Program Policies

Twaweza East Africa 2015

Twaweza
ni sisi

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This document sets out basic principles underlying the key program components of Twaweza's work. Here we articulate the guiding principles, inspiration, higher level methodology, plus the reasons behind these.

1. Introduction

1.1 Status

Twaweza East Africa ("Twaweza") is a (not for profit) company limited by guarantee and not having a share capital, registered under the Companies Act 2002 (Cap 212 of the Laws of Tanzania) with registration certificate number 113764. The organization's activities throughout East Africa and globally are managed through Twaweza. During its first five years Twaweza was hosted under Hivos Tanzania; as of 1 January 2015 it became fully independent and it now manages its own affairs. To enable the fair, consistent, transparent and accountable execution of its core work, Twaweza has formulated its foundational Governance and Management Policies.

1.2 Purpose and application

The Twaweza East Africa Program Policies describe the philosophy and policies guiding the work of the different Twaweza units and programs. The Program Policies will form the basis from which operational standards are developed and updated.

2. Learning, Monitoring, and Evaluation (LME)

Philosophy

- We monitor and evaluate because we want to improve our practice; we are curious about how we are doing, engaging with questions on why and how something has (or has not) worked. We are guided by the principle of open-mindedness: we challenge our assumptions, admit when we are wrong, and adjust or change direction accordingly.
- We are curious about what is being tried and tested in the wider world, and open to applying lessons on what we learn to our own work.
- We share all learning, monitoring, and evaluation tools, documents and findings with relevant, interested third parties in national, regional and international spaces.
- With the exception of confidential information, we shall be transparent about our findings and learning, whether originating from internal processes (monitoring) or external evaluations, and whether illustrating successes or failures.

2.1 Monitoring

2.1.1 Twaweza shall adhere to high monitoring standards, reflecting good practices (including independent review/assessment, collecting data with clear use and purpose, regular and transparent communication, and feedback into implementation).

2.1.2 LME shall facilitate the understanding of the Monitoring rationale, concepts, language, methods and data used among implementing units of Twaweza.

2.13 The organization shall endeavor to apply principles of human-centered design, wherever appropriate, in monitoring plans.

2.1.4 Each implementing unit shall make every effort to use the monitoring results and lessons for learning and improving practice; LME unit shall facilitate the learning process.

2.1.5 An overall monitoring plan, covering all implementing units, shall be developed annually. All relevant levels and components of monitoring shall be considered for every initiative before implementation, and responsibilities outlined.

2.1.6 The choice of monitoring method shall be guided by the purpose of the exercise. Key criteria we shall consider include maximizing the usefulness of each exercise and value for money.

2.1.7 Gathering and making use of baseline information shall be considered for every major strand of work, and we shall prioritize use of available information.

2.1.8 Systematic monitoring of main types of media shall be conducted, as it is an important platform to assess the contribution of our core work streams.

2.2 Evaluation

2.2.1 Twaweza shall endeavor to rigorously examine core questions relevant to our Theory of Change as well as impact, through the engagement of external evaluation expertise to ensure high quality, avoid conflict of interest, and for external accountability.

2.2.2 In evaluating impact, we shall engage external evaluators only after we have established reasonable confidence that the intervention is effective (proof of concept that the intervention contributes to outcomes).

2.2.3 Selection of external evaluation experts shall be led by the LME unit in consultation with Senior Management, and shall be consistent with the procurement policies of Twaweza. Quality and ability shall be of paramount importance; all other things being equal, preference shall be given to university-based researchers and expertise from the East Africa region.

2.2.4 Twaweza's Board shall be regularly kept abreast and have an opportunity to input into the evaluation process.

2.2.5 The choice of evaluation method shall be guided by the purpose of the exercise; key criteria we shall consider are maximizing the usefulness of each exercise and value for money.

2.2.6 Each implementing unit shall endeavor to use the evaluation results and lessons for learning and improving practice; LME unit shall facilitate the learning process.

2.2.7 Twaweza shall be transparent about the evaluations undertaken, specifically (a) publishing the design documents and instruments, in addition to data and results; (b) publishing results whether they signal success or failure; (c) pro-actively communicating findings both to specialized audiences, as well as in popular formats.

2.3 Learning Activities

2.3.1 Twaweza shall foster a culture of learning by creating opportunities and spaces, and allocating resources, for organizational learning. Individual staff learning, appraisals, and capacity building shall be handled by the Human Resources unit and the line managers in the relevant unit.

2.3.2 Twaweza shall create opportunities and reserve time for staff to engage with the lived reality of citizens in the countries where we work.

2.3.3 Twaweza staff shall be expected to read widely and critically in the fields relevant to Twaweza's work (transparency & accountability, basic education, open government).

2.3.4 Twaweza shall make every effort to be a space of productive learning for young people starting their careers.

2.3.5 Twaweza shall be actively connected to selected external (national, regional and international) bodies and networks that engage in and promote learning in the relevant fields (transparency & accountability, basic education, open government).

2.3.6 To ensure that annual plans are delivered based on its program strategies, Twaweza shall review its key program strategies including advocacy strategy, communication strategy, LME strategy and fundraising strategies yearly, preferably before the planning process.

