

2020 Annual Plan



ANNUAL PLAN 2020 | NARRATIVE

INTENSIFYING THE PACE FOR DEEPER ENGAGEMENT AND IMPACT

The year 2020 marks the second of the current strategy. We plan to intensify the pace for deeper engagement and impact in each of our three missions:

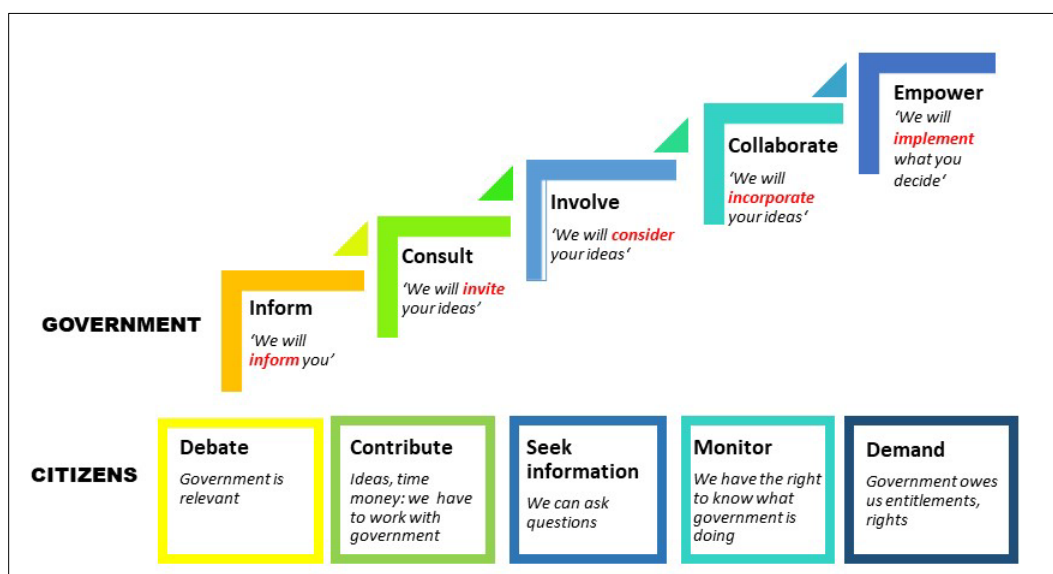
- Mission 01: **Demonstrating citizen agency** in addressing their systemic problems
- Mission 02: **Amplifying citizens' voices** to ensure that they are taken seriously in decision making
- Mission 03: **Promoting and protecting open civic space**

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.



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 broad national objectives 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 and using natural resources and planning for, provision 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 various 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 particularly closely with local government authorities to realize these outcomes.

The government of Tanzania government is strengthen 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). Since December 2018, Kenya has been implementing their third National Action Plan (NAP III, 2018-2020). As noted in the document, NAP III maintains 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. NAP III wants to create a positive impact on the lived reality of Kenyans by a) enhancing transparency in government contracting for the benefit of women and youth, b) disclosing the beneficiaries of companies that engage with the government, c) reinvigorating active citizenship through co-creation with government at all levels, d) improving the quality of data for decision making for all and, e) curating a resilient and sustainable culture of open government.

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. Given multiple programs and institutions in place to bring governments and citizens closer together, including 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, our data provides important evidence and ideas to inform these strands of government implementation.

In and through our three mission areas across the three countries, we are robustly engaging with prevailing narratives informed by a view of citizens as largely passive, by promoting the following ideas:

1. What is activism and why do we need it? Who is an activist? This aims to demonstrate the importance and value of active and engaged citizens and professionals.
2. Who has the right to voice, to have their say in decisions? This aims to demonstrate the importance of considering citizens’ perspectives and priorities, and emphasize the importance of bottom-up participatory approaches to decision-making.
3. Democracy as development? This argues for inalienable human rights and the power of freedom as drivers of progress and development.

