

# Twaweza Annual Plan 2022



### ACCELERATING EXECUTION FOR IMPACT

The year 2022 marks the penultimate year of the strategy because we have extended the strategy duration to December 2023 instead of 2022 due to slow implementation in 2020 following Covid-19 pandemic restrictions in all countries. In 2021 we managed to intensify the pace of our work for deeper engagement and impact and re-strategize for the remaining period. We also produced a strategic reflections paper that reviews progress towards our strategy goals, strategic adjustments we made in light of changing contexts and summarizing key lessons in each of our mission areas.

As we embark into the second half of the strategy, we continue to carefully navigate the evolving contexts in our countries as we strive for policy and societal wide engagement and impact in our three mission areas:

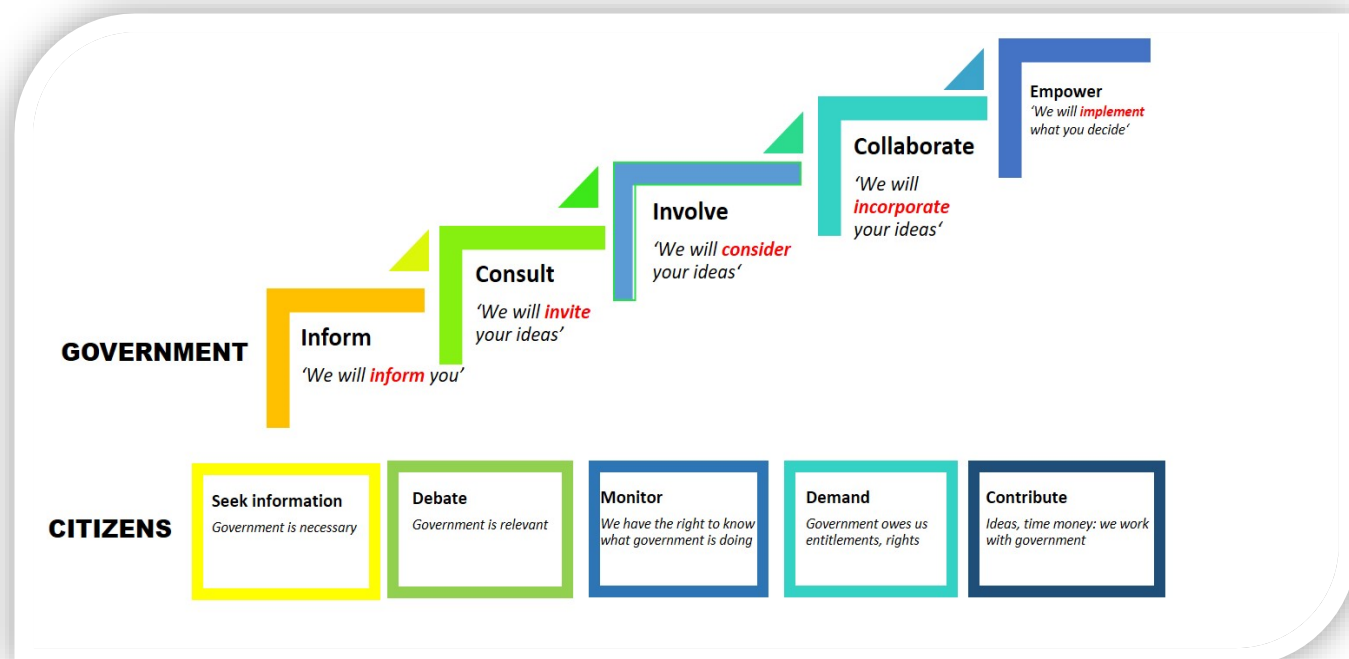
- Mission 01: **Demonstrating citizen agency** in addressing their systemic problems
- Mission 02: **Amplifying citizens' voices** to ensure that they are taken seriously in decision making
- Mission 03: **Promoting conditions that enable meaningful citizen-state interactions** particularly access to information, free expression, association and assembly.

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

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

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

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



For the most part, in 2022 we are building on and intensifying activities that we worked on in 2021. We will continue with animation work in three districts in Tanzania and three in Uganda while expanding into two new districts in each country. Our advocacy, amplification and diffusion work builds on projects and ideas from 2021 aiming to influence attitudes, behaviours and norms around citizen agency and government responsiveness as well as the role of civil society.

In Tanzania we will build on a new strand of work supporting critical civil society actors from diverse spaces with their strategic direction including the editors' forum, an entity working with market women, an artists' advocacy body, emerging online media platforms and a forum of political parties. In Uganda, we plan to deepen our engagement with the access to information space at both national and sub-national levels through training and mentorship, legal advocacy, and documentation and amplification of success stories. And in Kenya, we intend to engage more intensively in two further counties which are part of the Open Government Partnership Local (sub-national) initiative by modeling and motivating better citizen participation processes. The design of this work is informed by findings from our qualitative research conducted in five counties.

