

# Twaweza East Africa Annual Plan 2023



## BRINGING IT ALL TOGETHER

The year 2023 marks the final year of our current third strategy. In 2022 we managed to intensify the pace of our work for deeper engagement and impact and re-strategize for the remaining period. Through an all staff annual retreat in November 2022, we analysed the citizen agency and civic space context in our three countries and used the five strategy big bets to strategically and critically reflect on the progress we have made so far and agree on priority plans for the final year of the strategy. Our strategic goals and their associated big bets are as follows:

1. ***Strategic Goal 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.***
  - a. Big Bet 1: Action by animators, community representatives and local government champions will increase the ability, motivation and opportunities of citizens in selected geographies to participate in development decisions.
  - b. Big Bet 2: Through advocacy and communication, Twaweza and partners will demonstrate that citizen participation in local governance and service delivery lead to improved outcomes. Furthermore, these local experiences and insights will influence national conversations, media and policy.
2. ***Strategic Goal 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.***
  - a. Big Bet 3: Provision of contextualized, systematic and regularly collected voices will compel public officials to engage citizens more in discharging their mandates (be more responsive to citizens' priorities)
  - b. Big Bet 4: Early adopters of citizens' voices and participation will be encouraged and will encourage their peers to spread ideas and practices through early, even smaller successes. The positive outcomes will re-enforce and entrench these attitudes and behaviours helping to start a shift in norms among their peer group.
3. ***Strategic Goal 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.***
  - a. Big Bet 5: The confluence of diverse actors protecting and promoting democratic values within their spheres of influence compels Government to soften/tone down restrictive measures

As we approach the end of the 2019-2023 strategy, we continue to carefully navigate the evolving contexts in our countries as we strive for policy and societal impact in our three mission areas that reflect the strategic goals:

- 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.

The 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 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 the KiuFunza IV scale up initiative) and *Governance and Management* (including operations and finance).

For the most part, in 2023 we are building on and intensifying activities that we worked on in 2022.

In addition, we will develop a new strategic plan for the next four years, 2024-2027. We do not anticipate making major strategic shifts as we did when developing the current strategy (2019-2023) during which we spun off the Uwezo initiative. High-level contextual review suggests that maintaining the same broad strategic goals and three mission areas is appropriate. Tactical adjustments will be informed by the lessons that emerged from our own implementation over the past four years, and by agile response to the dynamic prevailing civic space context. The strategy development process will involve three concurrent processes; a comprehensive evaluation of our current strategy, a systematic assessment of the current and future civic space context and the development of (new) initiatives to better address the identified problems.

Evaluation of the current strategy began in 2022 and will be completed during quarter one of 2023. We are asking ourselves ‘what does it all add up to’ while synthesizing what worked well and what did not. In early 2023, we will engage external consultants to analyze and articulate the prevailing civic space contexts in each country. Thereafter, a small internal strategy development team will coordinate the process. We will organize several sessions involving Twaweza staff and board members and a few sessions involving select external stakeholders for collective reflection and strategising for the next four years. We aim to have a final draft strategic plan for Board's review and approval by the third quarter in 2023.

Programmatically, in Tanzania we will focus on content creation and engagement around the scenarios stories curated over the course of 2022 as our flagship activity in 2023. Alongside ongoing animation work including in one new district, we will continue providing strategic support to critical civil society actors from diverse spaces including the Tanzania Editors Forum, Equality for Growth an entity working with market women, the Creative Industries Network Tanzania (an artists' advocacy body), emerging online media platforms and a forum of political parties. In Uganda, we will 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 will engage more intensively in two new counties which are part of the Open Government Partnership Local (sub-national) initiative by modeling and motivating better citizen participation processes.

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.

As in the previous three years of this strategy we will continue to focus on media partnerships, cultivating progressive insiders and evidence to action as key tactics. In Tanzania given ongoing contextual uncertainties around citizen poll data we will continue to focus on strengthening civil society, voices and views from specific groups and narrative shaping.

Beyond implementing a range of interventions to build on previous work, we will focus on the following:

#### **Telling our stories through documentation and dissemination**

We are sitting on a gold mine of data, insight and lessons and many of exciting and powerful stories of change. In 2023 we will systematically document our stories of impact from over the strategic period, our insights and successes from our data, our animation work and our advocacy. We will share these stories widely and proudly over the next two years. We have previously been reticent about advertising Twaweza itself, and particularly wary of overstating our own contribution. However one important insight from counter-movements to the rising global tide of authoritarian government is the importance of positive communication around the success of civil society action. These stories will serve to assess our impact over the strategic period and to promote powerful positive narratives about civil society more generally.

#### **Adding it all together by synthesizing and reflecting**

We are often guilty of implementing at a frenetic pace. Our work spans three countries and seeks to make substantive impact in a range of key metrics. Additionally we feel compelled to respond to emerging opportunities or, in some cases, threats against fundamental freedoms and democracy. We collect a large volume of monitoring data in many forms. So in 2023, we plan to reflect carefully on what we are learning and what it means for our work moving forward. We will do this informed by a diverse range of inputs which we will pull together. We will curate a series of reflective outputs from this content to update our thinking as we develop a new strategy.