3. Public & Policy Engagement (PPE)

Philosophy

- Our work is focused on analysis derived from the reverse logic process which provides clear purpose for all material production and advocacy. We disaggregate target audiences, identifying specific objectives for each audience and analysis of their opportunities and motivation for meeting the objectives, as well as their constraints.
- In strategizing around formats, channels and interventions for particular audiences and aims, Twaweza will be informed by principles of human-centered design, being guided by the audiences' views, preferences and habits.
- Generally, Twaweza will not engage in data collection, other research, analysis or any interventions without undertaking some level of public and/or policy engagement around this work, reaching target audiences in an accessible and relevant way.
  Beyond content production that contributes to addressing Twaweza's key problems, specific outputs will be determined through consideration of their contribution to making Twaweza a highly-valued, credible, rigorous source of relevant and topical information, or an authority on the two domains of open government and basic education.
- Content is defined as all public facing material, in any format, but there are different categories within this that are subject to different levels of quality assurance, see Table 1 for further details. An output is public facing if it will be communicated in a set form to more than one individual outside Twaweza.
- All content production and advocacy will project Twaweza's values: strategic, collaborative, imaginative, curious, rigorous and transparent.
- Every contact is viewed as an opportunity for communication, to reflect Twaweza values, principles and positions.

3.1 What we communicate

3.1.1 Twaweza will conform to the highest standards of technical and interpretive rigor while telling stories, making data accessible and being engaging. Care will be taken to present the data honestly and to ensure that any claims derived from them are true to the data. Please refer to the Data Policy.

3.1.2 All content will be grounded in the latest thinking, evidence and ideas in a particular field while adding new elements to the debate. All conclusions will be thought through and backed by evidence.

3.1.3 All content will be reviewed against political context, thematic relevance, integrity of conclusions, communications standards, and organizational values. The purpose of the content will determine how each of these elements will be treated.

3.1.4 Because much of Twaweza's work has the potential to be politically charged, everything communicated, in particular all claims made in content will be checked carefully for veracity and accuracy, and the highest standards of data integrity and quality will be maintained. Care will be taken on how to present the data, and where data is interpreted, Twaweza shall take care on how the conclusion is derived.

3.1.5 Plagiarism shall be avoided at all times. All material sourced from other organizations or individuals shall be properly referenced and attributed.

3.2 How we communicate

3.2.1 All printed publications must be well-written or articulated. This means that we use accessible language, are succinct and accurate in grammar, punctuation and spelling, and materials are well structured with a logical flow. Fuller guidance is provided in the communication standards.

3.2.2 In order to maintain consistency, quality and uphold our values across the range of materials Twaweza produces, all public materials will adhere to the standards, style guides and brand guidelines created by the Public and Policy Engagement Unit.

3.2.3 As the point of emphasis of Twaweza materials is the content, not Twaweza itself, while we maintain a consistent visual identity, our branding is understated, quiet, reserved and thoughtful. Size of logo and frequency of its use should generally be minimized, as guided by the Public and Policy Engagement guidelines.

3.2.4 Imagination and creativity are critical, thus all materials must be compelling and engaging. Design is subjective but there are general principles of good layout. Balance (weight of elements on different parts of the page), unity (consistency and relationship of elements on a page), alignment (type and graphics), repetition or consistency (of elements), contrast (size, colors), white space, hierarchy, flow and harmony are all important to ensuring high quality material is produced.

3.3 Processes

3.3.1 The majority of public and policy engagement in consultation with the relevant unit will seek to address Twaweza's key problems. All material and advocacy designed to address the problems will have a clear purpose articulated through the reverse logic approach. Once aims and audience are agreed across the organization, public and policy engagement will establish the most effective formats and channels to reach identified audiences and achieve the desired objectives.

3.3.2 Additional materials will be produced and advocacy undertaken around Twaweza's core programs and data collection activities. The objectives of the specific program of work or data collection exercise will drive the form, format and content of any materials or engagement.

3.3.3 The Executive Director must sign off all Twaweza materials at two key stages: 1) the concept or idea - which details the audience, purpose, and format of the output as well as an outline of content; and 2) at the final stage before production when changes are still possible.

3.3.4 If data or research is used, this must be reviewed by a Data Specialist to ensure proper interpretation of the data.

3.3.5 Popular material for mass audiences shall always be pretested and/or piloted and feedback incorporated before the output is produced at scale.

3.3.6 Policy material will be monitored for quality following production and the findings from monitoring exercises will be used to enhance future material.
3.3.7 A physical and an electronic copy archive of all content produced will be maintained in a well-organized and accessible manner at all times. The hard copy archive shall contain five copies of all publications.

3.4 Domains

3.4.1 Website

3.4.1.1 The website is subject to the same quality control mechanisms as any formal official Twaweza output.

3.4.1.2 All projects, activities, partnerships, publications, presentations by staff and presentations to staff (or write ups of the same) will be documented on the website.

3.4.1.3 The Public and Policy Engagement team bear responsibility for the overall direction of the website, freshness and quality of content, ensuring units are contributing sufficiently and developing templates, standards and norms. Individual units are responsible for submitting content about all their activities and projects.

3.4.1.4 The website shall be updated weekly.

3.4.1.5 Twaweza will publish all content on the website in English. Content will be translated into Kiswahili for major posts about Twaweza's work in Tanzania and Kenya.