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

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



***The government of Tanzania is strengthening regional and local government through a new framework in which citizen participation is a major pillar.*** This policy provides clear guidelines to realize governance goals described in the Tanzania Vision 2025 blueprint whose policy components are described in detail in the 1999 National Framework for Good Governance (NFGG). The current Tanzania National Five Year Development Plan III (FYDP, 2021/22 – 2025/26) recognizes good governance and the rule of law as key pillars in achieving Vision 2025 and lists community participation in development processes as a key area for intervention in terms of good governance.

***Kenya is a member of the Open Government Partnership (OGP) and in 2020, was elected to join the Steering Committee of the Partnership. Since December 2020, Kenya has been implementing their fourth National Action Plan (NAP IV, 2020-2022).*** As noted in the document, NAP IV makes far-reaching commitments around access to justice, citizen participation and legislative oversight, access to information, public service delivery, open contracting, beneficial ownership, open data for development and open government resiliency. Four counties in Kenya are also part of the subnational members of the OGP, which offers another set of deeper opportunities for their citizens to directly shape the priorities, policies, execution and monitoring of public service delivery. At the same time Kenya will be undergoing elections in 2022 with an anticipated change of administration due. The political campaigns for this high-stakes election may prove to be significant constraint on effective technical work.

***In Uganda's Vision 2040, the Government is committed to strengthening the policy, legal and regulatory framework to support transparency and accountability.*** It will put in place appropriate measures to ensure strong implementation and monitoring mechanisms for effective service delivery. Two of the eighteen programs in the National Development Plan (NDP III) 2020/21-2024/25 focus on Community Mobilization and Mindset Change- whose objective is to increase participation of families, communities and citizens in development initiatives; strengthen civic competence; and improve uptake and/or utilization of public services (education, health, child protection etc.) at the community and district level.

In addition, NDP III's Governance and Security Programme aims to improve respect for the rule of law and capacity to contain prevailing and emerging security threats, among the key results being improving the corruption perception and democratic indices. These two programmes build on earlier initiatives that sought to improve the people-government interaction like; Barazas, the Government Citizen Interaction Centre (GCIC) and promotion of adoption of open contracting standards across government MDAs. Twaweza's data provides important evidence, insights and ideas to inform government programmes among others. In 2021, the government rolled out the parish development model as, "the last mile strategy for service delivery by Government of Uganda for improving incomes and welfare of all Ugandans at the household level which will benefit from insights from Twaweza's animation work.

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

### **1. Media partnerships**

In recognition of the seminal role the media play in all three of our missions, and of our particular strength in engaging media in unique and impactful ways, we continue to have a strong focus on media engagement in 2022. At the local level in Tanzania, we are focused on engaging with radio stations in 11 randomly selected districts including the districts in which we are implementing our

mission one of activating citizen agency. This is critical given the proximity of local media to people's daily lives.

In Kenya and Uganda our national media engagement will be central to promoting the voice agenda. In Uganda in particular we have a wide array of products to entrench our data in media content for greater amplification and impact, new media partnerships and a renewed focus on sub-national radio as a partner in disseminating Sauti za Wananchi data and promoting new models for local accountability.

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

## **2. Supporting progressive insiders, co-creation**

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

In Tanzania this will be particularly relevant to our attempts to revive Sauti za Wananchi. The planned 2022 census means we cannot draw a sample until that exercise is complete. This provides us with the opportunity to engage specific individuals in relevant government institutions around the data from our special panel. We will demonstrate the value of the data to their work with a view to cultivating allies who will support us to relaunch the initiative.

In all three countries, we will also apply this approach at sub-national levels particularly where we are conducting citizen agency work, by engaging closely with local leaders especially those who are supportive and enthused. We will also more deliberately explore the ways in which these progressive insiders might infect others with their enthusiasm and engagement

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

## **3. Evidence to action**

Building on our work in behaviour change communication around Covid-19, we include a focus on translating the citizens' voices and other evidence we collect into actionable content in 2021. We will respond opportunistically to requests for recommendations, harvesting insights and messages from our data in all three countries to influence policies, budgets and decisions. We will use the evidence from animation work and related research (including the district baselines) to influence national and international policies through the Open Government Partnership.

In Tanzania, despite the change in tone and some action by the new president, the context of restrictive laws, policies and practices remains intact. This limits the possibility of strong impact from some of these areas of work, we include additional focus on the following:

- **Transformative leadership and development, strengthening civil society**  
Given the uncertainties of engaging substantively with government at the national level, in Tanzania we will have an enhanced focus on civil society. We will aim to intervene to conscientise civil society leaders in different sectors and in particular will build on interventions to support organisations' strategic directions and impact.
- **Community-driven agendas**  
We will continue to support a strand of work against gender-based violence with a view to normalising community discussions of the issue in selected areas and advocating for supportive policies based on these experiences. As part of this work, we will convene and support youth-led community interventions to address violence against women and children. We will also explore collecting views from different groups of citizens – market women traders, animators, youth activists – to initiate a people-driven legal reform agenda. And we are exploring new spaces for the problems identified through participatory action research to influence government action through media and local NGOs.
- **Narrative shaping**  
Given the low premium placed on democratic values among citizens overall (with reference to the recently conducted elections and our internal data), we will build on global knowledge and experience around shaping narratives to enhance the premium placed on core civic space values such as fairness. We will work to connect these to people's everyday lives and experiences through a range of partnerships infused with creative content.

