

Twaweza Annual Plan 2021



LOOKING BEYOND COVID-19 TO INTENSIFY THE PACE FOR DEEPER ENGAGEMENT AND IMPACT

The year 2021 marks the third of the current strategy. Following slow implementation in 2020 due to Covid-19 pandemic in all countries and general elections in Tanzania, we plan to intensify the pace of our work for deeper engagement and impact in each of our three missions:

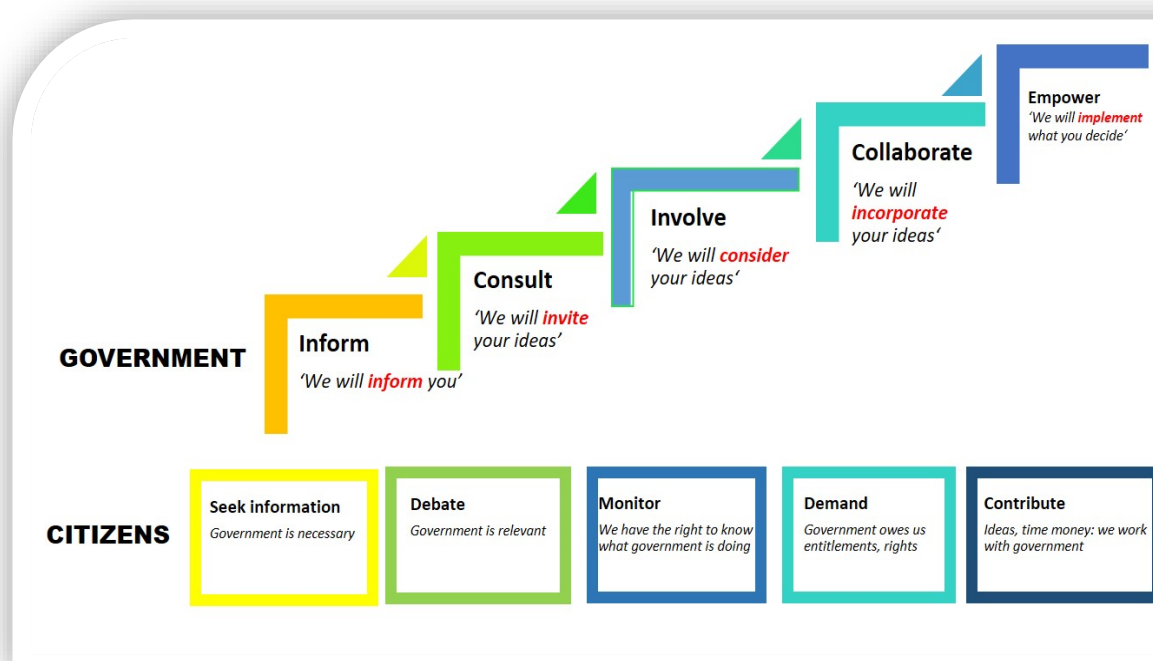
- Mission 01: **Demonstrating citizen agency** in addressing their systemic problems
- Mission 02: **Amplifying citizens' voices** to ensure that they are taken seriously in decision making
- Mission 03: **Promoting and protecting open civic space**

For each of the three mission areas above, we reiterate the intended strategy outcomes and provide descriptions of planned activities and estimated budgets in a detailed annex. Under each mission area, we describe planned activities divided into three main activity types:

- **Content creation** activities which form the substance of our interventions
- **Content engagement** activities that amplify and influence wider norms and actions
- **Content quality assurance and learning** activities that sharpen our thinking and action

We also present planned activities under our *Learning and Strategy Unit* (including KiuFunza III as a formative research) and *Governance and Management* (including operations and finance).

Collectively our three strategic mission areas aim to address two connected problems: a) limited citizen agency and b) deteriorating basic conditions for meaningful citizen participation including the freedoms of expression, association and assembly. We are guided by a spectrum of mutually reinforcing actions on the part of government to invite and engage with citizen feedback and a complementary spectrum of citizen actions. Through our work, we aim to contribute to encouraging more citizen engagement, deeper government responsiveness to citizen input, and promoting more open civic space.



It is worth noting that some of these activities are restated from the 2020 Annual Plan given the major implementation slow down caused by Covid-19 as well as our adaption of our work to address the pandemic. Some of these activities naturally flow into 2021 and we will remain vigilant and agile to any changes and adaptations required.

We will generate timely and credible evidence to promote narratives that strengthen the role of improved citizen agency, voice and autonomy as facilitated by open civic space in bringing about equitable and sustainable development at the local and national level.

This work resonates deeply with the agendas of the governments in Kenya, Tanzania and Uganda. Our governments have embraced citizen-centered development agendas as evidenced by the adoption of various community based and participatory approaches to decision making, managing natural resources and planning, delivering and monitoring of basic social services such as health, water and education. Achieving these policy ideals need motivated citizens who can make use of the opportunities for their involvement in bringing about their own development. Our work complements government efforts to facilitate effective citizen participation in development planning, implementation and monitoring. We will work closely with local government authorities to realize these outcomes.

The government of Tanzania government is strengthening regional and local government through a new framework in which citizen participation is a major pillar. This policy provides clear guidelines to realize governance goals described in the Tanzania Vision 2025 blueprint whose policy components are described in detail in the 1999 National Framework for Good Governance (NFGG). The current Tanzania National Five Year Development Plan II (FYDP, 2016/17 – 2020/21) recognizes the importance of safeguarding freedom of speech and expression, political participation and upholding democratic values in order to promote greater accountability for quality and timely delivery of government services. Objective viii of the FYDP II aims to “Intensify and strengthen the role of local actors in planning and implementation”.

Kenya is a member of the Open Government Partnership (OGP) and in 2020, was elected to join the Steering Committee of the Partnership. Since December 2018, Kenya has been implementing their third National Action Plan (NAP III, 2018-2020). As noted in the document, NAP III committed to an inclusive mechanism that reduces opportunities for corruption and wastage, increases productivity and efficiency within public service and works towards building public trust in government. The government of Kenya is now co-creating NAP IV with civil society organizations. A refreshed set of priorities and concrete commitments will be developed. Furthermore, in October 2020, three counties were selected to join the new cohort of subnational members of the OGP, namely Makueni, Nairobi and Nandi. This offers another set of deeper opportunities for their citizens to directly shape the priorities, policies, execution and monitoring of public service delivery.

