

Annual Report 2020



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Introduction

Any discussion of work, successes, lessons in 2020 cannot fail to mention to significance of the impact of Covid-19 on what could be implemented and achieved. In many ways, 2020 could be perceived as a year of hunkering down to weather the storm of Covid-19 and, in our case, problematic elections in Tanzania and Uganda. However, in keeping with Twaweza's values, we were determined to keep the windows open and let some free, fresh air in.

We stretched our adaptation muscles and redirected much of our work to supporting our governments to deal with the impacts of Covid-19. Guided by our strategic outcomes and the value-addition we routinely offer, we developed a new area of programming around Covid-19 to support East African governments to respond to this unprecedented challenge.

The cornerstone of this new programming was Sauti za Wananchi. Since we already use technology to reduce the time and cost of our data collection, we were able to rapidly redesign our tools so we could help governments understand what and how much citizens know about the virus, whether they are changing their behaviour in line with health guidelines and major challenges they face. We complemented the data collection with an extensive process of government engagement and creative public-facing communication with messages driven by the evidence collected in Kenya and Uganda.

And we achieved some important victories. As a result of our data, the Ugandan Covid-19 task force altered their public messaging and asked us to collect more data from key points of entry in the country. They continue to use these data to inform their actions and messages. In Kenya, we were able to provide Makueni County with insight into citizens' experiences and views during the restrictions caused by the Covid-19 outbreak; our support enabled them to learn more about Makueni residents' perceptions of Covid-19 response measures so they could adjust their messages and implementation accordingly.

In Tanzania, the story was slightly different. We focused on public messaging initially since we were granted but then denied permission to collect data. However, even that became challenging once the government narrative became one of denial. We designed five public engagement interventions around Covid-19 which all had to be dropped. So we focused on other areas, achieving important victories in our work with artists to reform the governance of their sector, our engagement with MPs through #MbungeLive and our work with the ministry of local government to review and improve the decentralization policy and program.

Even in Kenya and Uganda, we did not only focus on Covid-19. We were able to engage various ministries, departments and agencies on issues like taxation, agriculture and livelihoods. As a result of all of this, we ensured that citizens' voices were increasingly heard more loudly in decision-making spaces.

However, the Covid-19 restrictions and election contexts in our countries, did restrict our capacity to engage citizens directly. Nonetheless we were able to mobilize survivors of sexual violence in Kigoma to come together in solidarity with each other and new victims and to work towards initiating an economic co-operation society to help ensure the sustainability of their new spirit of solidarity and working together. And our animators continued to do important and ground-breaking work in their districts.

Our story in 2020 is one of resilience – to adapt our work to respond to Covid-19, to ensure we continued to work despite varying restrictions in our three countries of operation and to do this despite increasingly constrained civic space in Tanzania and Uganda. Our story is also one of impact as we significantly influenced decisions and operations of government.

We hope reading about our experiences and achievements in these following pages will fill you with as much pride and excitement as we experienced while writing them.

Overview

Our current strategy (2019-2022) is motivated by two connected problems:

1. Limited citizen agency: that is, citizens are unable to influence the forces that shape their lives such as development decisions at the local and national level, and
2. Deteriorating basic conditions for meaningful citizen participation including the freedoms of expression, association and assembly.

To contribute in addressing these problems, we articulate three strategic goals and about 22 specific outcomes categorized into actor level outcomes and societal wider outcomes. To realize these outcomes, a three-part mission statement of purpose guides us:

1. Mission 01: Demonstrating citizen agency in addressing systemic problems at the local level. Through the animation approach, we aim to improve citizens' ability, motivation and opportunity to exercise their agency.
2. Mission 02: Amplifying citizens' voices and ensuring that they are taken seriously in decision making. Through representative polling, interactive media content and directly amplifying the voices of specific groups, we aim to ensure local and national governance is more inclusive.
3. Mission 03: Promoting and protecting open civic space. We combine soft and hard persuasion to contribute to an enabling policy and legislative environment for meaningful citizen-state interactions.

We present our Annual Report 2020 in two parts:

- Part one tells the story of our major initiatives during 2020. We organize these stories under the three mission areas stated above. The three mission areas are intentionally connected (mutually reinforcing). Following mission specific stories, we use one initiative, ongoing from 2019, to elaborate the linkages between our mission areas. We conclude the report by presenting what we achieved under our cross-cutting units Learning & Strategy and Governance & Management.
- Part two summarizes our progress towards our strategy outcomes, divided into actor level and societal wider outcomes. Reporting according to outcomes enables us to assess the contribution of our major initiatives towards our strategy outcomes. We also summarize important lessons learned. These lessons enable us to assess the validity of our theory of change and inform any adjustments we may decide to make.

PART 1: Our stories



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

In 2020, we successfully implemented several initiatives that contribute towards galvanizing citizen agency in particular locations. Here we present four case studies of successful initiatives in 2020.

- *Animation work in Namutumba and Kamuli*
- *Supporting Fix My Community in Moyo District*
- *Inclusive policy advocacy in Tanzania*
- *Activating religious groups in Tanzania*

Unleashed: communities unlocking their own development

Animation work in Namutumba and Kamuli

Animation work in Uganda had the benefit of building off and learning from the work in Tanzania while taking into account the specific local dynamics, in particular the differences in both citizen and government perceptions and definitions of participation across the two countries. In Uganda, there was not much pre-existing experience and knowledge of animation work and so we designed the program to partner with three district NGOs. In Kamuli we are working with Aids Education Group for the Youth (AEGY), in Namutumba it is Namutumba District NGO Forum (NDNGOF) and in Kole, AMA Cradle for Development (AMACOD). Thus far, we have reached 24 villages in 12 sub-counties across Kamuli and Namutumba.

The animation process consisted of:

- Partner staff orientation on the principles of animation
- Partner training and retooling in participatory action research (PAR) in preparation for the community work
- Communities mobilized and sensitized to identify and select 48 change agents (24 women)
- Change agent training in PAR, mentoring and coaching to deploy tools, problematize with community, and develop action plans

A few communities were able to implement some of the jointly agreed actions, others were yet to complete the planning process by the end of 2020.

In Kamuli district, 10 out of 12 villages completed their action plans. As a result, the communities submitted letters to their leaders including their Woman Member of Parliament, and district and sub-county local government leaders asking for support to solve the most pressing problem.

In Namutumba the participatory action research meetings reached 981 people (482 males and 499 females) and identified critical community challenges. However action plans have not yet been finalized.

Seek Information, Demand: during the action research meetings, communities accessed information about government entitlements and programs. Members of Busongole Village together with their leaders wrote to the public officers managing the agricultural centre of excellence asking to be trained in poultry and piggery. They received positive feedback and this training will happen once the general elections are concluded.

Monitor, Engage: In Namutumba District, 16 change agents representing 4 out of 6 sub-counties participated in the Sub-County and District Development Planning and Budgeting Consultative Meetings while the change agent of Nabweyo Sub-County attended the district budget conference. During these meetings, change agents presented the most pressing issues generated by their community during the participatory research.

Voice, Demand: in Kamuli, the community reached out to their Woman MP to support fixing the long-dilapidated road in Budhubirwa Village. They wanted in particular to address the impassable sections of the road which were affecting local trade and transport to health centres. Thanks to their efforts, the Woman MP lobbied the relevant ministry and works to fix the road began at the end of the year.

Communities are starting to hold the village leaders accountable in Bugulumbya Sub-County. The local village leader (LC I) started discouraging the community from participating in the animation process as a means to get money from the change agents (he would unblock community engagement if he received money). Communities convened and agreed to directly address the issue with him during a community meeting. The meeting was pushed to a date after the elections to minimize the risk of the action being construed as politically motivated.

Contribute: the participatory action research also triggered communities to revive community work initiatives otherwise left to rot. In Kagumba Sub-County, community members cleared the bush, dug drainage channels and filled potholes with stones and marram. With the support of the village chairperson (LC I) they reached out to the sugar cane dealers and transporters in the area who contributed cash and materials to support the community's effort. In Kisozi Sub-County, the community came together to clean the well and make it safer for children. And in Namwendwa Sub-County, community members have agreed to build housing for health workers posted to their area.

There is much richness to digest and analyse in this work. The direct mentoring of and support to the district partners provides fertile ground for thinking about processes of learning and unlearning, what true mentorship really looks like and what we can hope to achieve through a long-term exchange with locally-grounded organisations.

In addition the question of how to solve the problems identified by communities has come to the fore. There is a limited amount of appetite and capacity among communities to directly contribute to work on challenges because the politics of patronage has eroded individual and community efficacy. Yet the process of diverting funding to these community priorities is complex and rife with political imperatives. Overt national control of spending areas with limited local discretionary income, the direct transfer of local revenue to the treasury, and late and insufficient transfers to local authorities have led to systematic under-funding among local authorities and little space to address community-identified problems. Moving forward we will focus on targeting MPs as a way to lobby for funding to address citizens' priority areas and on technocrats to make the case for using their limited discretionary budget for the same. We will also retain a focus on reawakening the community's own sense of power to address some of their challenges.

In 2021, we will introduce the animation approach in two districts in Tanzania and continue work in Namutumba, Kileleshwa and Kamuli in Uganda.

Giving it wings: extending the reach of grassroots accountability work

Support to Fix My Community in Moyo District

Fix My Community is a 45 minute daily radio show running from Monday to Friday in Moyo District. Listeners call in to talk about their best or worst experiences in their community; in their native Madi language. These are translated to ensure wider reach and to enable official response. From the list of issues, one is chosen for in-depth discussion by the community, and public officers of the relevant departments are given a platform to respond (providing additional information or committing to taking action).

Twaweza supported TransNile Broadcasting Services (TBS) to convene dialogues in hard-to-reach (week radio signals and telephone network) areas. The issues emerging from the dialogues would be recorded and upon return to the studio processed and used during the talk show when the public officers are invited into the studio to address the community concerns.

TBS also engaged in follow up visits to communities across the district to validate and collect additional evidence on some of the issues raised by communities during the call-ins. This was intended to ensure that the issues presented are verified and validated to strengthen trust between the citizens, public officers and the media house. This was to ensure that dialogue on the show could continue to be constructive, and helped provide an extra boost of credibility to the show.

During the period under lock down, eight community dialogues and ten follow ups visits were carried out in 17 communities within Moyo and Obongi districts in hard-to-reach areas. Sadly, gender-based violence was the most prevalent issue raised in this period, with 33 cases reported through the call-ins alone. Other prominent issues were local floods which increased transport costs, and the cost and quality of health care.

As a result of the community dialogues in Metu Sub County which involved the Minister for Primary Healthcare, two health centres were upgraded including by posting more staff. This was critical during a time when people were restricted from moving to seek care. In addition, to address the quality of care more broadly, the District Health Officer and the Chief Administrative Officer transferred health workers from health centres back to the general hospital for closer supervision.

At Moyo General Hospital, poor hygiene was a problem. A number of local leaders committed to address the problem, engaged with hospital management and catalysed the contracting of a service provider for cleaning. Community members report an improvement in cleanliness.

And for some of the most horrifying gender violence cases, there was follow up from the Office of the Resident District Commissioner such that files were sanctioned, survivors properly treated for their injuries and perpetrators imprisoned on remand awaiting trial in court.

During our support to them in 2020, we reaped the benefit of being able to show how call-in issues were validated thus lending the show credibility. Seeing local community leaders as allies rather than targets for advocacy can be effective: when communities are organised and seen to move together with their local leaders, their concerns are treated as legitimate and will be attended to.

We have learnt a lot from studying and supporting Fix My Community. Moving forward, we hope to distil the key insights as to why their particular accountability program has been so successful and sustainable and translate these into a model for replication.