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

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

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

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

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

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

By end of 2022, we anticipate to achieve significant progress towards the following outcomes:

Intended outcomes	Progress markers during 2022
➤ <b><i>Animators and people's representatives mobilize citizen accountability actions and participation, problem solving (TZ, UG)</i></b>	<ul style="list-style-type: none"> <li>✓ Stories/case studies of problems solved from animation work</li> <li>✓ Data on village meeting participation and engagement</li> </ul>
➤ <b><i>Animators and people's representatives request public information and engage in local government processes (TZ, UG)</i></b>	<ul style="list-style-type: none"> <li>✓ Number of meetings with local government officials</li> <li>✓ Animators participation in local government meetings (numbers)</li> <li>✓ People's committee / citizen representatives follow up visits to local government</li> </ul>
➤ <b><i>MPs, councilors and local government officials participate in, endorse and institutionalize Twaweza/partner citizen agency processes and evidence collected (TZ, UG).</i></b>	<ul style="list-style-type: none"> <li>✓ Local government officials participation in feedback meetings around this work</li> <li>✓ Local government statements about the animation process and outcomes</li> <li>✓ Local government responses to requests from animators, citizens, people's representatives</li> </ul>
➤ <b><i>Citizens perceive improved space to engage with authorities for problem-solving and accountability; they are willing and able to hold leaders accountable (TZ, UG).</i></b>	<ul style="list-style-type: none"> <li>✓ Perception data from surveys to be conducted and local change agents' monitoring journals</li> <li>✓ Citizens participation in accountability events such as village meetings</li> </ul>
➤ <b><i>In selected geographic areas, community media facilitate citizen-government interaction and highlight local collective action and response (TZ, UG)</i></b>	<ul style="list-style-type: none"> <li>✓ Coverage on local media of interaction events, and stories of citizen agency</li> <li>✓ Talk shows featuring citizens and government including government officials commenting on <i>Sauti za Wananchi</i> data</li> </ul>

## 1.1 Content Creation

In Tanzania and Uganda we will extend our participation (animation) approach to two new districts in each country. This involves participatory research in communities across each district, action plan development and follow up on the part of the community and local change agents. Thus far, the approach has successfully lead to local problem-solving, more collaborative relationships between leaders and citizens and early indications of increased participation and engagement from community members. We will also continue to implement the approach in Namutumba, Kamuli and Kole in Uganda and in Mbogwe, Kigoma-Urban, Pangani and Maswa in Tanzania.

In 2022 we will continue to focus on local partner institutional development in all the districts in which we work, introduce a new element of training on local participation processes from planning

to monitoring, and we will explore documenting the animation approach as a model with a long-term view to ‘franchising’ it.

We will create engaging materials, including a film and posters, to document the approach, successes and lessons as well as the commitments at community level for follow up.

## **1.2 Content Engagement**

In Tanzania we will continue to amplify the success stories and lessons from the animation approach through the media nationally, through social media and via local radios in intervention districts. We will complete implementation of our local radio version of #MbungeLive (which includes a video component) to model an accountability mechanism for MPs through local media and to promote continued behaviour change among MPs.

As we have engaged in animation work, we have found a number of other organisations using the same methodology. In 2022 we will look to convene these organisations and the animators themselves to share lessons and experiences and contribute towards documenting the model of animation. We will also use this opportunity to explore how we can bring gender-based violence into community level conversations across the country as participatory research across our intervention districts reveals its prevalence. And we will conduct group discussions with participants to kick start a community-driven legal reform agenda described in detail under Mission 3.

And finally we will intensify our district level engagement beginning with launches in Mbogwe and Maswa and continuing with regular feedback and engagement.

In Uganda, we will focus on spreading the Fix My Community model to local radios, through exchange visits and compelling materials. We will also continue to support the government’s Covid-19 messaging through creative data-driven materials including skits.

Based on learning from other organisations implementing animation, we will support the change agents and local journalists and CSOs to undergo training on access to information. Civil servants in these districts will also be trained on the same to enable greater demand and supply of public information which will support the participation work and enable additional demands for accountability.

We will also pilot a new intervention, based on lessons from #MbungeLive in Tanzania, designed to encourage journalists to engage MPs around citizens’ issues, and to make MPs more aware of the issues raised in the participatory research.

We will launch the work in Kileleshwa District to help cement the pipeline from communities to local authorities and we will begin national level media engagement around the successes achieved so far through work with traditional media and social media influencers.