#### **Cementing impact by following up on the effects of our work**

Given the range of our work we have sometimes missed opportunities to follow up on emerging opportunities to entrench or broaden our impact. For example we have not followed up on the range of commitments made by public officials at Sauti za Wananchi launches in Uganda, we have been unable to provide tailored support to progressive public officials in Tanzania, and we have missed opportunities to engage more intensively in the process of development of County Integrated Development Plans. In 2023 we will follow up on some of these key leads and consolidating our areas of work in Tanzania in particular.

We will ensure we identify a select group of targets for government engagement in particular and concentrate our energies on transforming their approaches to their work.

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 more 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 2023, we anticipate to achieve significant progress towards the following actor-focused outcomes:

Intended outcomes	Progress markers during 2023
➤ <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</i></b>	<ul style="list-style-type: none"> <li>✓ Coverage on local media of interaction events, and stories of citizen agency</li> </ul>

## 1.1 Content Creation

In Tanzania and Uganda we have extended our participation (animation) approach to cover five districts in each country: Mbogwe, Maswa, Mtama, Pangani, Kigoma and Kamuli, Kileleshwa, Namutumba, Kyenjojo, Rubanda. 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 have learnt that the animators find the content of our training workshops dense so we have simplified and contextualised the content, shortened it and introduced refresher trainings to be more directly supportive of the change agents. We will conduct these in Kyenjojo and Rubanda, and Maswa, Pangani, Kigoma. We provide further support through regular reflection sessions and quarterly monitoring and support visits. We have learnt that, as with our partners, we must work harder to unlearn some of the traditional power dynamics that seem to pervade national and sub-national civil society organisations' relationships.

In Tanzania, we will begin implementation in Mtama District of Lindi region including training animators, conducting participatory research and supporting the action plan process. Given the interest and enthusiasm expressed during the animation festival for a specific session on engaging with by-laws and understanding key national laws, we will work with our partner the Legal and Human Rights Centre to deliver this. In 2023 we will continue to focus on local partner institutional development in all the districts in which we work including revitalizing the Kigoma Animators' Network in Tanzania.

In Uganda, we will organise an exchange between teams of partner organisations and continue to enhance the change agents' awareness of local government processes.

Overall, we will continue explore documenting the animation approach as a model with a long-term view to 'franchising' it. We will focus on documenting and producing multimedia content from the animation work in both countries with a view to informing our new strategy, sharing with the global philanthropic development community, supporting positive narratives about civil society and advocating for policy and practice change driven by citizens' lived problems.

## 1.2 Content Engagement

In Tanzania and Uganda, 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 focus on collecting and capturing the stories and lessons from the intervention so far and creating a range of multimedia content for dissemination through traditional and digital media engagement. In Uganda we will also complete partnerships at national level with Uganda Broadcasting Corporation and at sub-national level with local radios designed to spread the stories from animation work. We plan to run three press conferences from these stories as well.

In Tanzania, we will visit the districts in which we are implementing animation and Dodoma regularly for a sustained period of government engagement around the lessons and emerging policy issues from our work. We will also build on past engagement with the parliamentary secretariat.

We will pull back from the media partnerships of previous years and instead focus on creating multi-use content directly. However we will also send journalists from national media houses to the animation districts to collect and broadcast these stories.

In Uganda, we will conduct access to information training in the new animation districts of Kyenjojo and Rubanda as we have seen that it increases the confidence of change agents in their interactions with government officials and it encourages some openness among some of the public officials. We will follow up remotely on previously trained officials during district visits and with the change agents through our interactions with them. We will also make deliberate efforts to engage MPs from these same districts in the district level dialogues.

### **1.3 Content quality assurance and learning from the animators**

From a learning contribution perspective, the year 2023 is exciting for a number of reasons. It is the final year of our current strategy. As part of developing the next strategy, we will conclude a comprehensive evaluation of the current strategy to synthesize what worked well and what did not work so well and why. We will conduct midline evaluation of the animation work in Kamuli, Namutumba and Kole. We will also produce learning products from the concluded midline evaluation of the animation approach in Pangani and Maswa, and baseline briefs from Mtama, Rubanda and Kyenjojo. Finally we will produce learning briefs from a systematic review of literature on animation, citizen agency and service delivery.

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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 2023, we anticipate achieving significant progress towards the following outcomes:

Intended outcomes	Progress Markers During 2023
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➤ <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, we will continue to test the waters for Sauti za Wananchi but suspect we may struggle to secure a permit in order to establish a traditional respondent panel. Although we were able to publicly release data in 2022, the official appetite for independent citizen polling remains uncertain. We will continue to explore other means to fill the gap left by Sauti za Wananchi including data from the specially constituted panel and from specific groups (e.g. youth, artists, market women, journalists etc).

