee available for all staff and visitors available on time <ul style="list-style-type: none"> <li>Food vender identified, Special lunch organized as per regulation</li> <li>Systematic monitoring undertaken that agreed standards are met</li> </ul>	12,000 (TZ) 3,000(KE) 1,500 (UG)
4.2.7	Staff appraised annually and clear follow-up learning plan developed for continuing staff; selected staff development supported <ul style="list-style-type: none"> <li>Identify learning needs from appraisals</li> </ul>	12,000( TZ) 4,000(KE) 2,000 (UG)
4.2.8	Staff well informed about Hivos /Twaweza policies including Environment, etc. issues	
4.2.9 With L&C	Interns recruitment and placed within Twaweza and with our partner organizations <ul style="list-style-type: none"> <li>15 interns are recruited and placed</li> <li>Learning plans are developed</li> </ul>	20,000 (TZ) 5,000(KE) 3,000 (UG)
<b>4.3</b>	<b>Office and assets functioning optimally and well managed</b>	<b>258,804(TZ)</b> <b>65,000(KE)</b> <b>14,000(UG)</b>
4.3.1	Appropriate secure offices rented and set-up in Dar es Salaam, Kampala & Nairobi (Twa KE based out of Hivos Nairobi office) <ul style="list-style-type: none"> <li>Office secured in Kampala</li> <li>Security services provided and paid in time</li> </ul>	80,000 (TZ) 54,000(KE) 9,000(UG)
4.3.2	Office equipment and furniture available to meet staff needs, functioning and well maintained/serviced on time <ul style="list-style-type: none"> <li>Ensure all office equipment and furniture are working and sufficient</li> <li>Office building, furniture and machines repaired within three days after being reported</li> <li>Procure office needs</li> </ul>	15,000 10,000 25,000 10,000
4.3.3	Office vehicle-well maintained and managed to ensure effective use and safety <ul style="list-style-type: none"> <li>Vehicle are serviced and in good running condition all the time</li> <li>Properly filled -in logbooks</li> <li>Vehicle checked and cleaned once in regular basis</li> <li>Private usage checked, analyzed and sent to finance for charging once per month</li> </ul>	12,000 (TZ) 18,000 (TZ) 10,000(TZ) 3,000(KE) 1,000(UG)
4.3.4	All assets well managed at all times, including being entered in assets register and properly coded with durable labels.	0
4.3.5	All key utilities – including electricity, back-up generator, telephone, internet service, water – supplied and managed and bills paid on time	21, 000 (TZ)
4.3.6	Office supplies and stationery of good quality available throughout; supply stores well managed <ul style="list-style-type: none"> <li>Office supplies and stationeries purchased as per policies</li> </ul>	20,000 (TZ) 4,000 (KE) 4,000 (UG) 8,000(TZ)
4.3.7	Procurement policy implemented strictly to ensure value for money, and avoid corruption and actual or perceived conflicts of interests <ul style="list-style-type: none"> <li>Implementing of procurement policy and procedures</li> </ul>	0
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
4.3.9	Consultants/temp. services employed to assist with office administration set-up and running as needed	14,000(TZ) 4,000(KE) 4,000(UG) 5,000(TZ)

<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)	
4.4.2	Filing and document management system, including for archival purposes, to allow easy management and reference developed and implemented	
4.4.3	Twaweza and partner publications systematically recorded, displayed and shared	
4.4.4	Staff supported with administrative needs (bulk photocopying, binding, mailing, etc)	
<b>4.5 Mgmt Coord</b>	<b>IT infrastructure developed and set-up, including fair usage policies, data protection, document sharing, email and internet use. Electronic and physical documentation management, including correspondence flows and filing, checked to assess consistency with policy and effectiveness.</b>	<b>40,000(TZ)</b>
4.5.1	<b>Office Network Infrastructure maintained, managed and supported effectively</b> <ul style="list-style-type: none"> <li>• Review of current network infrastructure and recommend changes.</li> <li>• Standard software set developed and deployed to all workstations</li> <li>• Standard workstation specification developed and published</li> <li>• Process for requesting non-standard software in place.</li> <li>• Antivirus software managed and kept up to date.</li> <li>• Office shared file resource available with the following features <ul style="list-style-type: none"> <li>a) Folder structure as determined by management.</li> <li>b) Permissions on folder structure as determined by management</li> </ul> </li> <li>• Monitor and report on office network usage.</li> <li>• Review of current physical network cabling and recommend changes. <ul style="list-style-type: none"> <li>a) Manage and support cabling company.</li> <li>b) Ensure all cabling is clearly labeled.</li> </ul> </li> </ul>	35,000
4.5.2	<b>ICT Policies created, enforced and monitored.</b> <ul style="list-style-type: none"> <li>• Workstation usage policy in place and monitored/enforced.</li> <li>• Hardware loan policy in place and monitored/enforced.</li> <li>• Laptop usage policy in place and monitored/enforced.</li> <li>• Office Network Infrastructure usage policy in place and monitored/enforced</li> <li>• Support policy in place.</li> </ul>	0
4.5.3	<b>Data Protection, all data is properly backed up and appropriate DR procedures in place.</b> <ul style="list-style-type: none"> <li>• Data sets identified and backup policy agreed with management.</li> <li>• Backup of identified data sets as per management requirements.</li> <li>• Disaster Recovery process in place and tested every 3 months.</li> </ul>	0
4.5.4	<b>Email and other Communication Services, working and maintained to compliment Twaweza Activities.</b> <ul style="list-style-type: none"> <li>• Review of current email setup and recommend changes.</li> <li>• Implement changes as agreed by management.</li> <li>• Monitor, maintain and report on service performance</li> <li>• Review current tools being used for communication and recommend changes and/or policy.</li> </ul>	0