3.4.1.6 Twaweza will maintain a well-organized, user friendly website on which we shall endeavor to publish all public facing material and details of internal processes and documents in the interest of transparency.

3.4.1.7 Users of the website will not be able to comment directly on the website.

3.4.1.8 Links to external websites will be placed on the Twaweza website as follows: if they are directly linked to a specific piece of work or post; partners with whom we have a formal working relationship; or if they are viewed as a particularly insightful source of information. Other websites are free to link to the Twaweza website provided the products, activities or posts of that entity do not directly contravene Twaweza's values and positions.

3.4.2 Social Media

3.4.2.1 The Executive Director will determine what social media channels Twaweza uses and in what countries. This includes paying particular attention to the need for localization across certain channels, capacity to manage the channels, rationalizing effort and social media channels across the entire organization. The Executive Director will also determine who is authorized to post on Twaweza’s official social media channels.

3.4.2.2 Although social media posts will not go through the full and formal quality control process that other materials do, Twaweza standards and values still apply, which shall be monitored by the PPE-C unit.

3.4.2.3 Twaweza recognizes that social media is more effective when personalized and reflective of an individual voice. Staff are encouraged to make use of personal social media channels and leverage their networks in this process. Office time can be used for this provided this does not interfere with delivery of core outputs.

3.4.2.4 When posting in their personal capacity, staff names and therefore posts are associated with Twaweza. Staff must ensure they are mindful of Twaweza views and values and that they are consistent

with them when posting content. Twaweza reserves the right to monitor staff personal social media accounts and ask for removal of any inappropriate content and/or take any further action as per procedures.

3.5 Representation

3.5.1 In order to ensure consistency of messages, the Executive Director is Twaweza's primary spokesperson but can delegate this responsibility as s/he sees fit.

3.5.2 To ensure unity of voice and message, Twaweza will develop and maintain a series of organizational positions on core issues. These positions will be written up by the content production team but will draw entirely on the expertise of the thematic program area.

3.5.3 Staff are also free to speak on issues on which Twaweza does not have a position but they must make it clear that they are speaking in their own capacity as an expert rather than formally representing the organization's position. However staff must ensure that all public statements are consistent with Twaweza's values and views.

3.6 Branding

3.6.1 In order to convey the unity of the organization, the Twaweza logo and brand will be primary. Since the entire team works with one theory of change and programs are complementary and joined up, we work primarily under the main brand. Use of any other brands or logos should enhance and complement the Twaweza brand rather than diminish it.

3.6.2 Uwezo, in particular, has its own brand and logo and these will continue to be used in a way that is consistent with the above. Wherever the Uwezo logo or identity appears, it should be clear that Uwezo is part of Twaweza. This applies equally to other units or areas of work which do not have and must not develop their own logos. Whenever units or areas of work are identified publicly by names, colors or other specific designated visual elements, it must be apparent that they are part of Twaweza.

3.7 Events

3.7.1 Venue and catering choice reflect on the organization and shall be taken to ensure that all elements related to events project Twaweza's brand and values.

3.7.2 In general, sitting allowances for participants in Twaweza events or meetings are discouraged. In the capital cities where Twaweza operates, absolutely no form of sitting allowances will be paid. Journalists, in particular, cannot be paid any money at all, whether for expenses or otherwise, for attending events. However, in recognition of the contextual difference in areas outside of the capital cities, and the lack of affordable and regular transport, Twaweza may choose to pay a reasonable amount of transport reimbursement to meeting participants even if they are not required to spend the night outside their work station or home. This amount should be sufficient to cover actual costs rather than to serve as an incentive for attendance, and shall generally not be paid to government officials for whom the meeting/event could be construed as part of their work responsibilities. Established rates shall be reviewed in advance by the Operations Manager and approved by the Executive Director.

4. Uwezo Assessment

Philosophy

- Uwezo's primary concern is to focus attention on learning outcomes across East Africa. We acknowledge that access is still an issue in some rural districts and informal urban settlements in major towns, but what drives us are the multitudes of children that are schooling without learning.
- We acknowledge differences in context across the three countries, but the East African focus of our work, the fact that we conduct the same assessment, following the same procedures, processes and tools is a big asset for our work. Comparability across Tanzania, Kenya and Uganda shall thus remain the leading premise in our work.
- We collaborate, create space for and even seek support from Government to conduct the Uwezo assessment, but Uwezo remains an independent entity. We build collaborative space so that parents, teachers and citizens participate in improving learning.
- Uwezo is a citizen-driven assessment, and the participation of citizens in our work occupies core space. The use of volunteers to conduct the assessment, and working through partnerships at regional and district levels as well as the assessment of children at the household level is at the core of Uwezo's philosophy.
- The primary focus of Uwezo shall remain school-age children. As such, the age of children assessed shall be maintained at 6 to 16 for Kenya and Uganda, and 7 to 16 for Tanzania. A school survey shall be conducted to generate indicators that can be linked to the literacy and numeracy outcomes, in order to generate more knowledge on schooling and learning.
- The primary domains of assessment will remain literacy and numeracy. Uwezo shall however increasingly explore possibilities of both vertical (assessing children at higher and lower levels) as well as lateral (including the aspects of health and water) expansion. Opportunities shall be sought to make the infrastructure more useful to other sectors, especially those that may have bearing on learning outcomes (health, water, public works, and energy).
- Uwezo assesses children at the household level, each year, but our demeanor is not extractive. We strive to contribute to the improvement of learning outcomes at household level through giving instant feedback to parents and guardians, and contributing to reading through sharing stories with children. We pay keen attention to ensuring that data collected at household and school levels, and perspectives emerging from the interaction, reach higher authorities at national and district levels.
- We shall strive to maintain comparability of Uwezo and other citizen-driven assessments in Africa and around the world.