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

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 2020, we anticipate to achieve significant progress towards the following outcomes:

Intended outcomes	Progress markers during 2020
➤ <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>	✓ 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>	✓ 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 use the powerful animation approach in three or four districts. In Mbogwe, where we have achieved strong local service delivery outcomes and where animators have a good relationship with district authorities, we will work to enhance collaborative work between government and citizens including supporting joint advocacy for support from central government. We shall re-engage with Kigoma-Ujiji to deepen traction of citizens' committees more broadly and to secure better protection by the authorities of the districts' vulnerable women. We will explore movement-building among women's groups, building on the achievements in abating the *#Teleza* threat in Kigoma-Ujiji and supporting the establishment of a registered society to promote their interests and welfare.

We will commence animation in Nyang'hwale District (Geita) and we will conduct a scoping study to explore potential for animation in Pangani District (Tanga), following our June 2019 immersion there. We will bring animators from these districts and others interested in the animation approach together for a learning and reflection session.

In Uganda, following extensive scoping work across 2018 and 2019, we have selected three intervention districts: Kamuli, Namutumba and Kole. We will provide hands on support to the identified district partner organizations and work together to establish rapport with local government officials at the district and sub-county level; identify LC1s where we will implement the animation approach; identify, select and train local change agents; support local change agents in conducting participatory action research (PAR) to identify community problems and provide actionable recommendations. Once this community level animation is done, we will conduct launches in each district, and public events to promote the initiative as well as training sessions with local civil servants. For the purposes of monitoring and learning, we will train partners in outcome mapping and hold a joint reflective event for partners and change agents from all three districts.

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.

In our intervention districts, we will work with partners to deliver demand driven access to information, participation, transparency and financial management training for local authorities.

On the media front, we will produce inspiring short videos trying to reframe the concept of activism and increase value for its positive contribution to society. We will distribute these online and through our

media partnerships with our online and broadcast partners. Similarly, we will work with selected media houses to develop new content featuring actual stories of citizen agency and incorporating a citizen-centric talk show component. The featured stories will be drawn from animation successes as well as peer civil society organisation's successful interventions at the local level.

Our work in Uganda will focus on amplifying the lessons and success from the *FixMyCommunity* initiative. Building on research conducted in 2019, we will create a how-to toolkit about the program for any radio station or civil society organisation interested in trying a similar initiative 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 acquire a toll-free number for citizen feedback and to hold community dialogues to include hard-to-reach areas in the show. We will also use social media to spread initial findings, ideas and successes from the citizen agency work.

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 will conduct three studies, concurrently, to inform the design and implementation of our animation approach in Uganda and Tanzania.

The first study will be an 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.

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

The third study will combine field based research and literature review on the application of the animation approach for promoting local governance capacity in Tanzania. This study will generate valuable insights on factors for success/failure and will also identify a list of other local change agents in the country that we can link with the ones in our intervention districts.

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 2020, we anticipate achieving significant progress towards the following outcomes:

Intended outcomes	Progress Markers During 2020
➤ <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 commissions 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</i>	<ul style="list-style-type: none"> ✓ Invitations to participate in public hearings on laws ✓ Participation in policy review processes with / by MPs

<i>information, freedom of expression and civic participation are more inclusive of citizen views and voices (TZ)</i>	✓	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>	✓ ✓	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. As we review Sauti za Wananchi, we are exploring alternative pathways of collecting and disseminating citizens' voices to help inform policy design and execution at national and local levels.

In Kenya, we will roll out our county-level Sauti za Wananchi in Makueni County with a focus on co-creation with local government officials. The county government has demonstrated its desire to use the data to inform planning and budgeting processes. Officials will be actively engaged in the initiative and in using the findings. In addition we will undertake a qualitative Sauti za Wananchi study in four counties of Makueni, Vihiga, Kilifi and Elgeyo Marakwet to deepen our understanding of the evidence generated by the quantitative platform. We anticipate that working closely with relevant local authorities and collecting more granular sectoral and issue data will resonate with these officials and encourage more immediate tangible response to the findings.