In Uganda’s Vision 2040, government is committed to strengthening the policy, legal and regulatory framework to support transparency and accountability. It will put in place appropriate measures to ensure strong implementation and monitoring mechanisms for effective service delivery. Two of the eighteen programmes in the National Development Plan (NDP III) 2020/21-2024/25 focus on Community Mobilisation and Mindset Programme whose anticipated results include: increased participation of families, communities and citizens in development initiatives; civic competence; and better uptake and/or utilization of public services (education, health, child protection etc.) at the community and district level around. The NDP III’s Governance and Security Programme aims to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats, among the key results are improvement in the corruption perception and democratic indices. This builds on to the earlier initiatives to bring people and government closer

such as Barazas and the Government Citizen Interaction Centre (GCIC), the effort by the Ministry of Finance to get most of the MDAs to adopt online procurement. Twaweza's data provides important evidence and ideas to inform these strands of government implementation.

In and through our mission areas across the three countries, particularly in our engagements with actors relevant to our aims and work, we will focus on the following approaches to our work:

1. Media partnerships

In recognition of the seminal role the media play in all three of our missions, and of our particular strength in engaging media in unique and impactful ways, we continue to have a strong focus on media engagement in 2021. At the local level, we are focused on engaging with radio stations in the districts in which we are implementing our mission of activating citizen agency. This is critical given the proximity of local media to people's daily lives. In Tanzania this is an area in which we believe we can have real traction given the squeeze on national media.

In Kenya and Uganda our national media engagement will be central to promoting the voice agenda. In Uganda in particular we have a wide array of products to entrench our data in media content for greater amplification and impact.

In Tanzania, we will work with media to amplify citizens voices and to promote fundamental democratic freedoms. We will partner strategically with community radios online outlets and help to transform journalists' and editors' relationships to their work.

2. Supporting progressive insiders, co-creation

Too often, NGOs conceptualise government as homogenous and miss opportunities for traction based on more individualised incentives. We will build on our successful work so far in Uganda and Kenya in collaborating with individuals within governments who resonate with our aims and are willing to push shared agendas forward.

In Tanzania, we will proceed with tact given the challenging civic space environment. The main opportunities include close door engagements around the data we are collecting for internal use and strong engagement with the new decentralisation policy and program as well as advocacy around the Five Year Development Plan III.

In all three countries, we will also apply this approach at sub-national levels particularly where we are conducting citizen agency work, by engaging closely with local leaders especially those who are supportive and enthused.

This focus on individuals does not preclude institutional collaboration. In Kenya, through the Open Government Partnership work, and in Uganda, through the access to information guide, trainings and advocacy alongside our work with Parliament, our approaches will extend to co-creation of projects, products and policies with government institutions.

3. Evidence to Action

Building on our work in behaviour change communication around Covid-19, we include a focus on translating the citizens' voices and other evidence we collect into actionable content in 2021. We will translate our data into public messages on the same and influence government public communications on Covid-19 in Kenya and Uganda. We will also respond opportunistically to requests for recommendations, harvesting insights and messages from our data in all three countries to influence policies, budgets and decisions.

4. Bringing government and citizens together

We continue to emphasise directly bringing government and citizens together through the media or physically. Over the past two years of implementation, we have found these exchanges to be productive in generating shared agendas which enable us to encourage increased accountability from government officials for their commitments. In Makueni through joint events, through a TV show in Uganda and through expanding #MbungeLive in Tanzania, we will push to infuse responsiveness and accountability into these engagements, help to enhance citizens' own sense of self-efficacy to make these demands and raise their voices through modeling, and encourage them to perform among other government officials through amplifying these exchanges in media and directly.

In Tanzania, given the challenging and changing context, which limits the possibility of strong impact from some of these areas of work, we include additional focus on the following:

- **Transformative leadership and development, strengthening civil society**
Given the uncertainties of engaging substantively with government at the national level, in Tanzania we will have an enhanced focus on civil society. We will aim to intervene to conscientise civil society leaders in different sectors from youth to religious leaders.
- **Violence against women**
In recognition of the continued exclusion and marginalisation of women and young girls in Tanzania and as guided by issues emerging among these groups through our animation work and scoping visits, we are building up a strand of work around violence against women. Although we had anticipated being able to hand much of this over to an organisation with greater experience in this area, we find this option to be unavailable. Thus we will use our experience in working on Teleza in Kigoma to design concrete national advocacy asks in partnership with women's organisations.
- **Narrative shaping**
Given the low premium placed on democratic values among citizens overall (with reference to the recently conducted elections and our internal data), we will build on global knowledge and experience around shaping narratives to enhance the premium placed on core civic space values such as fairness. We will work to connect these to people's everyday lives and experiences through a series of messages and results driven small grants to creative communicators.

In all of this work, we will be maximising the utility of our three key areas of strength: expert analysis, rigorous evidence and expert communications. Although the work is diverse, in particular in Tanzania, we are convinced of the potential for cumulative impact.

Throughout this work, we will pay particular attention to the rights and responsibilities and experiences of marginalized majorities (women, youth). Specifically, we will

- Provide special opportunities for women and youth to participate in addressing community development problems through our animation approach
- Present gender-disaggregated data to reveal the differential impacts of various policies and programs between men and women
- Include a gender lens in our problematizing and the analysis of laws and policies
- Place emphasis on the inclusion of women and youth in all our events and activities
- In Tanzania include a focus on violence against women as an issue for women across the country emerging from our animation work.

Mission 01: To demonstrate how citizens can come together to collectively address their problems and make government work for them

We propose to demonstrate how citizens can come together to solve systemic problems, productively influence the forces that shape their lives and encourage government to work for citizens. In collaboration with our partners, we will contribute towards enhancing citizens' ability, willingness and opportunity to articulate their problems, come together to discuss them, express their views in the public sphere and take civic actions to address these challenges.