Amplifying the local to the national: shaping the framework for public participation

Inclusive policy advocacy in Tanzania

Twaweza began engaging with the process to review the draft National Decentralisation Policy in 2018. In early 2019, the Ministry of Regional Administration and Local Governments (PO-RALG / TAMISEMI), invited Twaweza along with three other national civil society organisations, to support civil society participation in workshops to be held across the country to provide feedback on the draft policy. This provided a direct opportunity for us to bring citizen voices into policy discussions as well as a way for us to build strong relationships with government. This process built strong relationships for us with local civil society and enabled their voices to contribute to shaping this key policy.

In 2020, despite a stall in the final steps of the approval process for the policy, we were invited by the ministry for local government to facilitate a similar process; this time to contribute to the Regional and Local Government Strengthening Program, the implementing document for the as-yet-to-be-approved policy.

We planned to follow the same zonal model as in the previous year including an advance day for civil society organisations to meet just by themselves and develop a common position on the program. We again partnered with national civil society organisations Policy Forum, Wajibu, Foundation for Civil Society and Legal Services Facility. After we had organised three engagement sessions with the civil society organisations and attended two of the zonal workshops, the government announced that local officials could not travel outside their areas of work so the entire mode of operation had to change. The engagements were devolved to regional level at significant speed. We faced some challenges in reorganising and redeploying resources. Nonetheless we ensured civil society voices were part of almost all 20 plus consultation workshops.

An analysis of the revised draft policy shows that civil society inputs on the policy were taken in in some important ways:

- Greater recognition of key challenges with previous local government reforms in the country, as noted by Twaweza in our inputs to the policy process. This includes challenges with local participatory planning processes and local government autonomy on matters of finance, human resources and responding to local priorities.
- A changed emphasis of the policy as a whole, towards political decentralisation and away from economic development. This represents a different vision of the role of local government – seeing it as a site of political debate over local needs and priorities, with space for meaningful citizen participation and public debate, and able to respond to local needs, rather than as a tool for implementation of nationally-determined priorities.
- Greater emphasis in the policy’s vision and mission on equity and inclusion, and on transparency. However, this hasn’t translated well into the detailed statements of policy objectives.
- Several Twaweza proposals are reflected in the policy’s Implementation Strategy – including greater protections for LGA making decisions (on planning, finance and HR) against over-rule by central government, an enhanced role for citizens in planning and monitoring public service delivery, and improvements in financing for LGAs.

With regards to the program, we are yet to review the final document to understand the level of incorporation of our collective inputs but we have already seen the following:

1. Recognition from the ministry of local government for our work in mobilising civil society participation and ensuring quality inputs both at the local workshops and in other fora.
2. Ongoing engagement from the ministry of local government to ensure the effective roll out of this program.
3. A significant allocation of budget for the Financial Year 2020/2021.

The ministry of local government acknowledged our contribution. Our engagements with them, including for authorisations for other pieces of work continue to be smoother following this engagement. We continue to explore the possibility of signing a memorandum of understanding with them to facilitate our regional work and outline areas in which we will collaborate with them on implementation of the policy.

We also built strong relationships with the local CSOs and will continue to work with them moving forward. We still plan to run zonal workshops to develop their capacities (suspended in 2020) based on a survey of their needs, wants, expectations and experiences.

Overall this work expanded our programming our horizons, improved our relationships with a range of government actors and ultimately led to the incorporation of citizens' and civil society views in a critical national policy that provides a framework for Twaweza's work in communities and space and impetus for the benefits of meaningful citizen participation and engagement to be delivered to communities around the country.

Finding the faith for agency: activating religious groups in Tanzania

Partnership with the Christian Social Services Commission

Ideally, existing community organisations and groups contribute to and even catalyse citizen agency. However, in Tanzania, these groups tend to become overly bureaucratised and fail to support meaningful self-determination. Religious groups in particular seem like potent sites to encourage citizen agency given the resonance of the citizen agency message with the philosophies of major Abrahamic religions. We have tried to work with the Christian Social Services Commission to realise this potential since 2014. However our previous intervention targeted over 40,000 bible groups across the country and six radio stations. It was complex to execute and manage.

Since 2018, we have been working with CSSC in a tighter way, on a pilot intervention in two districts. We co-produced two discussion guides on parental contributions for school lunch and supporting school children through engaging with teachers and checking children's exercise books. We simultaneously ran radio programs on the same topics for three months, three times a week, on local religious radio stations.

The intervention was accompanied by a rigorous program of monitoring with baseline and endline community-based data collection which is currently being analysed.

In total, 4,000 guides were distributed to 67 Jumuiyas in Misungwi and 39 Kumuiyas in Sikonge. A total of 233 radio programs were aired. During qualitative discussions that were part of monitoring visits, parents confirmed that they are helping their children with their homework and that they check children's exercise books. Head teachers also confirmed that parents are attending parent/teacher meetings more. There was one school in which parents agreed to contribute food for their children's lunch.

The discussion of these issues, guided by the sense of personal responsibility infused in the guides prompted acknowledgement from parents that they could and needed to do more to support their children's education. It is not yet clear whether the radio programs provided the envisioned echo and reinforcement effect as well as helping to reach more community members. It also seems that engaging with government processes is complex for citizens, there was more traction in encouraging citizens to take the private individual actions of engaging with exercise books, even talking to teachers over coming together to ask to contribute for children's school lunches.

The intervention also did not have the wide and deep effects we were expecting – almost idealistically that prayer group members, sparked by the guides and drawing strength from their faith, would engage in monitoring and acting on service delivery more broadly. Maximising the potential for connecting citizen agency and religious groups remains elusive. Although in this pilot, we were able to create a significant buzz around education, food and parental engagement, we have only been able to pick up any resonance from the qualitative data. Effective mobilization of these religious groups would require in-depth and hands on engagement over a period of time rather than working through delegation or proxies. In 2021, we may explore supporting CSSC to develop an efficient group management system for these entities to contribute to their more effective engagement and mobilization. These groups continue to present a potent site to spark citizen agency especially on service delivery. But issues of trust, motivation and sustainability continue to present obstacles to fully realizing this potential.

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

We successfully applied our Sauti za Wananchi (Voice of the Citizens) initiative to amplify citizens' views and concerns to decision makers in Uganda and Kenya; in 2020 this was particularly focused on the Coronavirus pandemic. Given the prohibitive Statistics Act (before latest amendments in June 2019) and research clearance which was not forthcoming, we were unable to constitute a new Sauti za Wananchi panel in Tanzania nor publish any new data. Instead, we successfully aired #MbungeLive on national TV and engaged with participating MPs to follow up. We also supported market women traders in nine regions to develop an advocacy agenda and conduct peer to peer voter education.

- *Sauti za Wananchi*
- *Changing MP behaviour through #MbungeLive in Tanzania*
- *Partnership with Equality for Growth*

Amplifying voices and taking action: responding to the pandemic in East Africa
Sauti za Wananchi in Kenya, Tanzania and Uganda

Like most of the world, we scrambled to adapt our work to both the restrictions imposed by Covid-19 as well as its deep and wide social, economic and political consequences. As the world grappled with a crisis of unprecedented proportions, we could not blindly continue with our work and thematic areas as if nothing had changed.

We quickly reviewed our programs and realized that Sauti za Wananchi could provide a critical service to governments in the region in designing their response to, particularly their public messaging around,

Covid-19. However we only had a functioning dedicated Sauti za Wananchi panel in Uganda. In addition, the data collection context in Tanzania continued to be severely constrained by the authorities.

So we acted fast. In Tanzania, we leveraged existing connections with the ministry of health to seek their collaboration to collect knowledge, attitude and practice data on Covid-19 and worked with our research partner Ipsos to design a methodology, sampling from their existing database. We secured permission and designed the tool for the first round. Two days before data collection was due to commence, the permit was cancelled.

Nonetheless we were able to join with our peer civil society organisations and make a minor direct contribution to government efforts, to model partnership. Other initiatives that we designed including cartoon messages on Covid-19, a collaboration with the Medical Association of Tanzania to develop a Corona Swahili website, plans to provide an entrepreneurial and status boost to Teleza survivors through providing masks for them to sell and helping them to act as information hubs, plans to support local civil society partners to print and distribute in public places posters and messages about the virus and a plan to support local radios to develop content on the same. Sadly these were all shelved after the government's significant change in position on the Covid-19.

In Uganda, we changed the topics for call rounds for our existing panel and engaged the ministry of health in tool design. We presented findings to them and stepped back in terms of public presentation to support the government's desire to own and drive the narrative around Covid-19. Through our engagement with the ministry of health, they solicited us to collect representative data from three districts they considered Covid-19 hotspots – Kampala and the two border districts of Kyotera and Tororo. The data from this specific round was then used through the ministry of health and John Hopkins Social Behaviour Change Program to refine the ministry's communication strategy on Covid-19. We also shared the data with the Risk Communication Pillar of the National Covid-19 Taskforce and influenced public messaging around mask-wearing, messaging in local languages and reaching underserved communities.

We further used the data to inform our partnership with Fun Factory to create evidence-driven messages on Covid-19 through skits. They produced the hugely popular Yambala Mask song which captured public imagination and opened further doors for us in supporting government public messaging efforts. We also engaged local radio partners (whom we had planned to contract to air public dialogue talk shows and Sauti za Wananchi driven audio features), to place posters in their areas on Covid-19, to air Fun Factory content on Covid-19, and to produce and air their own announcements on the virus. And finally we supported the districts in which we conduct our participation work with logistics and supplies to minimize risk of contracting Covid-19.

In Kenya, like Tanzania, to support the response to Covid-19 we constituted a panel from an existing database of survey respondents, representative at the national level, for rural and urban areas and Mombasa and Nairobi. We were also able to shift focus of our existing county-level panel in Makeni to trace citizens' awareness and actions on Covid-19.

At the national level in Kenya, we collected three rounds of data relating to knowledge, attitudes and practices around Covid-19 (two rounds, data trends) and livelihoods and the outbreak of Covid-19. We engaged with senior government officials and a range of civil society organisations. We generated 31 pieces of coverage and gained 1,248 new followers on Twitter as well as 566 new Facebook likes. We

made inroads into engaging the bodies responsible for developing the response to the virus, most particularly towards the end of the year.

In Makueni, we provided the County Government with the only access to citizen perspectives and their approaches to the virus during this time of restricted movement. They were thus able to respond to citizen feedback in regards to messaging and interventions.

In all three countries, to varying degrees of success, we successfully adapted our program to engage with the pandemic while staying true to our own objectives. The repurposing of Sauti za Wananchi in particular was effective and provided invaluable input for governments. The data also enabled us to design evidence-driven public messaging which we then disseminated by leveraging existing partnerships and creative capacity. We are deeply indebted to three core ingredients that have enabled us to navigate a complex crisis while continuing to work effectively: flexible funding that enabled us to swiftly and nimbly reallocate funds and redesign activities; collaborative and iterative project design, implementation and monitoring processes, rigorous financial management and responsive human resources approaches.

Let the people speak: government seeking citizen voices in Uganda

Spotlight on Sauti za Wananchi, Uganda

Sauti za Wananchi (Voices of Citizens) is a high-frequency mobile phone survey designed to regularly collect views and perceptions on issues of public interest from a broad cross-section of Ugandan citizens. It was launched in 2017 in Uganda and drew lessons from Tanzania and Kenya's experiences. The initiative allows survey data to be gathered quickly and efficiently, at low cost; this allows credible data and insights to be infused into public conversation and into policy spaces where key decisions are made.

From the outset, we invested care and diligence in developing and implementing our engagement strategy in Uganda. Given the context, we wanted to demonstrate that citizen voices were valuable not incendiary.

At the same time as collecting data on Covid-19, we needed to engage other government and civil society actors based on data collected on other topics despite movement and other restrictions brought on by the virus. We were particularly focused on MPs as a key target audience with genuine potential to ensure citizens' voices are taken seriously in decision-making.