## **1.3 Content quality assurance and learning**

From a learning contribution perspective, the year 2022 is exciting for a number of reasons. First, after three years of a collaborative campaign to end a particular form of gender based violence dubbed ‘teleza’ in Kigoma, we will conduct monitoring visits and documentation of success stories to share with diverse stakeholders at local and national level. Then we will conduct mid-term evaluation to document ‘what works’ and ‘what doesn’t work’ after two years of implementing the animation approach to demonstrate collective local problem solving in two districts in Tanzania



(Pangani and Maswa) and two districts in Uganda (Kamuli and Namutumba). We will also conduct a similar evaluation exercise in Mbogwe and Kigoma-Ujiji in Tanzania where we have completed the entire animation program cycle. Finally, building from the experience and lessons in other districts, we will apply mixed methods approaches in conducting baseline studies in two new districts in each country where we will be introducing the animation approach in 2022. We will produce several learning briefs and fact sheets to share with diverse stakeholders from all of this research.

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

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

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

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

By end of 2022, we anticipate achieving significant progress towards the following outcomes:

Intended outcomes	Progress Markers During 2022
➤ <b><i>MPs, councilors and local government officials escalate and/or respond to citizens' voices and challenges, entrench them in decision-making (TZ, UG)</i></b>	<ul style="list-style-type: none"> <li>✓ MPs attending launches, making remarks</li> <li>✓ MPs raising Sauti za Wananchi data in Parliament or in public statements</li> <li>✓ MPs raising constituents' voices in Parliament (attributed or connected to Twaweza work)</li> <li>✓ MPs organizing constituency consultations (as above)</li> </ul>
➤ <b><i>Government officials seek citizen views on policy and laws, have increased insights about citizen challenges (KE, TZ, UG)</i></b>	<ul style="list-style-type: none"> <li>✓ Invitations to participate in public hearings on laws</li> <li>✓ Participation in policy review processes</li> <li>✓ Support to expanding participation in policy reviews</li> <li>✓ Government requests for in-depth briefings on Sauti za Wananchi data, and commissioning call rounds</li> </ul>
➤ <b><i>Government officials make decisions informed by citizen input (KE, TZ, UG)</i></b>	<ul style="list-style-type: none"> <li>✓ Government partnerships for Sauti za Wananchi call rounds</li> <li>✓ Government actions in response to Sauti za Wananchi data</li> </ul>

➤ <b><i>Parliamentary debates, including at committee level, on new laws governing access to information, freedom of expression and civic participation are more inclusive of citizen views and voices (TZ)</i></b>	<ul style="list-style-type: none"> <li>✓ Invitations to participate in public hearings on laws</li> <li>✓ Participation in policy review processes with / by MPs</li> <li>✓ MP requests for in-depth briefings on Sauti za Wananchi data, for call rounds on these topics in particular</li> </ul>
➤ <b><i>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency (KE, TZ, UG)</i></b>	<ul style="list-style-type: none"> <li>✓ Number of pieces of coverage</li> <li>✓ Review of content for these issues, quality of coverage</li> </ul>

## 2.1 Content Creation

In Tanzania, a census is planned for 2022 meaning that we will be unable to draw a meaningful sample for Sauti za Wananchi until 2023. We will instead continue collecting data through our specially constituted panel. We will produce compelling materials to share these data with a select group of government ministries and departments as well as with Parliament.

In Uganda we will conduct four new call rounds and continue to analyse and share the baseline data collected in late 2021. We will produce a range of materials including factsheets, audio features, infographics, videos and briefs in some cases with recommendations to policy actors.

In Kenya, we will conduct five national level call rounds and produce a similar diversity of materials as in Uganda. We will also conduct an endline survey in Makueni. To try to tap into the fast-paced Kenyan social media environment better, we will convene creative content producers for advice and experiments on creating more dynamic, relevant and engaging products from our data and research.

## 2.2 Content Engagement

In Tanzania, much of our engagement around the Sauti za Wananchi data will be closed door, testing the water for the revival of Sauti za Wananchi proper in 2023. We intend to present relevant data to specific ministries and parliamentary staff and MPs to build support and appetite for a revived Sauti za Wananchi the following year. In addition to this strand of work, we will continue to work closely with Equality for Growth to support and learn from their movement building agenda. Our support includes helping them to craft a new strategy, conducting an organisational evaluation and documenting their successes so far.

Building on research conducted among 56 local civil society organisations in 2021, we will design a program of capacity development for these CSOs based on their needs and pilot it in two out of six zones.

As part of continuing efforts to integrate gender issues into our programming more broadly, we will convene youth organisations from around the country working in the areas of violence against women and children. We will offer skills sessions, advice and opportunities as well as use this opportunity to further explore mainstreaming these discussions into communities and seek input for our people-driven legal reform agenda.

In Uganda, we will continue to explore new and creative ways to engage key actors around our citizen voices data. We will hold at least five launch events each accompanied by an extensive program of pre- and post-engagement with relevant government institutions. We are introducing a new element of following up on commitments made at these launch events with government officials and holding press conferences to celebrate any achievements. We will continue to engage the parliamentary secretariat and MP committees with our partner the Centre for Policy Analysis. We will also engage our civil society peers to make use of our data and platform, and join coalition actions or events as opportunities arise.