The core of this work involves problematizing well, looking beyond the surface of how problems manifest locally to diagnose and address the structural challenges that perpetuate them. The effects will resonate beyond the selected areas in which we are galvanizing this type of collective action through the amplification effect of our work, pushing these stories into public and policy discourse.

By end of 2021, we anticipate to achieve significant progress towards the following outcomes:

Intended outcomes	Progress markers during 2021
➤ <i>Animators and people's representatives mobilize citizen accountability actions and participation, problem solving (TZ, UG)</i>	<ul style="list-style-type: none"> ✓ Stories/case studies of problems solved from animation work ✓ Data on village meeting participation and engagement
➤ <i>Animators and people's representatives request public information and engage in local government processes (TZ, UG)</i>	<ul style="list-style-type: none"> ✓ Number of meetings with local government officials ✓ Animators participation in local government meetings (numbers) ✓ People's committee / citizen representatives follow up visits to local government
➤ <i>MPs, councilors and local government officials participate in, endorse and institutionalize Twaweza/partner citizen agency processes and evidence collected (TZ, UG).</i>	<ul style="list-style-type: none"> ✓ Local government officials participation in feedback meetings around this work ✓ Local government statements about the animation process and outcomes ✓ Local government responses to requests from animators, citizens, people's representatives
➤ <i>Citizens perceive improved space to engage with authorities for problem-solving and accountability; they are willing and able to hold leaders accountable (TZ, UG).</i>	<ul style="list-style-type: none"> ✓ Perception data from surveys to be conducted and local change agents' monitoring journals ✓ Citizens participation in accountability events such as village meetings
➤ <i>In selected geographic areas, community media facilitate citizen-government interaction and highlight local collective action and response (TZ, UG)</i>	<ul style="list-style-type: none"> ✓ Coverage on local media of interaction events, and stories of citizen agency ✓ Talk shows featuring citizens and government including government officials commenting on <i>Sauti za Wananchi</i> data

1.1 Content Creation

In Tanzania, we will provide institutional strengthening support to the local animator's network MBODANET to advance the strong successes of animation in Mbogwe. We will also explore and strategise moving from the realm of citizen participation largely conceived as contributions to service delivery to an emphasis on voice and accountability. In Pangani we will use theatre for development to galvanise citizen agency through a newly conceptualised methodology that also draws from elements of animation. In Nyangw'hale we propose to use the traditional animation approach but work to implement it more directly with local partners. In Kigoma, given the challenges

of engaging the local government there, we will continue to monitor the situation in regards to Teleza, persuade local leaders to take responsibility for supporting (potential) victims, and work with survivors to organise themselves to provide support and solidarity to each other.

We will also partner with two major national organisations to identify and capacitate socially-oriented active young people to transform their own communities through the Vijana Shujaa initiative.

In Uganda, given the slow down in implementation in 2020, we will continue working with change agents to develop, launch and follow up on local action plans in Namutumba and Kamuli districts. In Kole, we will kick start the process with the training of the local change agents and then follow the same trajectory as Namutumba and Kamuli, incorporating lessons from there.

1.2 Content Engagement

In Tanzania, we will conduct ongoing sharing of lessons and successes from animation work with the ministry of local government and work to incorporate the ideas and principles into the implementation of the new regional and local government strengthening policy, which we will offer to support given its deep resonance with our missions. We will collaborate with key national partners in this work.

We will look to partner with women's organisations to create a set of national advocacy strategies around violence against women drawing on our experience working on Teleza and our learning from other districts on this issue.

In Pangani we will co-create (with local radio and government) campaigns based on the findings of the water quality testing conducted in collaboration with the local council in 2020. These findings will also be shared through a public launch targeting local officials beyond those involved in the research.

On the media front, we will amplify the success from collaborations between citizens and government through an ongoing partnership with Azam Media and a new engagement with an online platform, Nukta Media.

Our work in Uganda will focus on amplifying the lessons and success from working with change agents and partners in Kamuli, Namutumba and Kole districts. We will focus on working closely with MPs in those districts, where possible supporting them to embody the principles of transparency accountability and participation. The outcomes and lessons from this work will feed into our national-level engagement with the institution of Parliament described in Mission 3. For local government officials in these districts we will work with the Africa Freedom of Information Centre to deliver training and conscientisation sessions on access to information and participation.

And we will build on ideas and discussions with the local radio station in Makueni to engage with local radios in each of the districts in which we are galvanising citizen agency in Tanzania and Uganda. These media engagements will focus on supporting the citizen agency work, bringing citizens and leaders together and working to hold MPs in particular to account. For this last strand we will build on lessons learned from #MbungeLive in Tanzania. We will also use social media and attend international conferences to spread initial findings, ideas and successes from the citizen agency work.

We will continue exploring new uses of Sauti za Wananchi in designing Covid-19 related behaviour change communication content in partnership with the comedy group, Fun Factory. We will similarly

use these insights to advise the ministry of health on behaviour change messaging as well as support them by producing some of the persuasive content required.

Once restrictions in Moyo district are loosened, we will pick up work suspended in 2020 to create a how-to toolkit about the program for any radio station or civil society organisation interested in trying an initiative similar to *FixMyCommunity* and a motivational film on the same topic to encourage government officials to support and advocate for these types of engagements. And we will provide some direct support to the *FixMyCommunity* program to hold community dialogues to include hard-to-reach areas for the show.

In Tanzania and Uganda we will be launching our citizen agency in five districts and publish the training manual.

As with all mission areas, social media continues to play an important role in our engagement in the region and beyond. We will work with influencers and organise more curated online conversations such as Tweet Chats and regional webinars.

1.3 Content quality assurance and learning

To ensure that our work is informed by latest innovations and knowledge in understanding and enhancing citizen agency for equitable and sustainable development, we use three different approaches, concurrently, to understand the effects and inform the design and implementation of our animation approach in Uganda and Tanzania.