Despite the restrictions, we conducted four national call rounds and two in the three districts requested by the ministry. In partnership with the Food Rights Alliance, we conducted a round on livelihoods and food security during the pandemic, drawing attention to the plight of many hungry Ugandans. After sharing these data with the ministry of agriculture, we were urged to provide recommendations for our contact point to use to advocate internally for a policy and practice shift around nutrition. We convened members of the Food Rights Alliance network to develop these and curated a brief which we will share with the ministry in 2021.

Engagement with parliament in collaboration with the Centre for Parliamentary Affairs (CEPA) has met with similar levels of success. Given the election context we focused on one to one engagements with technical staff in Parliament rather than MPs and committees. The communications unit requested that we collect data on people's knowledge about MPs' roles and work for them to share in their induction of the new parliamentarians due in early 2021.

Based on ongoing engagement since 2018, the Ministry of Water and Environment included Sauti za Wananchi indicators as part of the joint sector review.

And the Ministry of ICT and National Guidance requested that we collect data to support their internal advocacy to amend the access to information law. They are keen to see it improved and put into practice. This will form a major strand of work for us in 2021.

Our diverse material production helped contribute to our successful engagements, putting us firmly in the public and policy eye and establishing the credibility of our data. In particular for the Covid-19 data but also for these other topics, we produced infographics, press releases, briefs, powerpoints, audio features, and data mailouts. We secured a total of 195 pieces of coverage through data releases and 90 of these were from the weekly data mailouts. We also generated debate on social media and gained 463 new Twitter followers and 575 Facebook page likes.

We were forced to think constantly on our feet and establish new relationships and ways of working. Nonetheless we achieved some important successes and learned a lot. Genuine co-creation (drafting and reviewing data collection tools, writing the research output, developing and writing the dissemination plan) is a powerful tool for unlocking opportunities to reach out to new stakeholders, new spaces of engagement and new collaboration opportunities. The co-creation with Foods Rights Alliance (FRA) enabled us to establish a relationship with agriculture and nutrition experts in the Ministry of Agriculture Animal Industry and Fisheries.

Working with strategic partners for whom our roles are complementary is critical. CEPA (knowledge of the mechanics of parliament) has enabled Twaweza (data generation) to make inroads into parliament and thus Sauti za Wananchi data is getting into the legislative space of government. Similarly CEPA have benefited from the association with the provision of credible data based on MPs' needs.

Our panel closures continue to be an important part of maintaining trust and loyalty with our panel. We hand over a gift, conduct face to face interviews, and express solidarity with families where a member of the panel has died. During these interviews, we established that many of our panel members are keen to continue to be engaged, lamenting the loss of a space to air their challenges, acting as community information and feedback hubs. In 2021, we will aim to pilot an initiative to work with them on citizen monitoring.

And finally, we found a new outcome from widespread creative communication around our data: it enhances our credibility as a research to action body. By using data to inform even songs, we show we can both shine a light on challenges as well as be part of solving them. We have been familiar with our public communication acting as a source of pressure on officials to respond to citizens' voices. In this case in Uganda it became a source of added credibility for Twaweza to provide recommendations based on our data.

Co-creation: citizen voices fast-track to decisions in Makueni

Spotlight on Sauti za Wananchi, Makueni

We kicked off work for Sauti za Makueni in November 2019 by engaging the County Government. From the outset they have been incredibly co-operative. They were enthused by the idea and willingly shared areas of interest to them for us to track through Sauti za Makueni. They also pushed for us to release the baseline data in good time for their planning and budgeting processes. And 2020 started similarly well; a

senior team from Twaweza was able to meet with the Governor and members of the Cabinet. We shared the baseline data with them and had productive discussions about the grand launch being planned to formally kick off the initiative to the public.

As Covid-19 hit, there was no longer any opportunity to travel to Makueni and any events naturally had to be put on hold. However, we were confident, bolstered by feedback from the County Government, that it would be useful to continue collecting data during this period and to continue to engage county officials with these data. We were particularly focused on collecting data about knowledge, attitude and practices around Covid-19 but also other topics. And we wanted to engage a wider team from the county government around the baseline data for different sectors.

Over the course of 2020 we held six virtual engagements with county sectoral teams and the County Development Committee. We re-organised our baseline data to fit each team's areas of work: education and ICT, transport and infrastructure, land and agriculture, health – Covid-19.

Throughout the year, we worked closely with the Director Social and Economic Planning who was our main contact point and facilitated all these engagements. We made sure we had his support and buy in from the beginning. And we also took time to seek buy-in from the county technical team representing the different sectors. We went through the methodology in great detail so they would be comfortable with the approach and the resulting data. Similarly, our engagement with the Governor was part of this trust-building exercise, in particular because we were able to respond to his request to re-arrange the data to be relevant to the county sector teams. As part of our ongoing engagement and relationship-building with the County, we invited representatives from the local government to be on the panel for every national call round launch as well.

We have made significant achievements in terms of the outcomes we set for ourselves. From the first meeting with the Governor, he committed explicitly to address challenges raised in the data including aligning their work with citizens' priorities through their plans and budgets; he committed to escalating issues outside of the county's mandate to the central government and he was ready to engage with other counties to spread practices and ideas. He committed that the county would support a large citizen-facing launch for the initiative and the baseline data. Overall he endorsed Sauti za Makueni as a source of reliable, credible third party data for monitoring and evaluation.

Our engagements with the sector working groups meant they were able to use the data for budgeting and planning for the 2020/2021 fiscal year. They also shared other topics of interest with us so we could collect even more relevant data. We were able to conduct one call round that included a boosted sample of youth at their request. More simply, county officials also ensured they made time for these engagements and appointed contact persons in each sector for us to liaise with, particularly on topics for call rounds. During these engagements we noted that some county officials would do their own comparisons between Sauti za Makueni and official data from the statistics bureau as a way of validating our credibility. And they expressed willingness to engage with citizens via their local radio station as a way of ensuring they continued to stay engaged.

And the Director of Public Participation, who helped us to convene the County Development Committee so we could share our data, requested that Twaweza support her work in social accountability or community participation. We are currently in the process of conceptualizing the idea of bringing animation work to Makueni.

Through these engagements and successes we learnt a lot. After the difficulties of government engagement in Tanzania, it was an important psychological boost, to remind us that indeed there are local governments out there who do see the immense value that independent collection of citizen perspectives can bring to their work. Beyond that, we established that inclusivity and credibility are key to successful engagements with county officials. Finding that Sauti za Makueni data was comparable to official data meant that it was harder for officials to dismiss their credibility, even when they were unpalatable or unpleasant.

Engaging with county officials before we even began, and ensuring that all stages of the process from design to dissemination were consultative. Importantly, the blessing and endorsement of the Governor did not automatically turn into acceptance by all county officials. We had to establish clearly Sauti za Makueni's value to each sector's working officials. We had to convince them of the veracity of the data, the rigour of the methodology and Twaweza's reasons for collecting these data. Through a careful and wide program of engagements and ongoing data collection, including in response to direct demand from the county, we were able to successfully set the ground work for ongoing engagement and use of the data for monitoring performance in 2021.

Now we know: MPs respond to citizens' feedback and pressure through media

Changing MP behaviour through #MbungeLive in Tanzania

#MbungeLive is a Twaweza-led initiative that involves the production and public screening of a short video (about 45 minutes) profiling an MP. The video covers MP's roles in parliament and constituency development. The underlying assumption is that the largely positive content will create positive attitudinal shifts among citizens in the immediate term. Twaweza will use this as a springboard to engage participating MPs, based both on the show and findings from the accompanying research, to continue to adopt practices that help entrench these views among citizens. This will in turn positively reinforce citizens' own attitudes about their MP and could cause them to change their behavior towards the MP.

Thus far we have piloted the initiative in two constituencies, scaled up to a further fifteen and held public screenings in almost all of them reaching close to 60,000 people at a conservative estimate. The implementation was accompanied by a comprehensive qualitative and quantitative evaluation research.

Through an engagement session with seven of the MPs featured in the #MbungeLive show, we were able to have an elaborate discussion around the feedback from citizens and the constraints on the side of MPs. In the session they committed to take up some of the recommendations we provided based on the feedback from their constituents including being more proactive about reporting back on their parliamentary engagements. We are organising follow up interviews with the MPs to more systematically understand whether there have been substantive changes in MP behaviour but we are confident that they see the value of engaging more with their constituents around their parliamentary activities.

Tanzania's Star TV aired the entire set of 17 episodes including repeat shows at no cost and promoted it directly themselves. In addition we have received a number of anecdotes from the MPs themselves of getting calls from within and outside their constituencies after the show airs on TV - both congratulating them and raising new problems that citizens are facing. Some of the MPs referred citizens from outside of their constituencies to their peers.

We were also able to follow up the show by capturing the MPs we had profiled current campaign promises and engaging with citizens as to whether they remember the show and whether they get a sense of any difference in engagement as a result. We found that MPs had indeed acted in response to the show and the feedback generated. Most of them held additional screenings of the show in their constituencies. In some cases this was in response to vociferous demand from citizens. One MP adopted the practice of hiring a public announcer for when he was planning to have community meetings (we did this to attract interest in the screenings) instead of just leaving notice at the local government office, and another records his interventions in Parliament and plays them back to his constituents in regular feedback meetings.

Despite the fairly one-off nature of the intervention, we have been able to generate some shift in dynamics in these constituencies. By continuing to engage these MPs, we are generating changes in their behaviour. Moving forward we will look to embed this type of accountability content into local media and further entrench these changes in behaviour among the MPs who remain in office.

An agenda for reform: Amplifying market women's voices in Tanzania

Partnership with Equality for Growth

The elections in 2020 arrived in a fraught context: government denial of Corona had essentially succeeded in lulling the population into a false sense of security; the crackdown on opposition parties and politicians deepened; and election processes were tightly controlled and highly politicized. Very few civil society organisations secured permission to conduct work around the elections, and those that did were subject to tight scrutiny and interference in activities and objectives from election officials.

Equality for Growth, an NGO working to empower women in the informal sector, received a permit to conduct voters' education among market women. We co-designed a cascading training model and used the training sessions as opportunities to define and promote a shared advocacy agenda for market women traders. The idea was for this to serve as a springboard for Equality for Growth's ongoing advocacy at national level on behalf of these traders over the coming years. For Twaweza, the intervention provided the opportunity to use animation approaches to build consensus among a specific constituency that they then went on to promote to their peers. We also infused our data into the conversation, collected from surveys of informal sector workers to validate the issues defined by the market women.

Equality for Growth trained 90 women from nine regions in Tanzania and a community animator facilitated sessions to develop a priority agenda with these women. The women then returned to their regions and a further 30 women in each region were trained. In total 360 women were trained to deliver voters' education according to the electoral commission guidelines and were engaged to interrogate, analyse and internalise the agenda and promote it to their peers. These women reach over 7,000 informal sectors members in and around markets with their message. Among these, more than 3,000 signed up to express support for the priority agenda.

Some of the priority areas identified by the women include:

- Improvement, renovating, and building of market infrastructure
- Access to services that meet the needs of women in the market such as clean and safe water, better toilets and sewage systems

- Increasing women's participation in decision-making and leadership positions, especially in the formulation of by-laws governing the markets, through the review of market constitutions to codify 50/50 representation in leadership

Voters' education: anecdotes indicate higher turnout among informal traders in the nine targeted regions, especially Mwanza.

Priority agenda: Women traders and their representatives met with ward councilors or MPs in all the regions to discuss their priority issues. Importantly, some work has already started to address some of the challenges in the short term. This is important to a) enhance women traders' expectations of their leaders and b) demonstrate responsive governance thus encouraging the women traders to continue expressing voice and demanding their rights and entitlements.