Media engagement will continue to be a core element with ongoing data journalism and citizen agency micro grants to print journalists and to sub-national radio stations. This year our work will be boosted by a partnership with the Uganda Editors' Guild to produce special features on key issues including access to information. We will also encourage editors to engage with regular insights from parliamentary discussions provided by our partner. Uganda Radio Network will continue to be an important partner in disseminating information across districts and between the local and national levels.

Our Citizen Voices show produced in partnership with NTV in 2021 has become a regular feature of their programming such that we are able to provide minimal support and data insight to ensure a full year of these shows instead of a limited number for which we bore production costs as in 2021.

In Kenya, our work focuses on this mission area. We will continue an extensive program of focus meetings to pitch the Sauti za Wananchi data and infrastructure to potential government, civil society and media partners. We will hold four national launch events and run extensive media and social media engagement around these.

In Makueni we will begin public engagement and outreach around the data through a partnership with the local radio station and at least three discussion and launch events. We will use this opportunity to work with the radio station to take up the Fix My Community model.

We will also run dissemination sessions including a cross-county learning opportunity around our Wasemavyo Wananchi qualitative research in five counties.

And finally we will enhance our focus on Open Government Partnership county members with different approaches. In one county we will model public participation processes in partnership with the county and a local civil society organization. In a second county we will document (or simplify existing documentation around) county participation processes and any success stories or examples of influence around these processes. This speaks to the findings of the qualitative research whereby citizens and county officials are more focused on citizen input at planning stages than at implementation and monitoring moments. Many citizens are therefore unaware of existing consultation processes. These are also not organized to encourage input and citizens doubt if they can meaningfully influence these official spaces. In the remaining two OGP counties, we will attempt to share the Fix My Community approach for uptake with local radios there.

All of this work will be supported by continuous social media engagement including through partners and influencers.

### **2.3 Content quality assurance and learning**

We will ensure quality content and incorporation of lessons from our own experience and that of others in undertaking the above plans through a number of monitoring, evaluation and learning

approaches as summarized in the ‘learning and strategy’ section of this document. This will include monitoring visits and tools and specific evaluation exercises and reflections sessions at the start, during and at the end of implementation.

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

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The Constitutions in Kenya, Tanzania and Uganda, and various national policies and laws recognize the importance of safeguarding the freedoms of expression, association and assembly to encourage citizen involvement in decision-making. We will contribute to promoting and protecting the conditions that enable meaningful interactions between citizens and their governments.

Our approaches include legal and policy analysis, infusion of data into public and policy debate, media engagement and working with coalitions, along with hard persuasion and strategic litigation. The core of this work entails creating persuasive materials, injecting these into policy discussions and media using a range of engagement tactics and strategies. Working in peer and unusual coalitions will be central to successfully promote open civic space as will tactical and strategic litigation.

By end of 2022, we anticipate achieving significant progress towards the following outcomes:

Intended Outcomes	Progress Markers During 2022
➤ <b><i>Government officials endorse, participate in and create spaces in which they interact directly with citizens (KE, TZ, UG)</i></b>	<ul style="list-style-type: none"> <li>✓ Constituency or national level citizen consultations (some relation to Twaweza work)</li> <li>✓ Participation in Twaweza local, national events or media programs that bring citizens and leaders together</li> <li>✓ Public statements on citizens' views</li> </ul>
➤ <b><i>Individual journalists and outlets have increased and improved coverage of civic space issues, citizen voices and agency (KE, TZ, UG)</i></b>	<ul style="list-style-type: none"> <li>✓ Number of pieces of coverage</li> <li>✓ Review of content for these issues, quality of coverage</li> </ul>
➤ <b><i>Parliamentary debates, including at committee level, on new laws governing access to information, freedom of expression and civic participation are more inclusive of citizen views and voices. Enacted laws incorporate this feedback and are less restrictive (TZ)</i></b>	<ul style="list-style-type: none"> <li>✓ Invitations to participate in public hearings on laws</li> <li>✓ Participation in policy review processes</li> <li>✓ Recommendations taken in from CSOs, analysis of final laws</li> <li>✓ MP requests for in-depth briefings on Sauti za Wananchi data, for call rounds on these topics in particular</li> </ul>
➤ <b><i>Restrictive clauses in national and local laws governing access to information, freedom of expression and civic participation are used less, some have been amended. (TZ)</i></b>	<ul style="list-style-type: none"> <li>✓ Amendments of laws</li> <li>✓ Less aggressive/zealous enforcement of restrictive clauses</li> </ul>
➤ <b><i>Unusual actors mobilize, coalesce and work together to take specific actions in defense of democracy</i></b>	<ul style="list-style-type: none"> <li>✓ Coalition actions and responses - descriptive stories, focus on who is involved</li> </ul>

➤ <b><i>Civil society organisations and individual activists are better tooled and networked, and more trusted by citizens</i></b>	✓ Self-reported capacity improvements ✓ Nationally representative data on perceptions of civil society
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### 3.1 Content Creation

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

In Uganda, we largely do not cover this mission area. However, over the two years of implementing the current strategy, access to information has emerged as a potentially important area in which some government officials have an interest and which strongly resonates with our voice and agency agenda. Thus we have been working in this area at both national and sub-national levels. Content creation for this strand of work includes work under the other two missions such as a Sauti za Wananchi round on access to information, and the training that will be conducted in the participation intervention districts.