The first study will be a qualitative evaluation and learning exercise in Mbogwe and Kigoma-Ujiji (Tanzania), where we have been implementing the animation approach. The aim is to take stock of implementation and assess progress towards intended outcomes of promoting local collective action for solving systemic problems with a particular focus on sustainability given the long interval without any direct interventions in these areas in Tanzania at least.

The second study will apply mixed methods to gather baseline conditions on citizen agency and local governance in the three new districts where we are expanding the animation approach in Uganda (one district) and in Tanzania (two districts), so as to provide a reference data against which we will measure progress over time.

The third will be to design a longitudinal study to understand the effects of our work on the local change agents and implementing partners themselves. In essence the animation process entails a process of conscientisation and so the changes that occur amongst the change agents and partners themselves are also of interest to us. Ultimately elements of the approach can be used to enhance and assess our engagements with many different segments of civil society across the region in support of open civic space in Mission 3.

As in all our work engaging with government officials we will incorporate outcome mapping particularly the use of journals to track progress towards specific goals that cumulatively lead to our strategy outcomes. We will also convene our partners, travel regularly to intervention districts and hold reflective internal sessions to ensure we are harvesting insights and lessons throughout implementation.

Mission 02: To enable citizens' voices, interests and experiences to be heard and taken seriously in decision making

We propose to collect and amplify citizens' views and voices and advocate for these to be heard and taken seriously in policy debates and decisions. This work is motivated by an important data gap: the scarcity of regular, rapid and credible feedback and data on citizens' views on service delivery and official policy design and execution.

The core of this work involves collecting nationally, and in some cases, locally representative views and experiences from citizens. These are then injected into public and policy debates to create informed dialogue between citizens and government, directly or through media. Building on past success, the current strategy combines our usual quantitative data with qualitative data to highlight some reasons behind the views presented. In the current strategy, we have also introduced a few studies per year to gather and analyze government perspectives on the same topics covered in our citizens' voices initiatives.

Our Sauti za Wananchi offers a powerful, practical and rapid way for officials to seek citizen views for potential inclusion in decision-making, at zero cost to government. A combination of internal policy briefings and media editor engagement prior to public dissemination of results will support a productive dialogue between citizens and public authorities.

By end of 2021, we anticipate achieving significant progress towards the following outcomes:

Intended outcomes	Progress Markers During 2021
➤ <i>MPs, councilors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making (TZ, UG)</i>	<ul style="list-style-type: none"> ✓ MPs attending launches, making remarks ✓ MPs raising Sauti za Wananchi data in Parliament or in public statements ✓ MPs raising constituents' voices in Parliament (attributed or connected to Twaweza work) ✓ MPs organizing constituency consultations (as above)
➤ <i>Government officials seek citizen views on policy and laws, have increased insights about citizen challenges (KE, TZ, UG)</i>	<ul style="list-style-type: none"> ✓ Invitations to participate in public hearings on laws ✓ Participation in policy review processes ✓ Support to expanding participation in policy reviews ✓ Government requests for in-depth briefings on Sauti za Wananchi data, and commissioning call rounds
➤ <i>Government officials make decisions informed by citizen input (KE, TZ, UG)</i>	<ul style="list-style-type: none"> ✓ Government partnerships for Sauti za Wananchi call rounds ✓ Government actions in response to Sauti za Wananchi data
➤ <i>Parliamentary debates, including at committee level, on new laws governing access to information, freedom of expression and civic participation are more inclusive of citizen views and voices (TZ)</i>	<ul style="list-style-type: none"> ✓ Invitations to participate in public hearings on laws ✓ Participation in policy review processes with / by MPs ✓ MP requests for in-depth briefings on Sauti za Wananchi data, for call rounds on these topics in particular
➤ <i>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency (KE, TZ, UG)</i>	<ul style="list-style-type: none"> ✓ Number of pieces of coverage ✓ Review of content for these issues, quality of coverage

2.1 Content Creation

In Tanzania, the environment for data collection and dissemination continues to be challenging. We will continue to collect data for internal use in order to inform our advocacy, program design and messaging. We will also use these data to engage with smaller groups of government officials and with our partners.

In Kenya, we will continue with our county-level Sauti za Wananchi in Makueni County with a focus on co-creation with local government officials. Given the positive indications from the government so far, we intend to continue to provide them with data to feed their decision-making processes. At the same time, depending on the restrictions and situation around Covid-19, we will focus more on public engagement around the data, directly and through the popular local radio station, in order to entrench greater accountability. We will also continue with two remaining rounds of national level data collection which gained traction in 2020.

In Uganda, we will establish a new panel and conduct two call rounds. We will produce several briefs from the baseline data. We are planning for two subsequent call rounds after establishing the new panel because setting up a new panel takes time and also the general elections in January 2021 imply delayed implementation.

2.2 Content Engagement

In Tanzania, beyond the select government engagements, we intend to pursue a local accountability agenda through a number of critical partners and projects, leveraging our expertise in terms of strategic thinking, evidence collection and creative communications to help amplify the voices of different groups of citizens. We will continue our 2020 elections-based partnership with Equality for Growth to provide seed funding to advocacy around shared priorities identified by market women as well as supporting their institutional growth. This contributes to our broader agenda of focusing more on gender and in particular helps us to understand and untangle the dynamics between women's economic empowerment, their social roles and the violence they experience. This work also helps to bring the voices component in Tanzania to the hyper-local (market place) level where we feel, given the context, we can achieve more.

We will work to encourage citizens in selected constituencies to engage with their MPs through a continuation of the #MbungeLive show that depends on local journalists and will thus help to increase their willingness and motivation to follow up on their local MP more broadly. Although the dynamics of the new parliament may lend themselves to disengagement, we believe that we can help to channel the potential resentment felt by citizens, the MPs' own quest for legitimacy, and strong media engagement to model a culture of greater accountability despite the political environment. However this can still be seen as one of the more tentative activities in the plan given the environment; we will explore the possibility and potential of this project before embarking on the work.