- Iringa: Soko Kuu – the MP is plugging roof leaks through mobilizing central government resources.
- Tanga: Councilors' Assembly joint commitment to work on the issues presented.
- Shinyanga: Soko Kuu - Councilor has visited the market to conduct surveys for renovations; Kambarage – market map reviewed to include a nursery for women traders' babies.
- Mwanza: Mkuyuni Market – MP visited the market after engaging with the women traders and has promised to build a new market to address their concerns.
- Mara: Soko Kuu – Renovations have started with trenches and drainage and there are plans to bring in electricity. Working hours have also been extended for traders.
- Dar es Salaam: The local councilor has engaged with women from three markets in his area and instructed the local Community Development Officer to work with the women so they can register a society and benefit from the local empowerment fund for women.

The women are more active and engaged and are making demands of their leaders and scoring quick successes. It is critical to build on the localized and national elements of this work going forward to ensure these women can keep organizing and securing rights while reaching more and more of their peers.

For Twaweza, we have found a new strategic partner in Equality for Growth. We can offer tailored support in the critical areas of fundraising, monitoring and evaluation and communications. They are strong in their governance and financial management and their program implementation and design. With our support and the support of committed financial partners, we are confident that Equality for Growth can mobilise growing numbers of market women traders to problematize well and articulate their demands to local leaders to solve their problems to the extent possible locally while using this grounded hyper-local experience and knowledge to advocate for changes to the regulation of and support for women in the informal sector nationally.

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

We initiated a number of important collaborations in 2020, particularly given the difficulty in engaging government due to Covid-19 and subsequently the election process. So we focused our attention on

generating partnerships with wider civil society including youth organisations, online media platforms and editors, as well as artists. We also won an important strategic litigation that impacted us directly.

- *Supporting artists to shape their own governance in Tanzania*
- *Nurturing young activists*
- *Strategic Litigation in Tanzania*

Making the rules: The unsung voices of artists

Supporting artists to shape their own governance in Tanzania

Since 2019, Twaweza has been supporting a group of artists focused on ensuring the voices of their peers influence the governance of the sector. We supported a team of 12 artists, leaders of artists' associations in their own sub-sectors to travel around the country to six zones and convene consultations of artists in the area. Many stated that it was the first such engagement in the history of the country and were happy to have this chance to express their concerns and share their experiences. Twaweza's support of this exercise generated a lot of support and good will from government at the ministry level.

In 2020, the findings from the exercise were synthesised into an accessible report as well as being presented directly to the Ministry of Information, Culture and Sports. The outcomes were fast and far-reaching. The government halted proposals to join the arts council, the film board and the copyright society which were opposed by many artists, the government committed to review the arts council regulations and asked all art regulatory bodies to ensure they developed strategic plans, the sector was added to the government's five-year plan, the art basket fund was formally initiated with an opening donation directly from the President, and artists were invited to submit their proposals for harmonising taxes and fees on equipment for artists. All this happened in a year when Covid-19 and elections were occupying most government officials' time.

Since government was committed to reviewing the arts council regulations, they again sought feedback from artists. They were conscious of having just amended these rules in 2018 to great artist outcry and they were thus determined to consult artists this time. Despite beginning a process early in the year to review these regulations, the ministry extended the deadline twice to ensure that artists' voices were incorporated.

In 2021, we will be complementing these qualitative discussions with a survey of a sample of 1,000 artists. The aim is for the wide-ranging collection of artists' views to feed into a number of ongoing policy and legal review exercises in the sector. The informal network of artists will register into an association for which a database is in development. This unique support for the arts sector has resulted in a better-organised, more vocal, inclusive and active set of artists influencing their own governance and space and thus demonstrating the value and practice of democracy.

Hellena: A new generation inspiring change through film

Nurturing young gender activists in Tanzania

Early in 2020, Msichana Initiative introduced us to two young men, film-makers, passionate about gender issues who had created a short film on child marriage. They had previously produced a film on female genital mutilation. Review of the film showed a huge amount of talent: these young activists were passionate storytellers, committed to their issues and incredibly skilled in their chosen medium.

So we came together with Msichana Initiative to support them to launch the film in a cinema event in

Dar es Salaam. We created a faux-glamorous air to the event to give the sense of a celebrated movie premier and we invited a combination of young people, stakeholders in the sector, government and media. Following the film, we held a discussion on the issue and the role of the film in addressing some of the challenges around eliminating child marriage. Over 100 people attended.

Ultimately, we wanted to celebrate these young men's commitment and achievement and introduce them to new networks for support and collaboration. As a result these two young men have been able to register their own organisation focused on media for development and are in the process of negotiating support for the wider distribution and use of their film as well as producing a range of new films on equally important women's issues. We are excited to contribute to grooming the next generation of activists. Sometimes a small amount of financial support and a platform can go a long way.

Finally... a passport returned

Strategic litigation in Tanzania

On 24 July 2018, following our release of a Sauti za Wananchi survey on citizens assessment of councilors', MPs' and the president's performance which showed a marked decline in approval ratings across all three levels, our Executive Director's passport was confiscated by Immigration officials. Despite reassurances that this was a formality and did not prohibit him from traveling, constant written follow up and even an attempt to travel on a temporary document revealed this not to be the case.

We approached the courts to adjudicate on this matter. In November 2018, we filed for judicial review against the Commissioner General and the Commissioner of Citizenship and Passports of Tanzania Immigration Services Department and the Attorney General for withholding Aidan Eyakuze's passport and denying him the right to travel. In August 2019, the High Court ruled in favour of the government, arguing that it could not interfere in an ongoing investigation, and that the Immigration services could continue to hold onto the passport indefinitely.

We immediately filed an appeal against the ruling. We submitted 17 grounds of appeal to the Court of Appeal (the highest court in Tanzania), and argued our case robustly in a hearing in July 2020. In December, the Justices of Appeal quashed the High Court decision and ordered the Immigration services to return Aidan Eyakuze's passport within 60 days, and to receive and process his lawful application for a new passport.

Given the increasing weaponization of citizenship as a tool in governments' arsenal against open civic space, this victory is significant both legally and symbolically. Legally, it vindicated our principled faith in due process and the independence of the highest court in the land during a challenging moment in the country. Symbolically, it provides a legal precedent and hope for those whose identities are questioned and their citizenship challenged as a means of intimidation and silencing.

Missions 01 – 03: Agency, Voice, Civic Space

No concessions: survivors continue to push back on Teleza

Bringing the missions together

In April 2019, Twaweza and our partners heard about a gruesome phenomenon in Kigoma Urban, dubbed *Teleza*. Gangs of young men roam neighbourhoods, covered in grease or 'dirty oil'. They break into women's houses and rape them on threat of injury, often from machetes, if they resist. There is no discrimination or sympathy: pregnant women, those fresh from giving birth, older women, children, all are potential victims. The main criteria is to be living without a man in the house.

The women are subject to horrific sexual and physical violence. Then when they report these incidents, they are mocked and belittled by police, forced to part with money for fake charges by hospital and police alike.

This issue was raised as part of the animation process in Kigoma-Ujiji. We ran a national and local campaign and cases appeared to subside completely. However, local authorities clamped down on work on this issue and the phenomenon began to rear its ugly head again.

After a rocky close to 2019 in Kigoma, in 2020 we were able to formally visit local authorities to (re)introduce ourselves and essentially be welcomed back to work in Kigoma. However Covid-19 did interfere with some of these plans.

We had identified a strong partner to implement work in the area who we felt was better placed to lead these initial sensitive engagements. He successfully won over key allies among local leaders who subsequently often helped us to unblock challenges. The partner conducted preliminary engagements with young men in the community, local leaders, and survivors. Subsequently a joint action plan was developed for the partner to implement in collaboration with an animator and a gender expert. The idea was to plan together to ensure total buy in from the authorities in particular.

As per the co-created work plan, we trained the local Violence Against Women Committee (MTAKUWWA Committee) using animation and sharing knowledge about their roles and responsibilities. As a result they created a work plan for themselves. We also engaged first responders from the health sector and police to try to inspire them to treat victims who come to them with more dignity.

We engaged with young men and recruited half of them to become champions and help provide some information to the police. Their work and the police's has led to the arrest of two well-known suspects.

And we engaged extensively, informally and formally, with survivors. As a result of these sessions, the women began to see the value of their own solidarity and over time began to push forward their own agendas. They now have a constitution for their society, and have elected their leaders – they are on the verge of registering an economic co-operation society. They have held back a small part of the transport refund they received from the training to kickstart the society's resource pool.

But this organisation is also built on solidarity among survivors. They have agreed to support any new victims by escorting them to the police and health centre. They have also in some cases commenced initiatives to sleep in each other's houses for extra security.

As a result of our work, street-level Violence against Women and Children Committees have been constituted, authorities have in some cases begun to publicly acknowledge *Teleza*, and the District Medical Officer supports to ensure survivors get treatment in hospitals.

We have also been invited by newly created street-level MTAKUWWA Committees to give them some training. Although cases have not completely stopped, they are less frequent. We continue to work on this issue into 2021 in the hope of being part of catalysing a local solution, particularly through the women themselves.

Despite some support from local authorities, we continue to face significant resistance in this area of work. For most local leaders, this horrific violence against women does not feature as a local priority and is considered less important than development issues such as water. By diversifying the intervention to target every possible stakeholder, we were able to decide where our work was bearing fruit and therefore focus more energy there to ensure that we could create change despite the difficult context.

In 2021, we will finalise the intensive part of the intervention and follow up with monitoring visits. The one sustainable change we believe we have brought is the mobilisation of the survivors. If cases continue at any significant rate, we will have to consider further options, potentially even for escalation.

Learning and Adaptation in 2020

Learning remains central to Twaweza's way of being: understanding and analyzing the contexts in which we work, critically questioning the effectiveness of initiatives we try out, learning from others in the governance field and contributing to a collective body of knowledge. We look for insights about our work through systematic monitoring of our implementation, and rigorous testing of our theory of change (hypotheses testing) through formative and exploratory research. To ensure that these insights infuse our work, we organise internal and external learning sessions.

Our emphasis on adaptation proved useful in navigating new contexts driven by the Covid-19 pandemic and elections in Uganda and Tanzania. We reorganised our research timetable to respond to contextual changes and we re-oriented our internal learning program to provide more support to staff during this time. Below, we summarize the key learning and adaptation initiatives at Twaweza in 2020:

- Learning internally including all staff annual retreat in Arusha
- Learning through formative research: KiuFunza III

Learning Internally

Learning sessions on emotional hygiene and mental wellness.

The Covid-19 pandemic caused anxiety and uncertainty across the world. To support staff to cope with this uncertainty and fear, we organised a series of all staff online sessions to help each other understand and deal with the many and various effects of the Covid-19 pandemic. We conducted a total of 15 two-hour internal learning sessions throughout the year. Earlier in the year we focused on understanding the pandemic and how to protect ourselves from associated fear and anxiety. Later in the year we focused on the implications of Covid-19 pandemic to our work individually and collectively, and discussed on how to live and work under the pandemic context. We conducted a number of staff surveys on these issues and discussed the findings openly. These surveys and discussions provided important inputs into shaping our approaches to the pandemic.

Annual retreat: Reflecting and re-strategizing our work

In late November, we organized an all staff annual retreat in Arusha, Tanzania. The aims of our retreat were three-fold: a) to regroup as an organization following months of working from home in all three countries, b) to reflect on changing contexts from global to local levels in which we operate and, c) to take stock of progress made towards our strategy outcomes including a discussion on what works and what is not working. We also dedicated some time to work on 2021 annual plans.

This was the first time that we organized an all-staff annual retreat. Previously, only the management team participated in the retreat. A total of 38 (out of 43) staff managed to travel to Arusha for the retreat.