In Uganda, whereas the target is to continue with last five rounds of the first panel, we anticipate a slowing of the pace as electioneering intensifies in mid-2020. We will explore opportunities with third parties so that all data collect is effectively utilized and towards the end of the year conduct panel closure activities.

2.2 Content Engagement

In Tanzania, guided by the ultimate form and content of the research, we will conduct iterative engagement with government by sharing the findings in advance of public dissemination, holding media facing launches and disseminating data through our media partnerships and directly through social media, and following up on any commitments made or interest expressed during the government engagements. We will continue to engage MPs around the research findings through our legislative advocacy engagements under Mission 3, direct presentations to committees and via the media and social media.

We will also 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 will build on the #MbungeLive show by supporting local journalists to follow up on their own MPs and by using online TV as a primary mechanism for delivery.

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 call rounds and systematically document progress made in response to the data at launch events.

We will also 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) focusing on media with specialized dissemination events tied to news hooks, c) monitoring news and suggesting to editors where and how our data can be inserted, and d) developing specialized content for social media influencers including animated infographics and audio clips.

Our government engagement will include working with Parliament Watch, the Civil Society- Budget Advocacy Group (CSBAG) and others.

Finally, we will build on the *NjooTuongee* (Let's Talk) show modelled in Tanzania in 2017 by collecting questions from citizens through social media and put them to senior government officials on live TV and radio broadcasts.

In Kenya, we will collaborate closely with the county government in public dissemination for Sauti za Wananchi data and include launch events as well as one-to-one engagements. We will have a complementary media engagement strategy focused on regular talk shows in partnership with a local radio, local media invitations to launch events and dissemination of a quarterly data update to journalists.

We will also explore using Bunge la Wananchi as a public-facing dissemination partner and engage in peer civil society organisations events.

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

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 2020, we anticipate achieving significant progress towards the following outcomes:

Intended Outcomes	Progress Markers During 2020
➤ <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>	✓ 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>	✓ 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>	✓ 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>	✓ 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>	✓ 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. We propose a number of experimental and innovative content initiatives. We will produce position papers articulating our values and how they are applicable and powerfully transformative in everyday life and we will produce factsheets and presentations on issues of interest drawing from our research and participatory work.

In Tanzania we will analyse laws relevant to civic space. We will explore, with the legal profession, research into how criminality is defined and expanded in proposed laws to abridge constitutionally guaranteed rights and freedoms. We will be exploring the compilation of an online civic space observatory and dashboard, compiling indicators ranging from executive action to hate speech from a variety of sources. We will initiate partnership with youth-facing organisations to develop young people's leadership capacities and engagement with governance and government. And in the media space we will pilot innovative formats including a digital platform for satire and for audience-driven production.

In Uganda, we will learn from peer CSOs engaged in strategic litigation and legal education. Building on the lessons, we will work with select MPs from our citizen agency districts to experiment with practical means for seeking citizen feedback on laws, create a guide for civil servants on the Access to Information law and regulations and produce creative content on constitutional values.

3.2 Content Engagement

In Tanzania, as part of our field-building work in support of the civil society sector and members of wider civil society, we will engage extensively in coalition work. We will continue to participate actively and undertake joint work with the Coalition on the Right to Information as well as responding to opportunities with other key groups and unusual actors including religious leaders, artists, trade unions, editors, activists and movements. We will also continue to engage actively in the conceptualization and implementation of Civil Society Week 2020.

We will continue to engage with parliamentary committees on proposed laws and pursue strategic litigation as appropriate. We will enhance our work supporting government activities including implementation of the national anti-corruption strategy, the anticipated NGO Registrar's Forum and capacity development for key public officials. We will continue our partnership with independent online outlets as a channel to disseminate our data, ideas and stories promoting civic engagement and democratic values.