And we will explore the establishment of an independent national network of local radios to promote public service content that enables citizens to access public service content and speak out on issues impacting their lives. We hope this can exist as a self-sustaining network and thus make a broader contribution to the media environment and the space for citizen voices.

Building on two years of work on the decentralisation policy and program, we will deepen our work with local civil society organizations and networks around the new local government strengthening policy initiative through capacity-building engagements with about 20 organisations in each of Tanzania's six multi-region zones. We hope for this to complement multiple strands of work

including strengthening the sector especially at the sub-national level, generating allies in protecting civic space particularly through working in coalition, and helping to collect views and voices on government policy and action.

And finally, we will start a strand of work focusing on working closely with a small group of committed young people; providing discussion sessions, advice and guidance particularly on their own ideas and initiatives, inspirational sessions, and capacity development opportunities. With this group, we will run a series of policy deliberation sessions to harness their ideas and energy for some of Tanzania's intractable problems. We will link this to the Vijana Shujaa partnership under Mission 1; here we are hoping to contribute to a new generation of national civil society leaders and influencers while in Mission 1 we are aiming for this locally.

In Uganda, following two successful years of brand- and trust-building, we will follow up commitments made by government when we engage them at launch events and shared Sauti za Wananchi call rounds and systematically document progress made in response to the data at launch events. When commitments have been achieved, we will hold press conferences or issue public announcements to celebrate them.

We will continue to produce of a diverse array of outputs around Sauti za Wananchi driven by demand and success so far. These include infographics, audio features, video vox pops, and factsheets, as well as the briefs themselves. We will also build on appetite for recommendations from Sauti za Wananchi data by articulating policy priorities drawn from citizen voices.

Based on the success of attracting government officials even to our online engagements, we will move towards a more hybrid model combining both digital and physical engagement to reach government officials through public launches and more customised briefings. Our ongoing partnership with the Centre of Policy Analysis will also help us to reach MPs with our data and in Missions 1 and 3 we will build on this an engage with Parliament as an institution to, as in Tanzania through the new #MbungeLive, enhance the accountability, collaboration, and representation aspects of MPs' roles.

We will continue with our innovative model of media engagement around our data and citizen voices and agency more generally by (a) providing small incentives to journalists and sub-national radios who demonstrate an appetite for these topics, (b) running specialized dissemination events or releases tied to news hooks, (c) monitoring news and suggesting to editors where and how our data can be inserted, (d) engaging with and developing specialized content for social media influencers and local radios, and (e) partnering with Uganda Radio Network, and using our own network, to disseminate the audio features.

Our CSO engagement will include working with Parliament Watch, the Civil Society- Budget Advocacy Group (CSBAG) and others. And finally we will build on experience and lessons from Tanzania to create a live show, *Yes Minister*, which provides ministers with the opportunity to answer questions directly from citizens, informed by Sauti za Wananchi and Twaweza's other data and insight.

In Kenya, we will collaborate closely with the county government in public dissemination for Sauti za Makueni data and hold launch events as well as small group engagements. We will have a complementary media engagement strategy focused on regular talk shows in partnership with a local radio. We will also aim to spread the model of the FixMyCommunity show in Moyo in Uganda to this radio station.

We plan to disseminate the results from the qualitative studies conducted in four counties and share insights from the same with county and national level government, and civil society. The results shine a light on some of the gaps in counties often considered models for open governance and provide strong grounds for working closely with these governments and ensuring the pressure stays on for them to deliver on the promises.

In order to synergize with the complementary principles of the Open Government Partnership (OGP) we will include an explicit focus on this process in our national and county-level work in Kenya. We will be part of the launch and hopefully ongoing monitoring of implementation (through Sauti za Wananchi) of the fourth National Action Plan and we hope to support the process of the development of the Sub-national Action Plan in Nandi County. In Elgeyo Marakwet, we plan to support monitoring of the existing Sub-national Action Plan.

At the national level we will finalize the two rounds of Sauti za Wananchi and continue engaging with key national institutions of government, media and fellow civil society actors following up on a number of early leads for collection and engagement partnerships.

As with all mission areas, social media continues to play an important role in our engagement in the region and beyond. We will work with influencers and organize more curated online conversations such as Tweet Chats and regional webinars.

2.3 Content quality assurance and learning

Our approach to assessing the effects of Sauti za Wananchi is by design multi-faceted, layering different insights to tell a more complete story. We continue to track brand recognition and media coverage as proxies for public debate and an assessment of the credibility of our data. We will use outcome mapping particularly in Kenya and Uganda to track progress towards our outcomes, and we will interview key actors to understand their perceptions of and value for our work.

In Makueni outcome mapping and detailed documentation will be the bedrock of our assessment of our work. We will also aim to track our influence on key policy documents and local decisions and engagements more concretely through document analysis where ever feasible. Again interviews with our collaborators in the county government will be critical to our assessment and reflection on our work.

For the larger projects including *Yes Minister* in Uganda, the local radio network, #Mbungelive local, and the partnership with Equality for Growth in Tanzania, we will design customised evaluation initiatives to capture their effect on government responsiveness and the public imagination.

Mission 03: To promote and protect open civic space which enables citizens to freely assemble or organize, speak and act

The Constitutions in our respective countries and various government policies and laws recognize the importance of safeguarding the freedoms of expression, association and assembly to encourage more citizen involvement in decision-making. We will contribute to promoting and protecting open civic space using a range of advocacy methods.

Our approaches include legal and policy analysis, infusion of data into public and policy debate, media engagement and working with coalitions, along with hard persuasion and strategic litigation. The core of this work entails creating persuasive materials, injecting these into policy discussions and

media using a range of engagement tactics and strategies. Working in peer and unusual coalitions will be central to successfully promote open civic space as will tactical and strategic litigation.