Important highlights from the retreat include:

- On external context: the combination of factors (political, economic, global health, environment) will continue to affect the design and implementation of our work. New opportunities and risks will emerge while some will disappear. We need to ensure we are in a strong position to take advantage of the former while mitigating the latter.
- On internal context: our core-funding arrangement and broad but sharper strategy continue to give us an edge in contributing towards solving the problems identified in our strategy. For instance, our funding and strategy flexibility allowed us to timely and cleverly adjust our programs to provide critical support and evidence on dealing with the Covid-19 pandemic as detailed in this report.

Formative and Exploratory Research

KiuFunza III: incentivizing teachers improves learning outcomes

KiuFunza III is formative research aimed at scalable implementation of teacher performance pay in Tanzania. It is based on the earlier KiuFunza experiments (2013-2016) that have shown substantial improvements in early grade literacy and numeracy in public schools, with high cost-effectiveness. KiuFunza is currently collaborating with two Ministries in Tanzania and with the RISE (Research on Improving Systems of Education) Tanzania research team to test a scalable performance pay system. The practical design and implementation are subject to small but continuous improvements based on experience, feedback and discussions with team members. At policy level, the goal of KiuFunza is to insert the principle of learning-centered teacher performance pay into the early grade primary education system in Tanzania.

The second year of the scale pilot started successfully but was disrupted by the outbreak of COVID-19 and the ensuing closure of schools in Tanzania. The team responded by creating a remote implementation model, using phones for communication and data collection. All implementation phases (baseline, midline, endline tests and teacher payments) were completed so as to retain the trust in and incentive power of the program.

As envisaged in the Memorandum of Understanding with the two ministries, ministry of education District School Quality Assurance Officers and Ward Education Officers overseen by the ministry of local government were active in the KiuFunza implementation work in 2020. Twaweza took care to involve the leadership of the ministries early on and kept them informed throughout implementation. These government officers have become champions because they believe in the program; and by being in the teams and being a core part of implementation, they see firsthand the integrity and power of the work. In 2020, the Government implementers have become indistinguishable from CSO implementers. This has led to useful knowledge as well as support for Twaweza work. It may also lead to new uses of

KiuFunza learning assessment tools by the School Quality Assurance Officers that we did not foresee previously.

Policy engagement meetings in Dodoma were doubly disrupted: first by the pandemic, then by the elections (preparations). We decided to delay a planned large public engagement event to 2022. In the meantime, we continue to provide update reports to Government offices and performance feedback to (head) teachers. In August - September 2020, we made a trip to regional and district offices to keep these partners informed. We are learning that there is appreciation of what Twaweza has accomplished and demonstrated through KiuFunza; and for the support to the sector as such. We are also learning about the advantages of the memorandum collaboration model vis-à-vis Government. A continuing challenge is the turnover of personnel at the highest levels; so far, we have been able to successfully re-engage with the new office holders.

We are actively contributing to the evidence base on incentives in education governance. Live dissemination of research findings among scientific and policy audiences was disrupted in 2020 due to the pandemic. We are using online dissemination opportunities instead and hope to restart in-person presentations and discussions in 2021 or 2022. We are starting to see a pattern of increasing impact over time, based on intervention test data. In addition, we are learning about program execution: for instance, we find that our Standard III application that captures handwriting turns handwritten text into digital information very precisely. This is important as a tool to do low cost student testing. We will continue to implement and adapt as we go with the long-term vision of integrating the narrative around incentives and performance more broadly into the civil service.

Governance and Management, Operations and Finance

Governance and Management: steering the ship in uncertain times

The year 2020 presented unfamiliar challenges in managing Twaweza as we navigated the disruption caused by the Covid19 pandemic. While keeping our eye on our strategic objectives, we reviewed and adjusted our plans and budgets to respond to the evolving local and global context.

We conducted an annual plan and budgetary review as COVID-19 delayed, postponed or cancelled a number of field activities due to restrictions on travel and meetings. We strategically reallocated some budget to create to opportunities to support official efforts at understanding and responding to the pandemic based on our surveys aimed at understanding citizens' knowledge gaps on COVID-19.

Our donors reaffirmed their existing commitments. We secured new funding from OSIEA for Uganda activities, an important BUILD grant from Ford Foundation, as well as a renewal from Wellspring Philanthropic Fund (WPF). SIDA Tanzania and the Hewlett Foundation committed to renewal starting in 2021. DfID Tanzania (FCDO) cancelled a confirmed £500,000 disbursement but due to Twaweza's basket funding modality, we were able to adjust our activities to accommodate this cancellation.

In Tanzania, given the frequent legislative amendments, we ensured full compliance with relevant laws and regulations.

Our Board Chair Professor Samwel Wangwe completed his term in December 2020 after a long service to Twaweza in various governance and advisory capacities. We look forward to refreshing and expanding our Board in 2021.

Our Executive Director, Aidan Eyakuze, was elected as Civil Society Co-Chair of the Open Government Partnership (OGP). This is the second time that Tanzania, and Twaweza in particular, has produced a Civil Society Co-Chair, who serve in their personal capacity, for the OGP. His term as Lead Co-Chair alongside the Government of Italy will begin in late 2021.

Operations: Motivating staff in a pandemic

Conducive work environment for staff

We secured new office spaces in Uganda and Tanzania to ensure an enabling work environment. Our offices in Dar es Salaam experienced heavy floods, for the second time in ten years, and in Uganda the dust in the environment was causing health issues for staff. Our new offices in both countries are in locations accessible by public transport with good safety and security measures in place.

The office closure and remote working necessitated some adjustments in our work environments. We ensured that all staff had access to laptops and sufficient mobile data and phone allowances. We also had to consider how to continue to ensure work-life balance for staff in the new dispensation. We therefore organized staff surveys and discussion sessions on how to work effectively from home. Each Monday during staff meetings, we dedicated about 15 minutes to discuss updates on the pandemic, and any worries that staff might have.

In addition, a consultant was engaged to support with record management: particularly advice on how to manage both internal and external materials. This exercise included clearance and disposal of outdated materials that are no longer required by the organization.

Keeping staff motivated and energized

The challenging pandemic situation and working from home reduced our in-person interaction. To ensure that we remain a strong family that works harmoniously towards attaining our plans, we took several measures to ensure our team spirit and staff motivation remained high.

- We created an official but informal Twaweza WhatsApp group immediately after the office closure in mid-March. The group has proven very effective in keeping us in-touch with one another, sharing key information and updates, and providing emotional and professional support through difficult times.
- We introduced Friday afternoon online quiz sessions. Participating staff found that these sessions helped them to feel connected, despite the relative isolation created by the measures to address Covid-19.
- We conducted two staff surveys on staff-welfare issues and management and staff worked towards implementing most of the recommendations raised. Staff felt cared for and as a result provided further suggestions on making our working environments even better.
- During the all-staff annual retreat in November, we organized a game drive to the Ngorongoro crater and also organized daily morning and evening Zumba dance sessions at the hotel. These sessions proved to be very useful for the physical and mental health of our staff.
- The Covid-19 pandemic prevented us from organizing our annual Twaweza family get together. Instead, we prepared and distributed holiday gift baskets to every staff. These were well-received and helped to cement the reputation of the organization as a caring employer.

Finance: the backbone of organisational strength

We 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 have continued to manage our cash resources efficiently and have only been requesting funds from donors as well as converting funds to shillings on a need basis. This has seen us having sufficient funds to meet our obligations as well as being able to minimize the exchange losses. It also helped us to mitigate any risks around having too much cash in our accounts that could draw unwanted attention from the authorities.

We continued to meet all tax obligations in the three countries by ensuring that all taxes are correctly calculated and paid in line with the country tax requirements and at the required time.

Finally, we produced yet another set of unqualified audited financial statements for 2020. This is a clear demonstration of our dedication to the highest standards of financial probity.



**PART 2: What did it all
add up to?**

ANNUAL REPORT 2020

PART TWO

Progress towards our strategic goals and strategic outcomes

Corresponding to the two related problems we want to contribute in addressing as guided by our three part mission statement, we articulate three broad strategic goals to be achieved by the end of the strategic period in 2022. Each year, we hope to make some progress towards attaining these three broad goals:

1. *Citizens have the 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. They are acting, organising for change, and they use multiple strategies to do so.*
2. *Local and national government agencies operate in ways that take account of citizen concerns, voices and civic action, and are able and driven to act in response.*
3. *Civic space is less restricted in regard to basic respect for free expression, association and assembly; access to information; and established rule of law.*

To achieve our strategic goals, we have articulated over twenty strategic outcomes. Across all our interventions, we are working to achieve outcomes first at the level of specific targeted actors, and then at a wider societal level. We anticipate making some measurable progress on actor level outcomes by the midway point of the strategic period – after two years. We aim to make substantive contributions to our wider societal outcomes by the end of the strategic period. These outcomes mark our direction of travel, what we think the described activities could begin to achieve, and what we think is required to make some progress in terms of our wider ambitions and vision.

1. Local change agents in selected geographies

By local change agents, we mean community members with a spirit of service, well-regarded in the community and imbued with the desire to imagine the world anew. We tend towards young people and pay regard to gender in selecting these local change agents to be community animators in our interventions. They are tooled with skills dependent on their roles and responsibilities but with a focus on facilitation, consensus-building and listening. For our core animation interventions, we work with animators – two per community – and people’s committees – six to ten elected community members per village. However, as part of our intervention into prayer groups we worked with group leaders and in our work on gender-based violence in Kigoma, we engaged survivors who were selected as group leaders.

The animation approach involves the use of participatory action research (PAR) facilitated by the local change agents to unearth the underlying community problems and develop action plans to guide the actions and interactions of citizens and their local authorities in addressing those problems.

In 2020, we planned to work in two new districts in Tanzania (Pangani and Nyang’hwale) and two districts in Uganda (Namutumba and Kamuli). However, the Covid-19 pandemic outbreak in early 2020 and general elections (October 2020 in Tanzania and February 2021 in Uganda) delayed these activities.

In Tanzania, we completed some preliminary activities: a scoping study in Pangani and introductory meetings in Nyang'hwale. In Pangani, we are using theatre for development as our community intervention approach so we completed the design of the intervention, selection of the implementing partners and identification of the support consultants. Actual piloting begins in 2021.

In Uganda, preliminary implementation of the animation approach continued from September when restrictions began to be eased. We identified and trained 48 change agents from 24 villages in Kamuli and Namutumba. The animators returned to their communities to support community action planning using the tools and approaches they learned.

What we achieved during 2020	What we are learning
Animators and people’s representatives mobilize citizen accountability actions and participation, problem-solving	
Tanzania a) Our joint initiative with the Christian Social Services Commission (CSSC) through local Christian prayer groups has achieved some of the intended effects whereby discussion and media content helped to contribute to parents pledging to and in some cases initiating school lunch contributions, talking to teachers more often about the children’s learning	Information remains a critical component in enabling communities to be active and contribute meaningfully to development processes. Information can contribute to more than knowledge (how things are or are supposed to be); by building the confidence of members of the community it can also motivate them to feel able and motivated to engage with leaders.

progress using more diplomatic language and checking more often on their children's progress.

b) The animation work in Mbogwe, Pangani and Nyangh'wale is still in the infant stages. There are no outcomes to report about

c) In Kigoma, the survivors of Teleza have selected their leaders and developed their constitution. In 2021 they will have a registered economic co-operation society to which they have agreed to contribute a part of their transport refund as starting capital. They are coming together to support any new victims and have been able to express their experiences and desires to leaders at various levels.