In 2022, we plan to complement this other content with work to document and promote access to information success stories. Since many officials and communities do not appear to recognise the value of access to information in their daily lives, collecting examples of the power of access to public information is an important foundational element of any future advocacy.

In Tanzania, we will focus on values-driven content throughout this mission area. In particular we will create short inspiring videos on citizen agency, trial a podcast and partner with like-minded organisations to deliver messages around values through social and traditional media. Our support to The Chanzo to produce hard-hitting insightful content is also part of the effort to inject the information ecosystem with alternative narratives and perspectives.

### 3.2 Content Engagement

In Uganda, we will distribute, in partnership with the relevant ministry, the previously produced access to information guide to local civil servants to provide them with the motivation and ability to provide greater access to the information they hold.

Media partnerships under Mission 2 will also feature an ongoing strand on access to information including with Uganda Radio Network, the data journalism work and the partnership with the editors' guild. The case studies we collect will also be regularly fed to the media.

And we will work with our partner the Africa Freedom of Information Centre to advocate for changes to the Access to Information law in Uganda, informed by Sauti za Wananchi data and their experience in bringing this law to life.

In Tanzania we will continue to pursue a legal reform agenda focused on the rights of association (laws governing registration of organisations) and freedom of expression (media laws, data privacy, online content) in partnership with organisations such as the Tanganyika Law Society. We will selectively boost these engagements with government and Parliament through public engagement on issues such as the right to bail and upcoming proposals for criminal law reform.



We will complement this approach with a community-driven legal reform agenda whereby we will source feedback on restrictive laws from animators, youth activists and market women. We will engage with the media, parliamentary secretariat and influential individuals to try to begin the process of revision of these laws. This is an attempt to more deeply connect our strategic litigation work to the other mission areas.

We will continue our emphasis on coalition work, particularly with unusual actors or to influence the sector. We will play a strong role in Civil Society Organisations' Week. We will also continue to support the development of an artists' advocacy entity through supporting their engagements with government. Critically, we will also support strategy development for a number of important organisations: The Chanzo, Equality for Growth, the Creative Industries Network Tanzania, the Tanzania Centre for Democracy and the Tanzania Editors' Forum as well as the Workers' Union. This is a cost-effective but high-impact way to help build a stronger civil society sector.

### 3.3 Content quality assurance and learning

We are guided by our values in ensuring creation of quality content and compelling engagements with diverse stakeholders. We will apply a number of monitoring, evaluation and learning approaches to ensure quality design and impact as summarized in the 'learning and strategy' section of this document.

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#### *Learning and Strategy*

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Learning has been and remains central to our way of being: understanding and analyzing the contexts in which we work, critical questioning of the effectiveness of initiatives we try out, learning from others in the participation, transparency and accountability fields and contributing to a collective body of knowledge. We seek to cultivate a culture of critical inquiry, reflection and adaptation within the organization and among our partners and in coalitions – to ask what works? Why, and how? How do we know? How can we make it better?

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

<b>Learning and Strategy 01: Monitoring</b>
<i>Evidence from practice (implementation) is collected and shared internally and externally in a timely manner to inform better implementation and accountability</i>

The use of Salesforce for tracking and communicating important decisions and implementation progress has been very effective and smooth. However, we identified a few aspects that need improvement to make internal monitoring more effective. These include introducing mandatory progress and end-line brief reporting to close the idea huddle and decision memo process and introducing mandatory trip reports for our participation in key external events.

We will continue with comprehensive media monitoring in Uganda and Tanzania and organize targeted monitoring exercises for our work in Kenya. Following success and lessons from 2021, we will also continue to conduct staff and partner training on several qualitative approaches to tracking and evaluating effectiveness of our programs towards intended outcomes. We will particularly focus on Outcome Mapping and Outcome Harvesting.

Our current strategy involves working closely in select geographies. Almost all Twaweza staff were involved in fieldwork activities in 2021 and they submitted trip reports summarizing information from their field observations, interviews and focus group discussions. We will continue this practice in 2022 and aim to produce a few blogs from the various monitoring and evaluation trips. We also continue to ensure that subsequent planning is adequately informed by prior experience through the idea huddle and decision memo process.