By end of 2021, we anticipate achieving significant progress towards the following outcomes:

Intended Outcomes	Progress Markers During 2021
➤ <i>Government officials endorse, participate in and create spaces in which they interact directly with citizens (KE, TZ, UG)</i>	<ul style="list-style-type: none"> ✓ Constituency or national level citizen consultations (some relation to Twaweza work) ✓ Participation in Twaweza local, national events or media programs that bring citizens and leaders together ✓ Public statements on citizens' views
➤ <i>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency (KE, TZ, UG)</i>	<ul style="list-style-type: none"> ✓ Number of pieces of coverage ✓ Review of content for these issues, quality of coverage
➤ <i>Parliamentary debates, including at committee level, on new laws governing access to information, freedom of expression and civic participation are more inclusive of citizen views and voices. Enacted laws incorporate this feedback and are less restrictive (TZ)</i>	<ul style="list-style-type: none"> ✓ Invitations to participate in public hearings on laws ✓ Participation in policy review processes ✓ Recommendations taken in from CSOs, analysis of final laws ✓ MP requests for in-depth briefings on Sauti za Wananchi data, for call rounds on these topics in particular
➤ <i>Restrictive clauses in national and local laws governing access to information, freedom of expression and civic participation are used less, some have been amended. (TZ)</i>	<ul style="list-style-type: none"> ✓ Amendments of laws ✓ Less aggressive/zealous enforcement of restrictive clauses
➤ <i>Unusual actors mobilize, coalesce and work together to take specific actions in defense of democracy</i>	<ul style="list-style-type: none"> ✓ Coalition actions and responses - descriptive stories, focus on who is involved
➤ <i>Civil society organisations and individual activists are better tooled and networked, and more trusted by citizens</i>	<ul style="list-style-type: none"> ✓ Self-reported capacity improvements ✓ Nationally representative data on perceptions of civil society

3.1 Content Creation

This strand builds on work from Mission 1 and Mission 2 particularly in Uganda. In Tanzania the approach is more diverse, reflecting the volatile climate and the need to act now, fast and on multiple fronts to try to at least slow the pace of shrinking civic space.

In Uganda we will produce, in collaboration with the Africa Freedom of Information Centre and the Ministry of ICTs and National Guidance, a guide for civil servants on the implementation of the Access to Information Act. Building on our research into civil servants perspectives on access to information and participation, we will aim to affect officials' knowledge and attitudes through the guide and their behaviour through the additional training component in specific districts in Mission 1.

In Tanzania we will aim to shape the narrative around the democratic values which infuse our work through a series of small, results-driven grants to creative communicators. We will aim to feature persuasive messaging around the core values underpinning civic space and everyday life such as fairness. We will also finalise our innovative interactive pilot show, YouDecide to shape the narrative and generate greater empathy around key social challenges and issues.

We will continue with our strand of work on the legal environment, analyzing new laws and amendments and conducting advocacy on the same, engaging in selective mostly defensive cases on civic space and engaging a lawyer to help us navigate the context particularly around compliance.

And we will produce a regional podcast featuring the strands of work presented in the introduction to the plan drawing on our work in all three mission areas. In January we will finally launch a new website.

3.2 Content Engagement

In Uganda, we will work to pilot support mechanisms for MPs in constituencies overlapping with the districts in which we are implementing citizen agency work designed to improve their feedback to constituents, representation role, collection of voices, collaboration with other actors and their presence and infrastructure in their constituencies. This is based on learning from Tanzania and feedback from the Department of Public Affairs of Parliament. We will complement the direct collaborative approach with strong engagement with local media to follow up on these aspects of the MPs' roles and feed insights from the process, alongside tailored Sauti za Wananchi data to the public affairs department and the Clerk of Parliament. We seek to influence their work including MP induction content.

We will also use the insights from Sauti za Wananchi and the civil servants' perspectives study to inform a joint program of advocacy around enacting amendments to the Access to Information Act including media engagement, evidence collection and direct face to face persuasion.

In Tanzania we will continue to build on our strand of work with unusual actors to incorporate their voices in decision-making around their respective sectors and build on their value for free expression to collaborate with them in defense of civic space. We will also continue to engage actively in the conceptualization and implementation of Civil Society Week 2021.

3.3 Content quality assurance and learning

This area of work will need significant internal documentation, using outcome mapping where feasible and incorporating approaches from the longitudinal study of change agents and local partners under Mission 1. We seek to understand effects of our engagements on individual psychological determinants to action among key actors in multiple sectors and to develop a methodology to assess the impact of our institutional capacity support our key partners.

We will also, through our internal data collection mechanisms, track attitudes to democratic values and the narratives frameworks we are advocating for.

And we will build on previous assessments of civic space to take stock of the environment given hundreds of recent changes in laws, policies and personnel as well as to identify future opportunities for intervention.

Learning and Strategy

Learning has been and remains central to our way of being: understanding and analyzing the contexts in which we work, critical questioning of the effectiveness of initiatives we try out, learning from others in the education and governance fields and contributing to a collective body of knowledge. We seek to cultivate a culture of critical inquiry, reflection and adaptation within the

organization and among our partners and in coalitions – to ask what works? Why, and how? How do we know? How can we make it better?

We intend to stay ahead of the curve as a thoughtful, learning oriented organization and one which collaborates actively with other entities to both enrich our own work, and contribute learning to the governance field. Our planned Learning and Strategy activities are organized into three areas: Monitoring, Research and Evaluation, and Learning.

Learning and Strategy 01: Monitoring

<i>Evidence from practice (implementation) is collected and shared internally and externally in a timely manner to inform better implementation and accountability</i>
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The use of Salesforce for tracking and communicating important decisions and implementation progress has been very effective and smooth. However, we identified a few aspects that need improvement to make internal monitoring more effective. These include introducing mandatory progress and end-line brief reporting to close the IM/DM process and introducing mandatory trip reports for our participation in key external events.

We will continue with comprehensive media monitoring in Uganda and Tanzania and organize targeted monitoring exercises for our work in Kenya. We will conduct staff and partner training on several qualitative approaches to tracking and evaluating effectiveness our programs towards intended outcomes. We will particularly focus on: Outcome Mapping, Outcome Harvesting and Most Significant Change approaches.