Uganda

a) Communities are now accessing more information about entitlements and becoming confident. In Busongole, Kagumba Sub County for example, during the community meetings, the villagers learnt about the government program that could improve their household incomes. With the support of the village leaders they wrote to the district demonstration farm center of excellence seeking support for training in poultry and piggery. The public officers responded positively to the request. The village members were invited for training to the demonstration farm and they were given 200 chicks by local veterinary officers to start them off.

b) Communities are starting to hold the village leaders accountable, for example in Nabirama, Bugulumbya Sub County, the local village leader (LCI) started to prevent animation work for his personal financial interests. A community meeting was convened during which the community demanded that he instead play his part in ensuring the action plan was implemented. Surprised and overwhelmed by this unexpected pressure and demand, he committed to do his part. We are also seeing an increase in village meeting attendance across intervention communities.

Tenacity and perseverance are critical ingredients in civil society work in challenging contexts. Our intervention to support survivors of sexual violence in Kigoma has met with significant resistance across different levels of government. Without a deep reserve of patience for repetition and multiple bureaucratic hurdles, we would have been unable to achieve even our planned activities nor achieve any effects.

Community change agents must work collaboratively with the recognized government structures in settings where there is high handedness, this diffuses the risk of undesirable consequences. Any disgruntled local leader can spread negative information which can be politicised by others. But community and leadership buy-in reduces the potential for this to do real damage to the intervention.

The idea of working on one problem at a time appears to generate a virtuous cycle of positive reinforcement; it helps to keep the community focused, and encourages them to explore multiple strategies to address that one issue. It also creates a sense of power and possibility when a problem is addressed. In turn this should encourage them to work on the next challenge and to be more willing to raise their voices in future.

A positive response from a government entity encourages more communities to embrace engagement and seek support. Early reports indicate that more groups are seeking training from the district demonstration farm - centre of excellence. This farm has been in existence for some time but people never sought to use the services until recently. The risk is that the centre might get overwhelmed by the community demand. We must ensure we also work to prepare government entities for the potential increase in demand so as to avoid any adverse reactions if they cannot meet it.

<p>c) There are examples of community members mobilizing for collective action. In Kamuli, community members have mobilized their own resources (labour, murrum, funds and time): in Bunama Bugweri, Namwendwa Sub County – on local security; in Busongole, Kagumba Sub County on digging water channels; and in Bugulumbya the community worked to temporarily repair their dry weather road with the support of village leaders. In Namwendwa, we are optimistic that the spirit of community work and contribution may endure as the community meeting resolved to revive a local self-help collective. They are currently working to contribute towards the construction of staff quarters at Kinu Health Centre.</p>	<p>Timing is key. The early successes registered in terms of the infrastructure problems and water supply are to a large extent tied to the general election season; the leaders had to address their promises, and demonstrate their capacity to act on community needs. It might be useful, when the community action plans are ready, for communities to map out opportunities that exert similar pressure on leadership.</p>
<p>Animators and people’s representatives request public information and engage in local government processes</p>	
<p>Uganda</p> <p>a) In Namutumba district, early evidence shows change agents engaging in local government development planning processes. For example the community of Bunyekero and Bubusa identified clean and safe water as huge concern. The two villages have been sharing one shallow well for more than 10 years, supplemented with water from the nearby swamps. During the district budget conference of December 2020, the change agents of Nabweyo sub county presented the water scarcity issues when the district planner gave them five minutes to present their case. They had taken pictures of their situation at the shallow well. This appealed to the leaders, compelling the district water officer to commit including this concern in the sector budget 2021/2022.</p>	<p>The reflective nature of the participatory action plans not only helps communities to identify priority challenges, but also the communities think through strategies to deliver sustainable solutions for the long term. In addition, the kind of analysis and exposure to tools allows them to confidently choose the best tool and technique to deploy during the engagement with other leaders. The participatory process lends itself naturally to generating community-driven advocacy.</p>

2. MPs and DEDs and village government (in selected geographic areas)

Our strategy aims to unblock factors that constrain effective governance on both the demand side (citizens) and supply side (government). As a result we proactively engage Local Government authorities at the Village (LC1 in Uganda), Ward (Sub-County in Uganda) and District level, and people's political representatives such as Members of Parliament and Councilors.

In Uganda: through partnership with the Centre for Policy Analysis (CEPA), we have been engaging with parliamentary technical staff and in turn MPs. As a result we have been able to build new relationships and avenues for sharing citizen voices. Importantly, since MPs occupy the liminal space between sub-national and national levels of government, this access enables us to begin to push for the value of citizen voices in parliamentary discourse more broadly, beyond our specific intervention of Sauti za Wananchi.

In Kenya, we have essentially co-created Sauti za Makueni with county officials from the outset: developing tools in collaboration, sharing data with sector teams and supporting the county team with additional data and analysis on request.

In Tanzania, our work with MPs and local officials has been ongoing for longer, enabling us to press ahead in building on early outcomes and lessons. In Mbogwe, local officials are comfortably expressing their appreciation of the local animators and their reliance on them in the media through Twaweza supported clips for Azam Media news thus amplifying citizen agency stories. In Kigoma, following a rebuilding of relations between Twaweza and local authorities, we worked through a partner to co-create a plan of action to address the sexual violence with officials and survivors. A number of these engagements involved bringing survivors and local officials together to share experiences and ideas.

We continued to build on #MbungeLive, the show was aired nationally and reached 8% of citizens. We shared research around the show with participating MPs. As a result we have seen changes in behaviour among these MPs and significant demand for the show from citizens. Almost all profiled MPs held additional screenings of the show, or shared DVDs, at their own cost due to requests from citizens. We also managed to capture 2020 campaign commitments from these MPs, as they happened, during election season. This footage will feed into a local media version of #MbungeLive planned for 2021.

What we achieved during 2020	What we are learning
MPs, councillors and local government officials participate in, endorse and institutionalize Twaweza / partner citizen agency processes and evidence collected	
Uganda a) Met and shared our data with five MPs who endorsed the importance of the citizens' feedback in public policy spaces – including at our launches and in private engagements.	Since the animators in Mbogwe in Tanzania have good relationships with local authorities, there is a great risk of co-option which in turn could mean the animators forfeit their legitimacy in the eyes of the community. In essence the

<p>b) The Uganda Parliamentary WASH forum invited us to participate and share our Sauti za Wananchi data on handwashing during their second international conference on WASH amidst the pandemic.</p> <p>c) Parliament of Uganda - we co-created a questionnaire with the communications and public affairs management team on citizens' knowledge about the role of MPs.</p> <p>d) In Namutumba, early evidence shows change agents being invited to engage in established local government development planning processes. For example the change agents of Nabweyo Sub County were invited by the district planner to present an issue during the district budget conference.</p> <p>Kenya</p> <p>a) Makueni County Officials have requested our engagement in supporting them to implement social accountability initiatives.</p> <p>Tanzania</p> <p>a) Mbogwe District officials, particularly the District Executive Director and the District Commissioner have gone on camera talking about how they appreciate the work of the animators, they call on them as a resource to support in government development efforts especially when it comes to engaging citizens and they are open to their critical feedback.</p> <p>b) Kigoma officials have participated in three meetings with survivors organised by our partner, Voice of Change.</p>	<p>animators are increasingly used to present government initiatives to citizens for greater buy in. But their work is supposed to be driven by people's priorities. This reversal could threaten future progress and past successes. In 2021, we will explore ways to support animators to re-centre on citizens.</p> <p>In Makueni, we have gained significant traction with local authorities despite the Covid-19 restrictions but the public engagement component has suffered as a result. We adapted. We did our advocacy almost entirely behind closed doors, in the smaller spaces where decisions are often made. However, although county officials have been receptive and committed to engaging with the findings substantively, this does eliminate the additional component of public pressure to ensure that the problems identified by citizens are addressed. Moving into 2021, as restrictions ease, we will aim to correct this imbalance.</p>
<p>MPs, councilors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making</p> <p>Uganda</p> <p>a) Five MPs participated at our launches, they promised to share these citizen voices to the relevant committees and recommended that the Sauti za Wananchi data be used in the annual budgeting processes of parliament.</p>	<p>In Uganda, MPs have limited sources of data and they do not have time to dig into large reports. The fact sheets and one on one meetings are the best way to engage with them.</p>

b) As a result of animation, MPs have been able to address or escalate citizen challenges. The all-weather road from Nawangoma to Busandha was fixed following demands from two communities in two sub-counties of Bugulumbya and Namwendwa. In another instance, the communities successfully got their area MP to fulfill a ten-year old pledge of a borehole at a health centre in Kinu, Namwendwa Sub County. They invited their MP to launch an 'empty shallow well' after which the embarrassed MP mobilized a team that worked over night to drill the borehole.

Tanzania

a) #MbungeLive MPs have changed their behaviour as a result of the program and our presentation of accompanying research: one now uses a public announcement truck to advertise his meetings, another records his own interventions in Parliament and plays them to constituents; a number of them held their own screenings of the program.

b) Local officials and politicians in eight regions (Mbeya, Lindi, Tanga, Mara, Mwanza, Dar es Salaam, Shinyanga, Iringa) met with market women traders to hear their major challenges. They made commitments to act on these issues including doing a survey for repairs needed in Shinyanga, a commitment from an MP to build a new market in Mwanza, support from the local councillor in Dar es Salaam for women traders to register a society and benefit from government support.

c) In Kigoma, our work contributed to the constitution of street level government violence against women and children committees, public acknowledgement of Teleza as a problem by officials and leaders, the arrest of two suspects, and the District Medical Officer providing support to ensure survivors get treatment in hospitals. We have been invited by street-level MTAKUWWA Committees to support them in discharging their mandate. Although cases have not halted, they are more infrequent.

In Uganda we have seen a confluence of important factors that have prompted early and positive action from officials: the communities and their change agents are well organized, they work through existing government structures, it was election season when the action plans were being released. Moving forward, we need to continue to look for opportunities to activate all of these important ingredients.

In Tanzania, our data - collected for internal use - show us that informal sector workers appear to tend towards greater citizen agency - reporting that they take actions such as calling into media, refusing to pay tax as a form of protest, and discussing issues with others much more than citizens overall. This was borne out by our hands on experience with market women from nine regions of the country. Within three short months, they managed to develop a shared agenda of priorities, signed up over 3,000 of their peers to this agenda, presented the priorities to local leaders in 8 of the 9 target regions and secured commitments, and in some cases initial action, to address a number of these issues. The model developed by Equality for Growth (EfG) provides step by step guidance on how to mobilise women traders in markets and is an important resource for amplification given the high potency of agency among this group.

3. Traditional (national and local) and online media

We work with media in all three countries, serving both a more instrumentalist content-driven agenda as well as the broader aims of protecting civic space. Through the media we are able to offer new approaches to old problems, new evidence on what is really going on and to reframe and reshape contemporary debates. We can reach many different target audiences at once and we can give wings to our agendas. We do this through media partnerships, inviting media to our events, participating in talk shows and interviews, promoting data points to media electronically, providing micro-grants for citizen-centric and data-driven reporting, supporting early stage independent digital platforms with a shared agenda and writing opinion pieces on newspapers which we know are still read by almost all government officials.

In Tanzania, without the regular injection of fresh data from Sauti za Wananchi, our media presence has naturally diminished as has our basis for influencing publicly consumed content through citizen perspectives and evidence. So, in 2020, we relied on a select set of events, advocacy moments and opinion pieces as our main vehicles for influencing media content, beyond our structured partnerships. Largely these were the Hellena film launch, the Executive Director's Appeal Court victory and advocacy around legislative amendments that outlawed public interest litigation and generally constrained civic space further. In this case, our engagements and analysis generated 20% of the coverage around these legal changes. This was despite the increasing constraints on media coverage as the elections neared; and in fact we were required to pre-record all radio interviews (none were done live) and rehearse our comments for TV to minimize risk for the media outlets and ourselves.