4.1 Assessment Methodology and Data Management

4.1.1 Uwezo Assessment shall be conducted in all census districts in each country over the strategy period. Both Uganda and Tanzania will migrate to the new census districts starting 2015.

4.1.2 The district shall be the stratum and the lowest level of disaggregating data. District-level comparison will be maintained. In each district, assessment will be conducted in 30 Enumeration Areas. In each Enumeration Area, the assessment will be conducted in 20 households.

4.1.3 The census-sampling frame will be utilized in each country. Proportion-to-Size sampling will be used to generate a sample of enumeration areas for each district. Simple random sampling will be used

to sample households. Support will be sought from National Bureaus of Statistics for unification of sampling standards across the three countries.

4.1.4 The Uwezo learning assessment will be conducted at the end of the school year in each country, and at the same time in the three countries for every year. Due to the value of connecting to school indicators, no assessment shall be conducted over school holidays.

4.1.5 The Uwezo assessment will be conducted in the household environment. Children will be assessed at the household level, while surveys will be conducted at household, school and village levels to primarily generate data on the learning contexts.

4.1.6 Uwezo data will be collected through a robust, reliable and cost-effective process. Uwezo volunteers shall enjoy adequate support and access to materials throughout the data collection process. Proper monitoring of data collection shall be done each year, and experience converted into knowledge to improve the subsequent cycle, in accordance with global assessment standards.

4.1.7 Unified data entry software and standards will be applied for each country's data, in accordance with global standards on data entry. The unit in charge of assessment will provide oversight and assure quality.

4.1.8 Clear standards of data entry and weighting will be developed and approved, following global standards of data management, and good practice in data use. Data shall be cleaned, anonymized and published in accordance with global open data standards. Storage of data will be in both physical and digital forms, following good practice for data storage and disposal, and in adherence to the data handling policies for each country.

4.2 Tests and Test Development

4. 2.1 Uwezo tests will be based on the grade curriculum competences for each country. The core test, ascertaining competences in literacy and numeracy, will always be maintained.

4.2.2 Uwezo tests shall maintain the local independence of testing levels, with distinct levels that are scored independently of each other. However, to be able to follow trends over time in cohorts, exploration will be done on the possibility of testing also at a higher level, and at the ECDE level.

4.2.3 The tests framework shall be reviewed for each area and updated for use for the duration of the strategy. Test development will involve subject experts drawn from various state and non-state institutions. Links will be created to other learning assessments at national and regional levels.

4.3 Partnerships

4.3.1 Twaweza shall have a partner organization to conduct the assessment in each district. This will be a non-state organization/institution with reasonable presence in the target district, duly registered according to the laws of the country, and meeting the minimum standards and capacities to conduct the assessment.

4.3.2 To minimize risk, due diligence will be conducted annually on each partner organization, to capture any changes occurring within the partner organizations, and to independently make a decision to work with them for each assessment year. This will also facilitate continued contact and conversation with the partner organizations.

4.3.3 The Uwezo assessment shall be conducted by citizens who come from or live in/near the sampled Enumeration Areas. Properly defined criteria will be agreed upon in all three countries, and strictly followed to recruit the volunteers for each assessment.

4.3.4 Each individual participating in the Uwezo assessment shall subscribe to a code of ethics, containing both research ethics and child protection codes. Either part or all of these codes shall be included in the contracts.

4.4 Training

4.4.1Uwezo trainers will be engaged in their various roles as lead/key facilitators and master trainers in accordance with their qualifications and training experience. Clear criteria shall be developed on who can be a trainer, and an open process followed to engage the trainers for each assessment cycle.

4.4.2 A cascade model of training that serves scale shall be utilized. Lead and Master trainers will train lower level trainers, who in turn will train the volunteers. Each training session shall include theory and practical aspects. Proper standards shall be developed and implemented to ensure continued improvement of the quality of volunteer training across the three countries.

4.4.3 The Research Unit shall develop the manuals and provide drafts to each country. The country teams will set up a small team to review and validate the manuals. Manuals will use simple and illustrative language, in English for Kenya and Uganda, and Kiswahili for Tanzania.

4.5 Monitoring Uwezo

4.5.1 Differentiation shall be made across the monitoring levels as per Twaweza's strategy, and monitoring responsibilities shared accordingly. Internal capacities shall be enhanced within Uwezo to monitor and learn from the activities/processes, as per Twaweza's LME policies and standards.

4.6 Uwezo Communications

4.6.1 Each Uwezo country office will maintain internal communication capacities, to focus on community and sub-national levels, while communications targeted at the national level and policy and public audiences shall be driven by the Communications and Advocacy specialists within Twaweza, consistent with Twaweza's Public and Policy Engagement policies and standards.