In Uganda, we will deepen our work with coalitions including exploring working with the African Coalition on Freedom of Information, youth coalitions through the African Youth Development Network and with artists through the Public Policy Institute.

We will participate in government associations' forums to widen our relationships and make new links. And finally, we will explore inserting our values, stories and data into an existing program to promote citizen voices and agency as well as an enabling policy and legal environment for these to occur.

3.3 Content quality assurance and learning

Promoting and protecting good governance principles as an important precondition for sustainable development essentially calls for meaningful collaboration with citizens and their governments.

We strive to establish and maintain good relationships with key stakeholders in the good governance arena. Over the past decade, we have partnered with various state and non-state actors in promoting citizen agency and government responsiveness. From that experience, we have appreciated the importance of regular and frank reflections sessions with partners to evaluate our partnerships and agree on subsequent plans. In 2020, we improve on our proactive learning with and from our partners through:

- Regular learning and reflections sessions with key government Ministries and the parliament to assess progress with our collaborative initiatives and plan for engagement and support activities
- Regular learning and reflections sessions with our CSO coalition partners to learn from each other on effective ways of promoting good governance principles
- Given the recent changes in several laws in Tanzania, we will engage services of competent lawyers to conduct an analysis of recently passed laws in Tanzania and their implications on good governance principles
- Moreover, we retain legal services for providing legal support to Twaweza in navigating the changing legal context following our transition from a company limited by guarantee to an NGO.

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>

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 needs 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.

Learning and Strategy 02: Formative Research and Evaluation

<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>

During 2020, we will proceed with several research studies as summarized below. Several of these studies have benefited from critical and constructive feedback between 2018 and 2019 from several academics and researchers including from the EGAP network and the Learning Collaborative.

- a) ***Analysis of civil servants' perspectives and experiences on access to information and citizen participation in Tanzania.*** The aim of this study is to understand the factors that constrain/enable civil servants in executing their duties on delivering public information to citizens and in promoting citizen participation in decision making processes. We will use these results and the recommendations provided to discuss with relevant government ministries, particularly TAMISEMI, on how we can contribute in promoting the enabling factors and unblocking the constraining factors to achieve meaningful citizen participation as enshrined in the draft decentralization policy and other relevant policies and programs.
- b) ***Assessment of citizens' perspectives and experiences on access to information and participation expanding on our previously conducted mystery shoppers exercise and findings from several SzW call rounds on the same topics in Uganda and Tanzania.*** The aim of this study is to reveal citizen side factors that enable/constrain their access to public information and their participation in decision making processes. Similar to the study above, the findings and recommendations from this study will inform the design of collaborative interventions with TAMISEMI, select local government authorities and other partners to be identified in designing and implementing initiatives aimed at enhancing citizen participation in development planning and implementation.
- c) ***Follow-up qualitative evaluation exercises for our two just concluded field experiments on the effectiveness of innovative communications in promoting civic action among citizens: the CSSC partnership evaluation and the #Mbunge Live Show.*** CSSC partnership evaluation empirically investigates whether availing information to parents through their religious groups on their children's education will make them active participants in pushing for actions to improve their children's learning. Mbunge Live Show evaluation also empirically investigates whether the production and public screening of short videos profiling MP's in their constituencies will encourage increased citizen-MP interaction and MP accountability.
- d) ***Partnering with the Busara Centre for Behavioral Studies on formative research on the Digital Satire Platform and the You Decide initiative.***

KiuFunza III: For our partnership with government on the KiuFunza teacher motivation randomized control trial pilot using government systems, personnel and data, we will be training officials, following up with teachers, testing the children to determine bonuses and paying bonuses. We will also be collecting data from control schools. At the same time we will be listening to government feedback on design and execution, and adjust accordingly. We will also be exploring scale up of execution and financing of the incentive budget beyond the Twaweza trial.