Our current strategy involves working closely in select geographies. To ensure that staff and partners are adequately grounded and timely capture implementation progress and effects, we are introducing quarterly visits to the intervention districts where we are implementing the animation work. We will develop protocols for these visits and train all staff and partners to ensure systematic capturing of monitoring data to inform decisions on this work.

We will also conduct two Omnibus surveys in Tanzania and Uganda to measure coverage, recall and awareness of Twaweza and partner media-based initiatives; also for checking brand name recognition. Given the context in Tanzania, we will continue to use Omnibus surveys to collect some data relevant to our work such as assessing citizens knowledge and trust of CSOs' work in Tanzania.

Learning and Strategy 02: Formative Research and Evaluation
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<i>Mechanisms are set up to test core hypotheses in the theory of change, as well as to measure impact (effect) of Twaweza supported initiatives; knowledge gained from these is shared internally for improving practice and externally to contribute to global knowledge</i>
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In 2021 we will continue to design and undertake mixed methods monitoring and evaluation studies for our major initiatives. We are excited about a number of new formative studies including Vijana Shujaa Initiative (testing whether demand driven support to active youth will make them community champions for greater societal change in selected places); You Decide Initiative (testing whether audience participation in film story will achieve intended behavioral changes aimed at questioning underlying norms behind several socially unacceptable behaviors such as corruption and gender violence); Better MPs initiative in UG (testing mechanisms for improved MP-Constituency engagement building on past successful initiatives such as *Njoo Tuongee* Program and *Mbunge Live* Initiative (both in Tanzania), among others.

KiuFunza III: Following a year with massive disruption for schools and communities, in 2021 we aim for a year of consolidating our KiuFunza teacher incentive program implementation, in partnership with schools and government. Using government systems, personnel and data, we will be training officials, following up with teachers, testing the children to determine performance and paying bonuses. We will also be collecting data from control schools to measure impact and cost-effectiveness, essential ingredients for our policy engagement.

As part of our engagement strategy, we will hold a public event to celebrate the bonus payments and create exposure for the learning agenda and the role of teacher motivation and accountability. We will work with and keep reporting to the leadership in the KiuFunza regions, and provide in-depth evidence for reform to national policy makers and education managers. We will also be presenting findings at conferences and writing papers using the KiuFunza data and operational experience.

We will continue exploring scenarios for scaling up the KiuFunza implementation model. A concrete scale-up model we are developing is the adoption of KiuFunza rapid student assessment instruments in our partnership with the School Quality Assessment department. In parallel we will explore financial support for the teacher incentive budget beyond the Twaweza trial.

<p>Learning and Strategy 03: Learning and Adaptation</p>

<p><i>In each country, staff and colleagues are engaged in active reading and learning, drawing on various components of Learning and Strategy work, internal practice and external (country, regional, global) relevant evidence, practice and new ideas</i></p>

Internally, we will continue to build staff understanding, excitement and skills in designing and implementing initiatives aimed at achieving outcomes stated in our current strategy. We will re-energize our regular learning sessions, food for thought sessions, reading club sessions, and skills lab to improve on our individual and collective knowledge and skills for effective implementation of our initiatives.

We are introducing several improvements in the way we organize our internal reflections sessions. In addition to progress reporting, we will dedicate time during our Quarterly Management Meetings to discuss on major strategic approaches such as the animation work, strategic litigation, and Sauti za Wananchi. We will organize two all staff town-hall meetings to ensure that all staff adequately informed and have the opportunity to provide feedback and suggestions on organizational management aspects and programs design and implementation. In addition to the SMT meetings, we have planned for two Directors' strategic reflection retreats during the year for mentoring purposes and continued collective reflections and strategizing.

In addition to the internship opportunities, we will introduce a number of research-assistantship opportunities for graduate students in the region and beyond to jointly design and conduct research projects to inform the design of our work, to evaluate it and to contribute in knowledge creation on topics relevant to our strategy focus.

Building on past experience, we will organize an all staff annual retreat and immersion exercise for collective reflections on our goals, theory of change based on practical experience acquired from immersion exercise and involvement in fieldwork for all staff.

We will constitute and organize national advisory groups/committees in Uganda and Tanzania and re-activate the Research and Evaluation Advisory Group (REAG).

Moreover, 2021 will be dedicated towards deeper reflections internally as well as externally as we mark mid-point in our current strategy. We will produce a few synthesis pieces to communicate lessons learned from strategy implementation thus far. Due to Covid-19 pandemic in 2020, we could not organize the planned learning exchange sessions with like-minded organizations for the purposes of collective reflections to improve on our work. We plan to organize these exchange visits in 2021 if the situation allows.

In Tanzania and Uganda, we will conduct the annual gathering of critical feedback from key stakeholders in various sectors. Such feedback has proven to be very valuable for effectiveness of our programs in a changing context.

In Kenya, we will engage services of competent consultant/s to conduct a situational analysis of the governance landscape to establish the civic space status, who the key actors are, funding opportunities and possible entry points for Twaweza. This will inform our plans to strengthen and expand our work in Kenya. We will also engage another consultant to develop a comprehensive engagement strategy for our governance work in Kenya. Depending on how this assignment progresses, our plan is to transform this consultancy into a senior full time position to lead our citizen agency and civic space work in Kenya.

We will be writing policy briefs, monitoring reports, research papers and blogs drawing from our on-going and upcoming research and evaluation studies in order to contribute to the theory and practice that links citizen agency and sustainable development.

Governance and Management including Operations and Finance

Governance and Management:

Refreshing the Board and contributing to the governance of global partnerships.

We will refresh the Board of Directors by adding a number of new members to replace the Board Chair and one additional member. We look forward to adding new high-level expertise in research, media engagement and legal analysis on the Board to strengthen Twaweza's initiatives and their execution. Twaweza's Members and Board will be regularly briefed about our activities and their effects, with their counsel sought to inform and if necessary approve any necessary strategic adjustments.

We will seek to further enhance our high quality governance and management practices. Our financial management and reporting systems are first rate. We will ensure that our external auditor, Deloitte, will be able to independently verify a clean set of financial statements. We shall also maintain our high standards of full statutory compliance, in particular with the NGO laws and regulations in Tanzania. And we will continue to provide strong management support through regular trainings, collective engagements and opportunities for reflection.