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

<b>Learning and Strategy 02: Formative Research and Evaluation</b>
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<i>Mechanisms are set up to test core hypotheses in the theory of change, as well as to measure impact (effect) of Twaweza supported initiatives; knowledge gained from these is shared internally for improving practice and externally to contribute to global knowledge</i>
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In 2022 we will continue to design and undertake mixed methods monitoring and evaluation studies for a select initiatives. We are excited about a number of new formative studies including a revised #MysteryShoppers exercise (testing whether citizens' requests for public information are honored by respective local government officials in their districts); local radio and #MbungeLive in Tanzania (testing whether support to local radios will improve quality of governance related radio programs and eventually better MP-constituency interactions); the You Decide Initiative (testing whether audience participation in film story will achieve intended behavioral changes aimed at questioning underlying norms behind several socially unacceptable behaviors such as corruption and gender violence); and our initiative in Uganda to connect MPs and local media and promote resolution of the challenges raised through the participatory research and promote MP accountability.

**KiuFunza III:** After a year of successful implementation of the KiuFunza teacher motivation programme, we will be completing the pilot by processing data and paying the 2021 teacher and school infrastructure bonus rewards at the start of 2022. In addition, we are planning three other sets of activities in 2022, on the road to scaling up KiuFunza.

First and foremost, having secured funds for a limited scale-up of KiuFunza, we will develop a series of partnerships - with government, with funders, and with implementers - to make the scaling a success. We will start by documenting lessons learnt from the KiuFunza pilots and use these to further improve the program. In the scale-up, we aim to increase foundational learning outcomes for at least 100,000 students per year, over a period of three years starting in 2023.

While the core of the program remains the same, going forward we will focus on low-performing schools, subject to guidance from Government partners. We aim to strengthen community communication and involvement, for example, through a role in student testing. In 2022, we will discuss these plans with government partners and implementers, and we will use their feedback to improve them. Our public engagement will include a ceremony in Dodoma that celebrates teacher performance and learning; and a scale-up design workshop.

Second, we will continue with our Kipimo initiative, developed and implemented as a pilot in 2020-21 in collaboration with the office of School Quality Assurance of the Ministry of Education. Kipimo is a "sister" of KiuFunza: it is a non-cash incentive program that provides test-based accountability to teachers, who discuss outcomes and improvement plans based on low-cost uniform tests similar to

those used in KiuFunza. In 2022, we will increase the number of district teams that know how to implement Kipimo testing as part of their Whole School inspection visits. We will also track the data generated by these teams and jointly evaluate progress.

Third, we will do research, to generate and curate content related to school governance and learning. In 2022, we will focus on generating and publishing results from the KiuFunza III randomized trial. We will contribute to analysis and writing scientific papers; and present findings at (online) conferences and stakeholder meetings. More generally, we will use the rich KiuFunza datasets and operational experience to tell stories about Twaweza's work in school governance and teacher motivation. As part of the research strand, we will also work on monitoring and evaluation design around the KiuFunza scale-up.

<b>Learning and Strategy 03: Learning and Adaptation</b>
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<i>In each country, staff and colleagues are engaged in active reading and learning, drawing on various components of Learning and Strategy work, internal practice and external (country, regional, global) relevant evidence, practice and new ideas</i>
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Internally, we will continue to build staff understanding, excitement and skills in designing and implementing initiatives aimed at achieving outcomes stated in our current strategy. We will re-energize our regular learning sessions, food for thought sessions, reading club sessions, and skills lab to improve on our individual and collective knowledge and skills for effective implementation of our initiatives.

In 2022, we will continue improving the way we organize our internal reflections sessions. Now that we are just over half way through our strategy, our learning agenda will focus on “what does it all add to” and the lessons that we are learning from our ongoing implementation and engagement. In addition to progress reporting, we will dedicate time during our Quarterly Management Meetings to discuss on major strategic approaches such as the animation work, strategic litigation, and Sauti za Wananchi. We will organize two all staff town-hall meetings to ensure that all staff are adequately informed and have the opportunity to provide feedback and suggestions on organizational management aspects and programs design and implementation. In addition to the SMT meetings, we have planned for two Directors’ strategic reflection retreats during the year for mentoring purposes and continued collective reflections and strategizing.

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

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

We will organize a series of learning events with other practitioners and researchers in the fields of transparency, accountability and participation to share our progress towards the strategy big bets and goals.

In Tanzania and Uganda, we will conduct the annual gathering of critical feedback from key stakeholders in various sectors. In Kenya we will conduct a similar exercise to gather critical and constructive feedback from targeted stakeholders with whom we have collaborated and interacted

variously during 2021. Such feedback has proven to be very valuable for effectiveness of our programs in a changing context.

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

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### *Governance and Management including Operations and Finance*

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The following major elements will drive the activities of Twaweza's Governance and Management team. These are a) securing Twaweza's financial resources for 2022 and beyond through robust resource mobilization, b) raising Twaweza's global profile through our Lead Co-Chair of the Open Government Partnership (OGP) and engagement with the Global Partnership for Sustainable Development Data (GPSDD), c) convening a collaborative process of exploring the future of governance and society in East Africa, and d) preparing for Twaweza 3.0.

**Securing financial resources.** The 2022 budget is estimated at US\$ 6.2 million. We have secured \$2.6 million to-date and have pledges amounting to \$2.8 million. We shall look to close the 14% gap (\$0.8 million) in the first half of 2022 to ensure a smooth execution of the Annual Plan 2022. We will also target to secure three new funders to Twaweza, including at least one private foundation to enhance our core funding, a bilateral funder in Tanzania and a funding organization in Kenya. We will also start discussion to renew existing agreements which come to an end in 2022.