In Uganda, our engagement is based on keeping track of what is trending at national level and International day celebrations then relating it to our data through press conferences, phone conversations with journalists and follow up emails with the data. We contract the print journalists and, in 2020, the sub-national radios who use the data most to provide short-term support to their efforts to include more citizens' voices and community agendas in their content. We also engaged Uganda Radio Network to produce ready-made audio features for use by radio stations in their and our steadily-growing networks. In 2020, we were able to leverage our local radio partnerships to include messaging on Covid-19 through their stations and through a poster campaign in their locality. In 2020, we contracted 14 data journalists, supported 7 sub-national radios and disseminated 20 data mail outs.

This effort is steadily positioning us as a source of credible data whereby we are even requested for information that we do not have. Our data positions us as a useful news source.

In Kenya, we were unable to release the data from Makueni publicly due to Covid-19 restrictions, so we focused on national level launches to engage the media. We shared two call rounds of data via online launches. We ensured we produced multiple, engaging outputs and reached out to media and government for these launches. They were by an average of 50 people including a select number of journalists. Since engagements were online, we offered a pre-recorded clips to TV stations and audio files to radios. Twaweza staff participated in interviews as well. We also began approaching data editors at key outlets resulting in some prominent, in-depth coverage in two key national dailies.

What we achieved during 2020	What we are learning
<p>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency</p> <p>KENYA 843k impressions, 1248 followers on Twitter, 566 Facebook page likes 31 pieces of media coverage</p> <p>TANZANIA 2.5m impression, 82,220 followers on Twitter, 11,369 Facebook page likes 82 pieces of media coverage 6 citizen agency news clips from Mbogwe 17 episodes of MbungeLive aired and repeated on Star TV demonstrating MP accountability and responsiveness</p> <p>UGANDA 515k impression, 463 followers on Twitter, 575 Facebook page likes A total of 16 individual journalists run 90 stories using Sauti za Wananchi data weekly mail outs. In total there were 195 pieces of media coverage in Uganda.</p> <p>REGIONAL</p> <p>Instagram followers: 1051 YouTube subscribers: 3360 Website visitors: 79,222</p>	<p>Overall, there was a decrease in traditional media coverage in all three countries. In some senses this is not surprising given the diminished activity and heightened focus on Covid-19. However in Tanzania, we are now exploring new ways to ensure we are regularly part of public debate, analysis and commentary given the lack of data from Sauti za Wananchi. We continue to consider this an important feature of our work both to build the brand, credibility and trust in Twaweza as well as to contribute directly to program outcomes.</p> <p>Conversely social media impressions and followers have increased across the board, particularly on Twitter in all three countries. We have invested in new strategies for social media engagement and are working with new influencers to enhance our reach. We are particularly focused on generating conversations on social media – sharing content that solicits direct commentary rather than just views and shares.</p>
New outlets arise which are independent, investigative, digital, evidence based, and popular	
<p>Tanzania We supported an existing digital platform - JamiiForums - and contributed to quality online content about Covid-19 with Code for Africa.</p>	
In selected geographic areas, community media facilitate citizen-government interaction and highlight local collective action and response	
<p>Uganda a) Seven community radio stations ran 17 talk shows on Sauti za Wananchi data including local officials and citizen voices. In response to the Covid-19 crisis, we</p>	<p>From our panel closure activity, we learned that local media coverage in particular encourages respondents to keep participating in the panel. We also note that through the call round panel health reports we can easily identify the locations</p>

incentivised them to also air 336 comedy clips and 336 PSAs on COVID 19 as well as to post 50 posters with Covid-19 messages in public spaces.

b) In The FixMyCommunity show in Moyo district continued to facilitate citizen - government interaction leading to collective action on cases of gender based violence. Two particular cases involving a 40 year old woman who was tortured by her care taker and a 16 year old girl who was impregnated and forced to abort the child by a serving officer. In both cases, communities from which the victims belonged raised the alarm through the radio program call in, and the radio station engaged relevant public officers to respond. The perpetrators were arrested and sentenced but the communities felt the punishments were insufficient. In both cases the communities appealed to the Resident District Commissioner (RDC) - head of security in the district who gave them audiences, sanctioned the files of the two cases, ordered fresh medical examinations and reversed earlier decisions. The cases await trial in civil and military court respectively.

b) Through our partnership with Uganda Radio Network, there were 10 stories and 5 audio features based on Sauti za Wananchi data distributed and used by a total of 15 radio stations and the national broadcaster UBC.

Tanzania

a) Through our partnership with CSSC, we engaged two radio stations in Tabora - Sikonge, Uhai and Mwanza, Misungwi to cover stories on parental participation in their children's education and the importance of providing food to their children while in school. A total of a total of 233 radio programs were aired on both radios.

that are not reached by national media based on the feedback from the citizens.

During the lockdown period, radio continued to provide a medium for engagement between the community, leaders and the citizens. One of the demographic groups affected most were women and girls with the rise in cases of sexual and gender based violence. As such most of the cases that were recorded during this time were raised through radio calls and this created a starting point for the Uganda police and other agencies to follow up the leads to bring culprits to book. Thus local radio became essentially the sole outlet for survivors.

The validation exercise to verify stories, which was supported by Twaweza, helped build trust in the radio station's intentions, the truth of their information and the validity of the issues raised on the program thus helping to enhance the show's already powerful and wide-reaching effects. Ultimately this enabled and prompted local officials to be more responsive to the issues raised through the show, particularly during lockdown when there was every reason to delay or avoid trying to address these issues.

4. Specific ministries and institutions (including ministries of information, legal affairs, local government, communications regulators)

Twaweza uses its creative and credible communications capacity to channel the views and voices collected through our community-based work vertically through different levels of government in Tanzania and Uganda. In all three countries we continue to use Sauti za Wananchi as a platform to collect representative citizen views on democratic freedoms and civic space issues, the issues unearthed through our work in communities including critical service delivery challenges and government mandated entitlements and standards as well as the Sustainable Development Goals. Both of these avenues will serve as mechanisms to reiterate the importance of citizen participation, agency and voice.

In Tanzania, we collaborated with the President's Office – Regional Administration and Local Government (PO-RALG) to coordinate CSO inputs to the decentralization policy process in early 2020 following an invitation from the ministry. Twaweza held sessions with local CSOs to review the local government reform program. These CSOs went on to send representatives to two zonal and four regional workshops. There were constant changes to the program which made it very difficult to enable this participation. For instance workshop dates were changed last minute and hence we failed to send representatives to some of the workshops. And TAMISEMI's decision to use regional workshops instead of zonal workshops halfway through the process following the Minister's decision to ban LGA officials from travelling outside their stations denied some of our CSO representatives the opportunity to participate in this important process.

In Kenya, our work on this area has been mainly through our engagement in Makueni County where we have worked closely with the Director of Social and Economic Planning who supported us to plan and secure engagements with the sector technical teams, the Governor and the executive committee. We ensured that we presented the data alongside our aims for Sauti za Makueni, and the methodology to each new group of officials to help to build trust and openness. Through our engagement with the Director of Social and Economic Planning, we presented sector insights to five teams as well as the Governor himself and his team of directors. We also invited Makueni representatives to make remarks both at our national engagements.

These national engagements involved extensive advance and post engagement of government officials. We secured the participation of a representative from the Office of the Deputy President and towards the end of the year made significant inroads in connecting with the ministry of health.

In Uganda our success in engaging ministries and influencing their work continues to grow. We conducted a comprehensive outcome mapping exercise to support our documentation of these engagements early in the year. The Covid-19 pandemic forced us naturally to shift focus and concentrate on engaging the Ministry of Health and the National Task Force with the data and resultant messages. We painstakingly built relationships and made presentations at multiple levels to different groups and were ultimately invited to be part of sessions to advise the government on their communications strategy as well as collecting data at three Covid-19 hotspots for the ministry of health.

What we achieved during 2020	What we are learning
Government officials seek citizen views on policy and laws, have increased insights about citizen challenges	
<p>Tanzania</p> <p>a) The ministry of local government invited Twaweza to facilitate the participation of local CSOs in the review of local government program. Twaweza capacitated CSOs in four regions who then attend four regional workshops and gave their inputs. A review of the latest policy and program documents show significant uptake of and our colleagues' inputs.</p> <p>b) MbungeLive MPs are more aware of their constituents' priorities and are taking action to ensure they hold meetings and give feedback on parliamentary interventions as well as listening more to citizens and try to ensure their infrastructure for doing so is strong.</p> <p>Kenya</p> <p>a) Worked with the county officials to capture their inputs into the survey tool from the baseline to all the call rounds</p> <p>b) All sector teams appointed contact persons who provided issues to be captured in call round tools and requested more data in their areas. In particular we created a special boosted sample of young people to collect data on youth issues at the request of the county.</p> <p>c) The Governor of Makueni County and the executive members engaged substantively with the Sauti za Wananchi baseline data seeking to understand citizens' views on public service delivery within the county. They proposed more topics such as ECDE, and youth and women's issues.</p> <p>Uganda</p> <p>a) We co-created call round tools with four ministries (Ministry of Agriculture, Animal Husbandry and Fisheries; Ministry of Water and Environment; Ministry of Health; and Ministry of ICT and National Guidance) and collected data using our</p>	<p>In the current context in Tanzania, working with government is challenging. They make last minute changes regularly and thus plans are disrupted and resources wasted. Nonetheless we continue to engage in the spaces offered. At the same time we focus our energy in conscientising a broad spectrum of civil society actors and activists which currently have more potential for change.</p> <p>We continue to find progressive insiders, even from amongst a list of randomly selected MPs. These individuals can adopt new behaviours as a result of insights and nudges from Twaweza initiatives. They also act as ambassadors for change within their institutions (e.g., Parliament, Ministry). This vindicates some of the core tenets of our Theory of Change.</p> <p>For the Sauti za Wananchi data to be taken seriously and used to inform county plans and budgeting, it is important to make the process from tool design to dissemination very inclusive. The buy-in from top county executives does not necessarily imply absolute buy-in from sector working groups. We had to clearly establish Sauti za Makueni's value to each sector working group's officials. Virtual engagements have an immense potential in enhancing, particularly through increasing frequency, this collaboration with different groups and individuals in the county.</p> <p>A number of factors have contributed to the success of Sauti za Wananchi in Uganda despite the context. We package our data as a value added input to the works of the different government ministries and agencies, and they often see this perspective and embrace the data we share. Government officials are thirsty for updated data, we just need to know when and how to share it with</p>

<p>Sauti za Wananchi platform.</p> <p>b) We co-created two call rounds on COVID 19 with the Risk Communication Pillar of the National Task Force on COVID 19 and constituted a special panel at the Covid-19 points of entry to collect citizens' knowledge and actions there at the request of the Ministry of Health.</p> <p>c) We gave 22 in-depth briefings to government institutions on the Sauti za Wananchi data. These were at different ministries and agencies, and even different contacts or departments within the ministries. These were the ministries of health, ICT, agriculture, gender, water, and finance. We also engaged the departments for research and communications in Parliament and Uganda Revenue Authority.</p>	<p>them. The rigor in our work and research permits gives us credibility in the ministries. Sauti za Wananchi data is easy for the ministry to read and does bridge an existing gap. Combined with our carefully crafted approach in generating interest and appetite for the findings among government officials, we have developed a strong framework for ensuring these engagements are constructive and productive.</p>
<p>Government officials endorse, participate in and create spaces in which they interact directly with citizens</p>	
<p>Tanzania</p> <p>a) In Kigoma, local officials have participated in events with survivors of sexual violence at least three times.</p> <p>b) As a result of the #MbungeLive show, participating MPs hold more meetings in-constituency, and have convened citizens to air the program directly themselves.</p> <p>Kenya</p> <p>a) The Governor of Makueni County endorsed Sauti za Wananchi as a source of reliable, credible third party data for monitoring and evaluation.</p> <p>b) Despite the restriction on physical meetings, Makueni county officials set aside time to engage with Twaweza on the sector-specific Sauti za Makueni baseline and call round data (education and ICT, transport and infrastructure, land and agriculture, health – Covid-19), and the development committee was convened by director of public participation. County officials acknowledged Twaweza's efforts in providing timely citizens' views on issues they work to improve.</p>	<p>In Kigoma, the critical lesson is perseverance. There were many moments during which we wanted to give up. Despite working closely with leaders at different levels throughout the process, every activity through up its own challenges and was questioned by some official or another and in some cases we were even blocked from proceeding. Local leaders seemed to be particularly worried about our working in mobilizing and organizing survivors. Nonetheless, with constant engagement and persuasion, through involving them at every step, and building select allies among local civil servants as well as working with survivors to ensure they also kep the pressure up, we were able to make significant progress.</p> <p>When trying to reach an institution, it is important to identify the specific contact point with the most influence on the issue at hand. Then we use multiple points of entry (contacts) to try to reach the individual to ensure that we are reaching a critical decision-maker.</p>