4.6.2 Each year, a national report for each country targeting key actors shall be produced and launched. A consolidated East Africa report comparing findings in the three countries shall be produced and launched. County (Kenya) and district (Uganda and Tanzania) reports will be shared with lower level key actors and other key audiences.

4.6.3 Recognizing the annual cycle of Uwezo, Twaweza will be committed to launching the report in a timely fashion. Twaweza will endeavor to publish and share the national reports within 100 days, and not later than 6 months from the last date of assessment.

4.7 Uwezo Operations

4.7.1 Uwezo's procurement shall adhere to Twaweza's procurement policies and follow global good practice. Uwezo's procurement shall be initiated by the program officers and completed by the officer in charge of procurement in each country. During peak moments of the assessment cycle, additional capacities shall be drawn as appropriate to ease the procurement load in each country.

4.7.2 Uwezo contracts shall be output-based. To facilitate ease of contracting for Uwezo, Twaweza shall automate the contracting process. This will lessen the burden of sharing contracts through emails, and scanning and copying of numerous contracts at the time of payment. In the absence of automation, the Executive Director shall set up an efficient system to allow seamless and efficient contracting during the Uwezo assessment.

4.7.3 Payments for Uwezo shall follow Twaweza's Financial and Administrative Regulations. Cashless payments shall be pursued through increased use of mobile money as may be applicable for each country. Proper allocation of signatories and delegated authority, considering availability, shall be considered to increase efficiency of payments, especially during the peak of the assessment. Flat rates for transport, meals and accommodation shall be set up to reduce infidelity of support documents, and add efficiency in bulk payments.

4.7.4 A simple yet robust imprest and retirement model and relevant tools will be developed for Uwezo. The model will consider the realities of the Uwezo scale and the spread of partners across East Africa. Twaweza will increasingly strengthen the financial reporting skills of all partners receiving imprests.

4.7.5 Proper communication and information-sharing systems will be set up during the assessment, leveraging on available technologies. A robust financial information system will be adapted for Uwezo to ease access to information throughout the assessment cycle.

5. Sauti za Wananchi

Philosophy

- Policy makers regularly make decisions for the whole country, but with poor access to the experiences and realities of a large majority of citizens. Sauti za Wananchi offers a unique opportunity, particularly to policymakers, to access data that provide insight into the real-time experiences and views of citizens. Additionally the public will have the chance to access the views, voices and realities of people from across the country.
- Sauti za Wananchi is a mobile phone panel survey which is divided into two phases; a baseline survey which uses traditional, face-to-face survey model with statistical rigour where respondents are randomly selected, while the second phase is a mobile phone survey phase where respondents are called periodically using a call centre.
- Although phone ownership in East Africa is growing rapidly, it is not universal. In order to bridge the phone ownership gap, during the Sauti za Wananchi baseline survey, mobile phones are handed out to all randomly selected respondents. The respondents are also provided with solar chargers because still, many East Africa households remain unconnected to the national electrical grids. Providing phones to everyone ensures that we get the views of everyone, not just those that were wealthy enough to buy a phone.
- The data collected by Sauti za Wananchi is subsequently translated into objective narratives that inform key decision makers, as well as a general audience of media consumers. These narratives can be used to inform and hold key decision makers to account.
- In order to promote real time data usage, the Sauti za Wananchi platform is open for third-party usage for non-commercial purposes by development-minded organizations/individuals as well as Government agencies.
- An essential principle of any mobile phone panel survey is to allow for tracking over time of important public issues and policies: this means that core topics (e.g. water provision, education) should be revisited at least annually to build a statistical track record.

5.1 Relation with the respondents

5.1.1 Respondents will always be treated with respect. This applies to soliciting their cooperation during the baseline as well as during the call back phase.

5.1.2 In the baseline survey phase, heads of households of randomly selected households will be asked whether they consent to the random selection of an adult from their household. Refusal to cooperate will always be respected, and respondents shall never be pressured to join the survey.

5.1.3 In the baseline survey phase, randomly selected respondents shall be asked for their consent and shall sign an agreement form to confirm their participation in Sauti za Wananchi. Refusal to participate at the baseline phase or the call round phase shall always be respected.

5.1.4 The only time a respondent is considered to have dropped out of Sauti za Wananchi will be when the respondent verbally mentions to have dropped out of Sauti za Wananchi, institutionalized (jail, mental health facility), dead or incapacitated. In case the respondent drops out before the end of the project's completion, he or she will be asked to return his or her mobile phone back to the group leader so that it can be given to reserve respondents or handed back to Twaweza.

5.1.5 Anonymity of respondent identities will be promised during baseline and safeguarded throughout the project. Data sets will only be shared with third parties or the public after all personal identification and low-level geographical markers (such as phone numbers and GPS codes) have been removed.

5.1.6 Respondents will receive a small token of appreciation at the end of each completed phone interview: in the form of mobile phone credit.

5.1.7 Respondents will receive feedback on how the results of the Sauti za Wananchi survey results have been used. The feedback will be shared in the form of SMS at least once in every quarter.

5.1.8 Once the mobile phone surveys (call rounds) have run for around eighteen months the Sauti za Wananchi team will revisit all respondents for a face-to-face interview. This revisit will be used to verify that the sample is still nationally representative as well as to offer more feedback to the respondents as well as to encourage the inactive respondents to rejoin the sample.