4.5.6	<b>Hosted Web Services are monitored and reported against.</b> <ul style="list-style-type: none"> <li>• Monitor and report on hosted services provided by HIVOS NL including a) Twaweza Website, b) Uwazi Website, c) .Uwezo website, d) any others as needed</li> <li>• Review current hosted services and recommend changes and/or policy.</li> </ul>	5,000
4.5.7	<b>Support of critical applications/services, to ensure they are operating to acceptable standards.</b> <ul style="list-style-type: none"> <li>• Manage and support relationship with office ISP</li> <li>• Maintain and support OSIRIS or whatever ERP solution is selected.</li> <li>• Support relationship with Pastel support company</li> <li>• Manage and support relationship with office telephony provider</li> </ul>	0
4.5.8	<b>ICT Consultant on all internal ICT issues and all ICT projects Twaweza is involved in</b> <ul style="list-style-type: none"> <li>• Advise program development</li> <li>• Review and comment on partner proposals, ideas and reports related to ICT issues</li> <li>• Keep abreast of relevant ICT related developments, articles and advise Twaweza accordingly</li> <li>• Customize software and databases to serve Twaweza program and office needs</li> </ul>	0
<b>Quality assurance, HR, Operations and IT Total</b>		<b>TZ incl EA 1,532,442</b> <b>KE 254,268</b> <b>UG 145,288</b>

## 5. Finance

Code/ Resp	Outcome and Outputs	Budget (USD)
5.1	<b>Budgets, incomes and expenditures managed effectively</b>	<b>0</b>
5.1.1	Twaweza financial policies, procedures and standards are developed and updated, including keeping abreast of new financial and tax laws in accordance to legal requirements and the best financial practices and ensure all staff are well informed of their use	
5.1.2	Taxation, returns, fees and other legal financial requirements complied by Twaweza	
5.1.3	Non- current assets and stores monitored by undertaking periodic checks and production of timely reports to management	
5.1.4	Contribute to Twaweza annual budget development including preparation of monthly budget vs. expenditure reports and inform management on timely manner.	
5.1.5	Financial transactions (including grant disbursement) and data are correctly implemented according to policies <ul style="list-style-type: none"> <li>All Financial documents are in good custody, accurately supported, approved and coded. (including cheque books, cheque lists, petty cash vouchers and LPO</li> <li>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</li> <li>All incomes banked, receipted and acknowledged promptly, monthly income reports produced and reconciled</li> <li>Maintenance of electronic archive of financial documentation, for 7 years back</li> </ul>	
5.1.6	Payroll, pension and other benefits payments verified, properly processed, documentation kept up to date and managed consistent with policies and contracts, and all statutory deductions paid on time.	
5.2	<b>Bank and petty cash accounts managed effectively</b>	<b>0</b>
5.2.1	Management of all bank matters including foreign exchange, bank and accounts balances as well as management of cash flow	
5.2.2	Support granted for management of donor funding and disbursement including timely issuance of acknowledgment of receipts ,review of financial reports, give financial advice and facilitate training where necessary,	
5.2.3	Monthly Bank reconciliation both in accounting software completed by 15 <sup>th</sup> of following month	
5.2.4	Transfer from Hivos HQ to Twaweza, from Twaweza Dar to Nairobi/Kampala, and 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	
5.2.5	Petty cash fund managed for small irregular purchases in accordance with policy where cheque payment is not practicable; reconciled monthly	
5.3	<b>Annual Financial Statements prepared and audit preparations undertaken</b>	<b>0</b>
5.3.1	International recognized auditor appointed by Board in consultation with senior management	
5.3.2	Financial records verified for accuracy, consistency and completeness (internal audit)	
5.3.3	Annual accounts and supporting reports prepared for audit in accordance to IAS and IFRS	
	<b>Finance unit does not control any budget; rather ensures budgets are properly managed by all others</b>	<b>0</b>