<p>c) The county officials endorsed Sauti za Makueni data as credible having compared it with data from other credible organisations.</p> <p>d) County officials expressed their availability to answer to citizen's inquiries on any radio partnership initiated by Twaweza.</p> <p>Uganda</p> <p>a) The Risk communication pillar of the National Task Force on COVID 19 endorsed the Sauti za Wananchi data on COVID 19 and said it was insightful and eye opening on the existing Covid response and where the effort was most needed.</p> <p>b) The Incidence Management team of the National Task Force on COVID 19 endorsed the data saying it was the finest non scientific data that made sense and should be adopted by the risk communication pillar.</p>	
<p>Government officials make decisions informed by citizen input</p>	
<p>Tanzania</p> <p>a) The government dropped proposals to combine the arts council, the film board and the copyright society which were opposed by many artists. Furthermore, the government i) committed to review the arts council regulations and asked all art regulatory bodies to ensure they developed strategic plans, ii) added the sector to its five-year development plan, iii) formally initiated the art basket fund with an opening donation directly from the President, and iv) invited artists to submit their proposals for harmonizing taxes and fees on equipment for artists. These were all issues raised by artists through their report based on the national consultation exercises in six zones.</p> <p>Uganda</p> <p>a) The Risk Communication Pillar of the National Task Force on COVID-19 used the findings from the COVID rounds to inform and adjust messaging on mask wearing, local language use, and reaching the unserved communities.</p> <p>b) Through the Ministry of Health and John Hopkins Social Behaviour Change</p>	<p>In Makueni, the buy-in from the top county officials does not necessarily guarantee buy-in from the sector working group officials. It is important to always build a case for Sauti za Wananchi whenever a chance arises. Making the process all inclusive is also very important to ensure sustainability and credibility</p>

<p>Program, Sauti za Wananchi data on COVID was used to refine the ministry's communication strategy on COVID-19.</p> <p>c) The Ministry of Water and Environment included Sauti za Wananchi indicators as part of the joint sector review.</p> <p>Kenya</p> <p>a) The Sauti za Makueni data was used by the sector working groups to inform planning and budget allocation within the county in the 2020/2021 fiscal year.</p> <p>b) The Governor of Makueni County committed to using the data to monitor their implementation and work.</p>	
<p>Government officials encourage their peers to create new spaces for interaction, citizen expression and action, and government responsiveness</p>	
<p>Uganda</p> <p>a) The Ministry Of ICT and National Guidance after looking at Sauti za Wananchi data on citizens and civil servants perception on access to information and participation asked Twaweza to collect data on citizens' knowledge of the local government structure and services to be used to identify gaps in their work and in the role of the communication officers at local government level.</p> <p>b) The Commissioner, Food and Nutrition at the ministry of agriculture committed to sharing the findings with his colleagues and asked us to provide recommendations so he could help make the case for greater prioritization of the food security and nutrition agenda which has been under-prioritized in the ministry.</p>	

5. Civil Society

Solidarity among civil society organizations in a time of closing civic space is vital, there is greater strength in numbers. During 2020, particularly in Uganda and Tanzania where we implemented most of our work despite the challenging Covid-19 pandemic and general elections campaign period, Twaweza worked more closely with peer civil society organizations on a number of initiatives.

In Tanzania, we worked to spread our engagement to more diverse sections of civil society. We worked with artists – they produced a report on art governance based on Twaweza-supported zonal consultations with artists in 2019 and shared it with key actors in the ministry. We continued to try to engage religious leaders and editors – particularly through online sessions around the Miscellaneous Amendments reaching out to both although with limited success in terms of numbers of editors. And the Executive Director engaged in strategic conversations with private sector bodies to encourage them to claim their civic space and express demands to government.

However, we naturally remained active among NGOs as well. We convened an online debate with a deliberately controversial motion on civic space in times of crisis. More than 80 participants from across the CSO sector engaged in a lively debate in which many altered their prior positions after the discussion.. We were part of planning a convening of a large collective from the NGO community to defend and expand their space to operate. By year end, the engagement was confirmed and government officials were part of the planning committee.

In Uganda, we have been less active in wider sectoral debates and reforms. However we have always actively invited a wide array of civil society participants to any events that we are holding and in 2020 we engaged in Tweet Chats in Kenya and Uganda in collaboration with other CSOs.

What we achieved in 2020	What we are learning
Unusual actors mobilize, coalesce and work together to take specific actions in defense of democracy	
<p>Tanzania</p> <p>a) Helped initiate and shape meeting with NGO regulator which led to a 350-person meeting between the government and NGOs in Jan 26-27, 2021</p> <p>b) Mobilising and convening artists has lead to a number of more democratically-oriented reforms in the sector which take into account the voices of artists themselves.</p> <p>c) Ongoing engagement has lead to a partnership agreement with the editors' forum to shift editors' mindsets on their role in society, governance and development.</p>	<p>Big lessons - Be in the Room Where it Happens! Make sure you help draft the agenda setting paper(s) for the official dialogue. Equally important, make sure you help draft the final resolutions. It is vital to include language that protects/expands the strategic interests of the CSO sector in a way that commits government as much as possible while remaining palatable to their requirements and avoiding their fears or particular issues.</p> <p>The artists' engagement with the government has gone surprisingly well. There has been fairly quick and positive response to a number of issues raised. Part of this is to give due credit to the artists' own working group and the relationships they have built. In addition, there</p>

	are sectors in which it seems the government is more willing and open to take inputs from and make changes as a result. The right combination of careful messaging, strong relationships, willingness to support government's own initiatives and a few open ears is useful.
Citizens express trust in civil society and view their work as constructive and critical	
Tanzania 44% of Tanzanians said CSOs make a large contribution to development in September 2019.	
CSOs have increased advocacy, financial management and fundraising capacities	
<p>Tanzania</p> <p>a) Partnership with Equality for Growth - supported them on monitoring and evaluation design, content production. Lead to a program of capacity support in 2021.</p> <p>b) Partnership with JamiiForums - working closely with their finance and administration personnel to improve their corporate governance.</p> <p>Uganda</p> <p>a) We have trained two district partners on participatory research and approaches as well as conducted a comprehensive assessment of their corporate governance to set up a program of support in that area.</p> <p>b) We supported Fix My Community to secure much needed equipment and tools to run the program better and supported them with select elements of their corporate governance and office management.</p>	<p>Moving forward, we need to be more systematic about how we design these programs of support including the initial identification of gaps, and to be careful about how many we can take on in a year.</p> <p>Working with young activists in Tanzania has also taught us more about leveraging our support - with a mix of technical and financial resources strategically directed, our support can open new doors for these young people exposing them to new contacts, ideas and opportunities. This creates huge value for Twaweza whereby these small, well-placed investments can snowball into more significant change and it is important in terms of diversifying and developing the civil society sector.</p>
Individual activists are better organised, networked, resourced, skilled and tooled	
<p>Tanzania</p> <p>a) Building on work since 2017 when animation processes in Kigoma surfaced brutal and widespread sexual violence (<i>Teleza</i>), the individual activist women who were at the forefront of sharing stories and raising voices on behalf of the survivors have now become leaders of a nascent women's group established with the purpose of economic co-operation and solidarity for survivors. They have agreed on a constitution, and elected leaders, and will register their group in 2021.</p>	<p>In Kigoma, the lesson has to be perseverance. There were and are many reasons and moments to give up but we persisted, increased the number of personnel, level of effort, resources and constantly tweaked our approach. We may have persuaded the local authorities through sheer tenacity and refusal to be silenced.</p>

<p>b) Through our support and encouragement, two young gender activists have registered a new organization to work on gender issues through media production.</p> <p>c) Through their links to Azam Media and other national level organizations, we have introduced animators to wider networks.</p> <p>Uganda</p> <p>a) We have trained 48 animators from 24 communities in new approaches and shared new tools with them which they have already begun to make use of.</p>	
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Wider societal outcomes

Although, we hoped to start observing outcomes at the wider societal level halfway through our strategy period, below we present some measurable progress recorded during the first year of our current strategy.

6. Government processes

In Tanzania, we were invited by parliamentary clerk to provide inputs on a series of legislative amendments, convened CSOs to submit a joint analysis endorsed by over 100 CSOs. For the first time, since Parliament was closed to the public and Covid-19 was an ongoing concern, all engagement was conducted virtually. The amendments effectively outlawed public interest litigation. Despite a robust CSO response and reasonable levels of media coverage attained, the amendments passed unchanged.

Partnership with the Centre for Policy Analysis in Uganda provided entry points to technical parliamentary officials who were enthusiastic to collaborate and embed the Sauti za Wananchi insights into work. Overall we presented to six technical staff and engaged with five MPs. We worked extensively with the Ministry of Water and Environment by participating in sector reviews, participated in their public cleaning day initiatives and their push on handwashing. As a result they see us as an ally and are willing to engage. And our ongoing focus on access to information has led to enthusiasm from the ICT ministry to ensure the law is improved on paper and implemented better. They have requested that we support them in collecting data, proposing legal amendments in collaboration with others, and improving their participation mechanisms.

What we achieved in 2020	What we are learning
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	
Uganda a) Invited by technical staff in Parliament to collect data on citizens' awareness of the role of MPs and share this for use in parliamentary induction processes. b) Invited to provide technical input and citizen perspectives to the second parliamentary forum on water and sanitation issues. c) Invited by the Ministry of ICT and National Guidance to be part of the process to review the Access to Information law since we can provide input based on citizen voices.	Large donor funded processes in Tanzania represent some of the last spaces in which government consults with CSOs on policies and laws. If we do not make use of these spaces, no matter how minimal the possibility for influencing the final outcomes, we will struggle to claim more spaces for engagement. This also helps maintain our intellectual sharpness and our reputation as valued commentators into the legislative process. Although legal advocacy is not directly part of our work in Uganda, the importance of access to information and the power of the opportunity to influence this law makes it strategic to participate. Having the flexibility to respond to these types of emerging opportunities ensures we are more effective and impactful.

7. Legal and policy environment

In Tanzania, we submitted 17 grounds of appeal to the Court, and defend our appeal robustly in a hearing in July 2020. As a result, on December 4, 2020 the Court of Appeal of Tanzania ordered the government to conclude the investigation into the Executive Director's Tanzanian citizenship and to return his passport within a period of two months.

What we achieved in 2020	What we are learning
Restrictive clauses in national and local laws governing access to information, freedom of expression and civic participation are used less, some have been amended	
Tanzania a) Application of rule of law: Appeal Court upholds Executive Director's appeal to have passport returned after its seizure on July 24, 2018	It is vital to follow due process of the courts of without succumbing to intimidation.