5.2 Sample

5.2.1 Sauti za Wananchi will draw a sample of 2,000 households in 200 enumeration areas (EAs) which provide estimates at standard statistical precision levels (EAs will be our Primary Sampling Units or PSUs). Sample size calculations show that with 10 households per EA, a sample of 200 EAs is sufficient for a confidence interval of +/- 5 percentage points. A population of 200 EAs allows for sub-group analysis and safeguards the survey's statistical precision given that attrition (i.e. drop-outs) is expected in a phone panel survey.

5.2.2 Sauti za Wananchi shall sample randomly in three sampling stages: EAs, households and individual adult respondents. The principle of random sampling throughout shall underlie all claims regarding unbiased estimates of population parameters.

5.2.3 Sauti za Wananchi shall remain national in scope, with rural/urban strata. The sample is intended to give representative and precise estimates at the national level, as well as the urban and rural areas.

5.2.4 The sample shall typically be sufficiently large to provide statistically significant estimates by important variables such as age, gender, education and asset quintile. It should be noted that this analysis of sub-groups can only provide indicative findings.

5.2.5 The sample shall typically not be large enough to provide estimates at regional country or district levels and should not be presented as such.

5.2.6 During the baseline phase, Sauti za Wananchi will identify an active citizen outside the randomly selected respondents to serve as a citizen monitor (a person who is called upon to make a few observations on the ground and report back and also support the call center in tracing inactive and hard to reach respondents).

5.2.7 Sauti za Wananchi is a household survey but it shall also use a panel of citizens to collect regular data from health facilities, schools and water points; pricing of items through citizen monitors which serve the communities from which the sample is conducted. This data can be used independently or to complement the household survey findings.

5.2.8 A fresh sample shall be drawn every two to three years to prevent “Sauti veteran” effects. Subsequently a new sample must also be taken if there is reason to believe that the sample is no longer representative.

5.3 Research Themes

5.3.1 An essential principle of any mobile phone panel survey is to allow for tracking over time of important public issues and policies: this means that core topics (e.g. water provision, education, health,) should be revisited at least annually to build a statistical track record.

5.3.2 Sauti za Wananchi’s thematic calendar will prioritize Twaweza problems, which are derived from Twaweza’s domains of basic education and open government (Access to information/citizen participation). Other thematic areas to be covered under the calendar are public service delivery, as well as issues of general public interest.

5.3.3 The Sauti za Wananchi calendar shall be set by the Sauti za Wananchi Manager in consultation with the Director for Data and Voice, and the Executive Director; topics can be suggested by staff, respondents, partners, and other interested parties - subject to the Sauti Third Party Use policy.

5.3.4 The Sauti za Wananchi thematic calendar will be designed and approved in the beginning of a new calendar year / just after a baseline phase. The Sauti za Wananchi calendar is a guide, and can be changed with approval from the Executive Director.

5.3.5 Depending on the date of the completion of the baseline phase, Sauti za Wananchi will conduct at least 10 call rounds. We also have at least one open round to accommodate 3rd parties as defined in the Sauti za Wananchi Third Party Use policy (Annex 1).

5.3.6 Twaweza shall encourage the government and its agencies to use the Sauti za Wananchi infrastructure to collect data on opinions, preferences, experiences and realities of citizens on the ground.

5.3.7 With an exception of a year where a revisit has been planned, Sauti za Wananchi will dedicate either few questions or a full round to receive feedback from the Sauti za Wananchi respondents on the survey.

5.3.8 Where possible and appropriate, similar or identical topics/questionnaires will be covered in different country samples at the same time so as to enable comparability of results and publish these comparisons.

5.4 Questionnaires

5.4.1 Sauti za Wananchi questionnaires are designed by the Sauti za Wananchi research officers with the support of the Sauti za Wananchi regional manager. The draft questionnaires are subject to internal peer review from other Twaweza staff, especially from ED and the PPE unit. The final questionnaire is signed off by the Director of Data and Voice.

5.4.2 General guidelines on questionnaire length, development and comparability of questions between rounds are documented in a Twaweza-World Bank mobile phone panel handbook (published in 2016). These guidelines will be respected when developing questionnaires.

5.4.3 A particularly important design aspect is questionnaire length, which should not exceed 20 questions in order to limit respondent fatigue and attrition (drop-outs).

5.4.4 Questions should be simple, largely close-ended with few answer categories. This ensures clarity, since call center enumerators cannot read respondents' body language.

5.4.5 For comparability and monitoring of trends, Sauti za Wananchi will strive to use questions from external surveys which have been tested over time on specific subjects of interest.

5.4.6 The questionnaire is designed in English in all the 3 East African countries. It will be administered at the call center in Kiswahili in Tanzania, while it is administered in English in Kenya and Uganda (and in other main local languages if applicable).

5.4.7 When publishing the data and report, the final English and Kiswahili questionnaire(s) will be made public on the Twaweza website.

5.5 Data collection and architecture

5.5.1 The baseline and call round phase will be implemented by a credible professional research firm with demonstrated experience in data collection as well as the ability to run a research call center. The selection of the research firm will be based on the Twaweza procurement policy.