We will be presenting findings at conferences and writing academic papers. Nationally, we will hold a public event to celebrate the bonus payments and produce a short film with a focus on the community spirit created by the individual teacher bonuses as well as teachers' support for the scheme.

Learning and Strategy 03: Learning and Adaptation
<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>

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, 2020 will be dedicated towards deeper reflections internally as well as externally. During 2019, we organized a few learning exchange events with peer organizations in the region and beyond. In 2020, and particularly in Tanzania, we will organize more learning exchange sessions with like-minded organizations for the purposes of collective reflections to improve on our work.

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 following years of a limited governance focus and now the departure of Uwezo. We will work with the same 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 expand the size of the Board to seven from the current five members. 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 new 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.

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 on the global Steering Committee of the Open Government Partnership, as well as providing more specific advice and guidance as co-Chair of the Criteria and Standards 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).

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. 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.

Completing the education transition

When, in September 2018, the Board approved our current strategy for 2019-2022, it also approved the framework for transitioning Twaweza's education-related initiatives. That framework was further detailed and executed in 2019 to a significant extent. As of January 1, 2020, the Uwezo initiative has taken on new life as three separate legal organizations in Kenya, Uganda and Tanzania. These new organizations will carry on the vital work of helping to achieve SDG 4 targets of improving learning outcomes through research, innovation and advocacy.

For an appropriate duration during 2020, we will help each entity to settle in through a modest start-up cash disbursement ahead of more formal third party funding commitments being secured. We will also provide, important enterprise management systems such as finance and accounting, payroll and asset management, as well as strategic advisory services to ensure that they are on a solid institutional footing.

Our research work that identified positive deviant behaviour that produced above-average learning outcomes under challenging contexts will be more rigorously tested in Uganda as a randomized trial led by a post-doctoral researcher based at a university in Japan. The curriculum analysis work will be transitioned to national curriculum development organizations in Uganda and Tanzania by June 2020.

TWaweza East Africa
2020 Budget Summary

	Tanzania	Uganda	Kenya	Region	Total	%
SUMMARY						
Civic Space & Citizen Agency						
Mission O1: Citizen Agency	213,525	241,877	2,200	-	457,602	
Mission O2: To enable citizens' voices	416,230	308,300	116,420	-	840,950	
Mission O3: To promote and protect open civic space	832,877	134,000	-	-	966,877	
Staff costs Civic Space & Citizen Agency	331,902	128,518	-	677,224	1,137,644	
Total Civic space & Citizen Agency	1,794,534	812,695	118,620	677,224	3,403,073	56%
LME						
LME Success 1: Monitoring	68,656	53,800	8,100	6,000	136,556	
LME Success 2: Evaluation	132,000	50,000	100,000	-	282,000	
LME Success 3: Learning	57,900	19,300	2,800	8,000	88,000	
Staff costs LME	37,227	95,046	-	237,348	369,621	
Total LME	295,783	218,146	110,900	251,348	876,177	14%
Operations and finance	269,052	93,016	87,841	106,357	556,266	
Staff costs Ops and Finance	119,952	90,398	47,926	421,950	680,226	
Total Ops and Finance	389,004	183,414	135,767	528,307	1,236,492	20%
Governance and Management						
G1: Planning and reporting	-	-	-	174,500	174,500	
G2 Management and strategic support	-	-	-	18,000	18,000	
G3: Compliance	-	-	-	41,500	41,500	
G4: Governance	-	-	-	34,000	34,000	
Staff costs GovMan	-	-	-	194,372	194,372	
Total Governance and management	-	-	-	462,372	462,372	8%
Provision for reserve 2%	-	-	-	119,562	119,562	2%
Grand total	2,479,321	1,214,255	365,287	2,038,814	6,097,677	100%
<i>including proportional RO budget:</i>	3,724,712	1,824,190	548,775		6,097,677	