We added two new foundations to our list of funders in 2020, the Ford Foundation and Open Society Foundation. We are proud that all of our funders continue to demonstrate a high level of trust in our governance team (members, directors, senior management) by continuing to provide core basket funding. We shall deepen that trust through more regular briefings of our evolving thinking, activities, outcomes and lessons learned, in addition to the accountability-focused financial reporting.

On the global stage, we will continue to serve as Co-Chair of the global Steering Committee of the Open Government Partnership (OGP), as well as providing more specific advice and guidance as co-Chair of the Governance and Leadership Sub-committee and as a member of the OGP Council of the Multi-Donor Trust Fund. Additionally, we will continue to serve on the Board of the Global Partnership for Sustainable Development Data (GPSDD) to promote the full inclusion of every citizen in the efforts to achieve the global goals during this Decade of Delivery (2020-2030).

We will engage in futures thinking in a scenarios project around the future of civil society in East Africa to continue to try to catalyse a robust, wide dialogue about civic space developments and dynamics in the region.

Operations and Finance: Deepening operational efficiency and effectiveness

We will continue to maintain and enhance the highest standards of transparency, accountability and ensure we get value for money in all organizational expenditures in all three countries through our management of the procurement, contracting and payment systems.

We will ensure conducive work environments for staff by keeping well-maintained office spaces with well-maintained facilities. This involves abiding with relevant regulations on environment, occupational, safety and health guidance. We will continue to emphasize healthy lifestyles through exercise and teambuilding sessions offered at our offices in Kenya, Tanzania and Uganda, and learning sessions on these issues for all staff. And we will keep staff motivated through joint activities.

We will build on our strong IT systems, upgrade old equipment and manage our online project management, payroll and accounting software. We will ensure timely compliance with all our tax and regulatory requirements in all the three countries. In Tanzania, given frequent legislative amendments, we will dedicate more time and energy to ensure flawless compliance with all applicable laws and regulations.

Budget and Funding

Budget

As the budget summary on page 19 shows, the estimated budget for Annual Plan 2021 is \$6.25 million. This is an increase of about 4% from the estimated budget for 2020 of \$6.0m. It should be noted that the 2020 budget of \$6.0m was revised down to \$5.1m due to the slowdown in execution caused by the covid19 pandemic, and the related cancellation of a \$670,000 (GBP 500,000) disbursement from DfID/FCDO that was communicated to us in October 2020. The higher budget for 2021 reflects the following:

1. An increase in activity in Uganda driven by the significant traction we are making with the government of Uganda through the Sauti za Wananchi (we will renew the panel in 2021), and the intensification of our Mission 1 work in three districts there. This results in a \$0.8m (70%) increase in the 2021 budget there.
2. An increase in activity in Kenya, driven by the expanding opportunities to influence greater transparency, inclusion and accountability at county level (Makueni) and nationally through our deepening involvement with the Open Government Partnership (OGP) processes. Our citizen polling is a vital input into both national and subnational initiatives to open up

government to citizens and to amplifying citizen views and priorities to the authorities. The Kenya budget has increased by almost \$216,000 (or 42%) in 2021 compared to 2020.

The uncertainty that continues to obtain in Tanzania, and the administrative constraints that remain in place to securing research permits in the country has prompted us to maintain the 2021 budget at the same level as that in 2020, approximately \$3.4m.

Funding for 2021

About 61% of the 2021 budget has been secured and contracted. We are confident that the balance of 40% (\$2.5m) will be secured from a) SIDA Tanzania who have pledged to renew their multi-year grant agreement (we are negotiating the amount), and b) the William and Flora Hewlett Foundation, who have invited us to submit our request to renew a two-year, \$2.0m grant starting in 2021.

TWaweza East Africa						
2021 Budget Summary						
	Tanzania	Uganda	Kenya	Region	Total	%
SUMMARY						
Civic Space & Citizen Agency						
Mission O1: Citizen Agency	327,597	247,131	20,000	-	594,728	
Mission O2: To enable citizens' voices	219,100	463,392	208,427	-	890,919	
Mission O3: To promote and protect open civic space	322,800	26,700	-	-	349,500	
Staff costs Engagement	236,804	154,137	25,985	783,242	1,200,168	
Total Civic space & Citizen Agency	1,106,301	891,360	254,412	783,242	3,035,315	49%
Education						
KiuFunza	560,817	-	-	-	560,817	
RISE	51,988	-	-	-	51,988	
Total Education	612,805	-	-	-	612,805	10%
Learning & Strategy						
L&S Mission 1: Monitoring	58,000	87,000	5,000	5,000	155,000	
L&S Mission 2: Evaluation	165,160	70,000	45,000	-	280,160	
L&S Mission 3: Learning	7,950	14,500	1,800	94,000	118,250	
Staff costs Learning & Strategy	38,743	101,162	26,843	254,278	421,026	
Total Learning & Strategy	269,853	272,662	78,643	353,278	974,436	16%
Operations and finance						
Operations and finance	246,250	111,516	99,770	77,574	535,110	
Staff costs Ops and Fin	105,630	102,343	60,210	433,783	701,966	
Total Ops and Finance	351,880	213,859	159,980	511,357	1,237,076	20%
Governance and Management						
G1: Planning and reporting	-	-	-	1,500	1,500	
G2 Management and strategic support	-	-	-	64,000	64,000	
G3: Compliance	-	-	-	30,000	30,000	
G4: Governance	-	-	-	27,000	27,000	
Staff costs Gov and Mnt	-	-	-	167,236	167,236	
Total Governance and management	-	-	-	289,736	289,736	5%
Provision for reserve (max. 2% of annual budget)	-	-	-	100,000	100,000	2%
Grand total	2,340,839	1,377,881	493,035	2,037,613	6,249,368	100%
<i>including proportional RO budget:</i>	3,473,318	2,044,489	731,561		6,249,368	