5.5.2 Call rounds are numbered per country, based on each respective year.

5.5.3 The Sauti za Wananchi researcher per country is responsible for monitoring the performance of the call center as well as the raw data sent by the research firm. A comprehensive output analysis must be conducted before payments are made.

5.5.4 Minimum standards for data delivery by the data firm include: all identifying meta-data for all respondents, regardless of whether they were reached at that round, consistent answer codes for common answers (e.g. "Don't Know" always coded as -888). Importantly, all respondents must be identified by a consistent Unique Household Number (uhn variable) which remains the same over all call rounds.

5.5.5 Data should always be delivered with a Data Map with full mapping of data labels and value labels.

5.6 Data analysis

5.6.1 Data analysis must start by merging round data with the baseline data.

5.6.2 Data analysis must always be done using proper combination of design and non-response weights; this to counter any accusations of the survey no longer being representative. Data analysis must take into account the clustered nature of sampling.

5.6.3 It is recommended to use Stata for data analysis, as Stata ensures replicability and transparency of analyses. That said, other adequate software alternatives are: R, SPSS, SAS. Excel is *not* recommended for the data analysis, since it cannot incorporate sample weighting.

5.6.4 All statistical estimates are prepared and documented in one of the recommended statistical analysis software; estimates are normally exported as tables to Excel, which is then used to prepare tables and graphs.

5.6.5 If using Stata, .do files (used to generate data analysis programs) must be saved consistently in all data operations so as to document all data operations and decisions. The code files facilitate the communication between researchers about all data operations after raw data has come in. This transparency will safeguard Sauti against any claims of data mining.

5.6.6 All the data analysis files and all other corresponding files should be immediately available for inspection upon request.

5.7 Outputs and presentation

5.7.1 The primary outputs of Sauti za Wananchi are the briefs. These contain a descriptive analysis, in non-technical language, of the data, narrated via a series of key facts. The key facts contain salient pieces of information mainly from the call data, at times enhanced by baseline data as well as facts based on secondary data sets.

5.7.2 Repetition should be avoided. A description of what is in a graph(s) or stating the obvious does not suffice; a graph often does not need many words to explain it. Interpretation, providing new angles is key.

5.7.3 The target audience for Sauti za Wananchi briefs are (sector/topic specific) policy makers, which include the following: members of parliament, government officials, donors, business leaders, think tanks, researchers and NGOs.

5.7.4 Key facts are presented as population means, at times disaggregated into a subgroup analysis (e.g. urban-rural).

5.7.5 Standard errors are not normally presented. Differences between subgroup means should be highlighted only when the difference is statistically significant. With an exception of Tanzania where the briefs will be published in both in English and Kiswahili, the briefs in Kenya and Uganda will be published in English only.

5.7.6 Numbers are presented without decimals; fractions are presented as percentages.

5.7.7 The writing of briefs needs to be of the highest quality, in content, grammar and spelling (see Communications Standards).

5.7.8 The Sauti za Wananchi briefs are copy edited by the Communication Team and signed by the Executive Director.

5.7.9 Sauti za Wananchi will support the PPE unit in making the Sauti za Wananchi data available in other user-friendly formats (e.g. blogs, interactive infographics, and so on), by providing the necessary data and analysis recommended by PPE unit.

5.7.10 The results of the brief are launched in an event organized by the Twaweza Advocacy Lead in each country. The launch involves a stakeholder forum and a press conference.

5.7.11 The Twaweza Advocacy Lead in each country, in collaboration with the Country Lead and Sauti lead person, will invite discussants who will deliberate on the findings and flag off the discussion.

5.7.13 All the Sauti za Wananchi outputs (raw data, data map, questionnaire, brief(s) will be made public on the Twaweza website.

5.8 Monitoring

5.8.1 The internal day-to-day monitoring of the quality of Sauti za Wananchi activities will be done by the Sauti za Wananchi team in each country.

5.8.2 The overall outreach of Sauti za Wananchi outputs, impact (effects) and communication will be monitored by the Learning Monitoring and Evaluation (LME) teams in each country. LME unit will provide feedback to the program annually on areas which need improvement.

Annex 1: *Sauti za Wananchi* – Third Party Use Policy

Purpose

Twaweza is a citizen centered initiative focusing on large-scale change across East Africa. Twaweza set up the *Sauti za Wananchi* (SzW) nationally representative mobile phone survey to collect information from citizens about their lives, opinions and choices. From its inception stage, Twaweza intended to share the SzW platform with third parties, meaning that the SzW sample of respondents receives questions originating from a party outside Twaweza. The purpose of this policy is to articulate the principles and practices regarding third party use.

1.1 Eligibility

1.1.1 Access to the platform will be provided to development minded organizations/individuals to use the platform for non-commercial purposes.

1.1.2 Twaweza will on case by case decide on third party applications and partnerships. If access is granted in principle, Twaweza determines the number of call rounds allocated to the third party and the conditions of use.

1.2 Contracting

Third parties need to contract Twaweza to obtain access to the *Sauti za Wananchi* platform. Twaweza will contract a data firm to collect data for all the data collection rounds. Contracts are signed for the number of rounds allocated to the third party.

1.3 Frequency and calendar

1.3.1 *Sauti za Wananchi* will conduct at least one round of data collection in every month. This means the *Sauti za Wananchi* infrastructure can collect data for at least 12 rounds in each calendar year.