**Shaping global governance rules and norms.** In January 2022, Twaweza will become the global Co-Chair of the OGP Steering Committee. Together with the Government of Italy we will promote an expanded civic space around the world, improved public service delivery driven by citizen participation, and lead a strategic review in preparation for OGP's second decade. The co-chair year will significantly boost Twaweza's global profile through numerous virtual and physical engagements across Africa, Europe, Asia and the Americas to promote open government. We will convene an African Regional OGP Meeting – the first since 2016. We will lead a planned European Regional OGP Meeting with the Government of Italy. Additionally, through the GPSDD, Twaweza has been invited to participate in a global discussion about democratic models of digital governance. These moments of enhanced global visibility will support our long term fundraising efforts.

**Imagining the future of governance and society.** Having been unable to do so in 2021 as we ramped up our subnational activities, we will convene a diverse group of public officials, analysts, journalists, academics and civil society actors to collectively imagine how governance systems, norms, practices and outcomes may evolve over the next three decades to 2050. Such foresight exercises are a powerful way of informing and inspiring wide-ranging and inclusive public debate about contemporary conditions, and their implications for the future of society. The scenarios will be developed during 2022 and published by the end of the year, followed by intense public engagement in 2023 onwards.

**Towards Twaweza 3.0.** In the context of the future of governance scenarios, and drawing from lessons in the global governance arena, Twaweza will start some early thinking about our own future in terms of the value proposition we bring to society (promoting citizen agency and open civic space) and how we can best deliver on it. How might we engage with government, and how we can deploy digital spaces, platforms and strategies to enhance real participation and accountability in a young

and dynamic East African region? We anticipate to have some broad ideas by the end of 2022 to refine and concretize into a new strategy during 2023.

### **Operations and Finance: Deepening operational efficiency and effectiveness**

In 2022, we will continue to maintain and enhance the highest standards of transparency, accountability and ensure we get value for money in all organizational expenditures in all three countries through our management of the procurement, contracting and payment systems. Specifically, we will implement a number of recommendations from the internal audit report and other audits conducted recently. This includes more tightening of internal systems and some adjustments to existing systems to ensure that they are more user friendly.

We will facilitate the rolling out of the new performance assessment tool, the Balanced Score Card (BSC). This will help to ensure that the team is coached and mentored accordingly to facilitate staff growth for increased productivity across the organization.

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

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

Finally, to adhere to the Tanzania NBAA (National Board of Accountants and Auditors) directives, Twaweza will be required to migrate from IFRS reporting to IPSAS (International Public Sector Reporting Standards) reporting in 2022. NBAA believes having a common reporting framework across all NGOs is key and adopting IPSAS will lead to greater transparency and accountability in the NGOs financial reporting. The finance team will continue to attend IPSAS seminars and classes and ensure that we are equipped to adopt IPSAS seamlessly.



TWaweza East Africa Budget 2022

	Tanzania	Uganda	Kenya	Region	Total	%
SUMMARY						
Civic Space & Citizen Agency						
Mission O1: Citizen Agency	383,200	311,416	0	0	694,616	
Mission O2: To enable citizens' voices	254,750	255,771	378,600	0	889,121	
Mission O3: To promote and protect open i	299,448	34,234	0	0	333,682	
Staff costs Engagement	208,285	199,098	28,001	860,017	1,295,401	
Total Civic space & Citizen Agency	1,145,683	800,519	406,601	860,017	3,212,820	52%
Education						
KiuFunza	283,222	0	0	0	283,222	
RISE	113,524	0	0	0	113,524	
	396,746	0	0	0	396,746	6%
Learning & Strategy						
L&S Mission 1: Monitoring	52,656	42,000	24,200	0	118,856	
L&S Mission 2:Evaluation	133,000	47,000	19,300	0	199,300	
L&S Mission 3:Learning	5,000	1,000	1,500	60,000	67,500	
Staff costs Learning & Strategy	40,124	113,842	28,215	262,254	444,435	
Total Learning & Strategy	230,780	203,842	73,215	322,254	830,091	13%
Operations and finance						
Staff costs Ops and Fin	133,187	106,306	76,866	511,533	827,892	
Total Ops and Finance	431,861	221,723	183,913	574,484	1,411,981	23%
Governance and Management						
G1: Planning and reporting				1,000	1,000	
G2 Management and strategic support				127,500	127,500	
G3: Compliance				30,000	30,000	
G4: Governance				17,000	17,000	
Staff costs Gov and Mnt				176,848	176,848	
Total Governance and management	0	0	0	352,348	352,348	6%
Provision for reserve (max. 2% of annual budget)						
	0	0	0	0	0	0%
Grand total	2,205,070	1,226,084	663,729	2,109,103	6,203,986	100%
including proportional RO budget:	3,340,809	1,857,589	1,005,588		6,203,986	