1.3.2 Twaweza will decide the maximum number of data collection rounds that a third party can use the *Sauti za Wananchi* platform. At least one round per year will be offered as third party round in each country.

1.3.3 Data collection rounds in the *Sauti za Wananchi* platform are categorized as follows:

A. **Third party only rounds** - This data collection round will be fully funded by the third party and most/all the questions in that around will come from the third party. Twaweza reserves the right to add a few questions in the third party rounds.
B. **Joint rounds**- In case there is a round of mutual interest to Twaweza and the third party, Twaweza and the third party will co-fund that round of data collection. Twaweza and the third party will agree on the questions they will load in that data collection round. The agreement on the questions will be done prior to the contracting.

1.3.4 Twaweza reserves the right to determine and change the allocation of data collection rounds on the annual *Sauti za Wananchi* calendar if circumstances so dictate.

1.3.5 In order to provide access to a wide range of partners, at the start of a calendar year third parties will be allocated up to a maximum of two type A (fully funded) rounds for that calendar year (unless otherwise communicated by Twaweza).

1.4 Topics and questionnaires

1.4.1 The contract will allow a questionnaire that has between 15 and 20 questions.

1.4.2 Third parties should ensure that they submit their questionnaires to Twaweza at least one month before the date set for data collection.

1.4.3 Twaweza reserves the right to drop / alter questions but will in such cases contact the third party before doing so (Twaweza may advise third parties on the appropriateness of asking certain questions over the phone or on sensitivity likely to result in general or question specific non-response or even attrition).

1.5 Contact persons

1.5.1 Third parties who will contract Twaweza to use the *Sauti za Wananchi* Infrastructure will designate one liaison person who is able to quickly respond to queries or comments. On the side of Twaweza, the *Sauti za Wananchi* –country officer will be the liaison officer for third Parties, in close contact with the Sauti Regional Manager.

1.5.2 In the event that a third party has data queries on a round they have commissioned, they will contact Twaweza. If necessary, Twaweza will put the third party in touch with the data firm.

1.5.3 In the event that a large part of the data set in a given data collection round cannot be used, Twaweza will offer to liaise with the data firm to re-do that round of data collection. This round of data collection will be scheduled for the next free data collection round. In the event that the third party does not want the round to be re-done, Twaweza will refund the advance payment made by the third party and its liability ends there.

1.5.4 In the event that a third or less of the data in a particular round (not more than 5 questions) cannot be used, Twaweza will liaise with the third party and the data firm to recover the data by loading the lost questions in one of the next rounds.

1.6 Data and Publication Protocols

1.6.1 All data collected for third parties using the Sauti za Wananchi platform will be put in the public domain 30 days after data is submitted to the third party unless the data has unresolved data queries.

1.6.2 Twaweza has the right to use and analyze data collected using third party questionnaires immediately after the data is submitted to the third party. Twaweza will publish only after the third party has published using these data or after the data have been made public (whichever comes first).

1.6.3 All publications, graphs, tables, facts and other types of publications based on data collected by the *Sauti za Wananchi* platform should acknowledge *Sauti za Wananchi* as follows:

- For briefs, reports, output: “The findings in this brief (report /output) are based on data collected by *Sauti za Wananchi*, Africa’s first nationally representative mobile phone survey fielded by Twaweza. The findings, interpretations, and conclusions expressed in this brief/report/output are entirely those of the authors and do not necessarily represent the views of Twaweza.” This acknowledgement should be placed in a prominent place.

- For stand-alone graphs, tables, stand-alone facts: “Twaweza, *SzW* survey (Round[n]), (Month), (Year)” below the graph, table, fact.

1.6.4 The Twaweza logo should only be used in case of a joint publication.

1.6.5 All 3rd parties commit to at least publishing 1 output (briefs, reports & blogs) which results from the use of the Sauti za Wananchi infrastructure. The publishing of the report has to be done not later than 6months from the date of receiving data failure to which future engagement with the partner will be reevaluated.

1.7 Investment

1.7.1 The amount to be contributed by the third party for each data collection round depends on the nature of the data collection round, i.e. type A (third party only) or type B (joint round).

- For a type A (third party only) round, the third party will contribute 100% of the costs of data collection;
- For a type B (joint) round, the third party will contribute 50% of the costs of data collection.

1.7.2 The contributions shall be made as follows:

- 50% upon consideration for a data collection round using the *Sauti za Wananchi* platform - Commissioning Fee
- 50% upon verification of data quality and acceptance by third party of the clean and final data sets marking the successful completion of the round of data collection using the *Sauti za Wananchi* platform- Completion Fee

1.7.3 The cost of data collection to be contributed to by third parties is determined by Twaweza based on monthly data collection and management costs plus a fraction of investment costs. The exact amount may change over time.

1.8 Cancellation of contract

In the event that the third party wants to cancel a round of data collection he or she should do this at least one month prior to the date set for data collection. If the cancellation is done at a shorter notice the third party will lose their 50% of the commissioning fee.

1.9 Copyright

1.9.1 Twaweza shall maintain copyright of the Sauti za Wananchi design, software applications and information including reproduction in any format.

1.9.2 Third parties agree to engage with the *Sauti za Wananchi* platform and data firm only through Twaweza.