In Uganda, we will continue to work with our boosted panel and conduct three call rounds conducted largely in collaboration with government consumers of the data. We will also conduct a panel health revisit. Recent monitoring visits showed that in a district with high attrition there was misinformation about Sauti za Wananchi so we are compelled to re-engage with panel numbers and help to clarify some of this. We will also provide more solar chargers for districts in which electricity is a major challenge.



In Kenya we will run two national call rounds with the special panel with a boosted sample for two key counties – Makueni and Nandi or Elgeyo Marakwet. We will focus on building collaborations with CSOs and government from the stage of tool design to generate wider interest and uptake

## **2.2 Content Engagement**

In addition to the strand of work to explore sharing and even launching our special panel data and advocating for our space to constitute a new Sauti za Wananchi, we will continue to work closely with Equality for Growth in Tanzania to support and learn from their movement building agenda. Our support includes helping them to secure new resources, finalise their strategy and develop their model. We hope to be able to support their growth as an organisation and learn from their powerful conscientisation of market businesswomen.

Building on a pilot civil society workshop held in Arusha in 2022, we will conduct two further workshops in other regions, most likely Mbeya and Mwanza. The trial version in 2022 received significant positive feedback from participants although the timing over the weekend meant the group was smaller than anticipated. We will also engage with the Tanzania Association of Government Communications Officers and follow up with the requests for support that emerge from individual members where feasible.

In Uganda, we will continue to explore new and creative ways to engage key actors around our citizen voices data. We will hold three national launch events each accompanied by an extensive program of pre- and post-engagement with relevant government institutions. We will also hold one sub-national launch event.

We are working to improve our follow up of commitments made at these engagements 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 collaborate with 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 alongside press conferences to share data around key news hooks. This year our work will continue to 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 CEPA. And we will complete our content partnership with Media Challenge Initiative.

Uganda Radio Network will continue to be an important strategic partner in disseminating information across districts and between the local and national levels. We will also support them to improve their systems, produce content, develop a new strategy and diversify their revenue sources.

Finally we propose to introduce a new monthly engagement between our small but long-term stable of like-minded partners. We believe there are interesting opportunities for exchanging insight and perhaps even direct co-implementation.

In Kenya, our work exclusively falls under this mission area. We will continue an extensive program of focused meetings to pitch the Sauti za Wananchi data and infrastructure to potential government, civil society and media partners. We will hold three national launch events and run extensive media and social media engagement around these as well as producing a range of outputs from the data

including briefs, factsheets, press releases, vox pops, infographics, hand-drawn illustrations. We will also hold two sub-national events on the national data.

We will participate in a number of strategic events including The People's Dialogue Festival, the Devolution Conference and the legislators' summit. We have that there is an appetite for Twaweza's brand of citizen oriented poll data and our collaborative approach to peer CSOs which we will be aiming to build on through a range of engagements with media, CSOs, and select government officials.

In Makueni we will continue public engagement and outreach around the data through a partnership with the local radio station and at least two discussion and launch events. We will also convene CSOs to entrench use of our data as a resource for them. We will continue to engage closely with county officials and the new governor including through holding a joint reflective session.

We will also work with the community radio network with a particular focus on Open Government Partnership (OGP) member counties. We will continue to focus on the OGP work in Kenya with an event during OpenGov Week to bring the community together and share lessons and successes. We will also complete work to collect a series of success stories from the OGP process in Kenya which we will then disseminate in partnership with creatives. And in Makueni we will work with the Mobilization Agency for Paralegal Communities in Africa (MAPACA) Trust to support the development of their second OGP Sub-national Action Plan.

## **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. During our recent annual retreat, we realized that we need to track more closely on the commitments made by public officials to ensure that they honor them and hence take citizens' views seriously in executing their mandates. We will do this through the outcome mapping approach whereby we will conduct interviews with public officials to establish whether and how they honored the commitment they made. We will also assess the extent to which the early adopter public officials are influencing their peers in adopting positive behavioral changes towards engaging with citizens' voices.

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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 2023, we anticipate achieving significant progress towards the following outcomes:

Intended Outcomes	Progress Markers During 2023
➤ <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>	<ul style="list-style-type: none"> <li>✓ Self-reported capacity improvements</li> <li>✓ Nationally representative data on perceptions of civil society</li> </ul>

### 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 fast and on multiple fronts to try to generate improvements in and value for democratic 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 2023, we plan to complement this other content with work to document and promote access to information success stories. We will aim to collect them through our partner, the Uganda Radio Network with a focus on the participation districts. 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 produce a range of multimedia content including videos, dynamic presentations and written pieces around the scenario stories driven by an intensive process in 2022. We will also convene fora of and seek to make presentations to key actors including political parties, media, CSOs and government officials.

### **3.2 Content Engagement**

In Uganda, we will continue an annual tradition of marking International Right to Know day in collaboration with the Africa Freedom of Information Centre. And we will participate in government fora to promote our access to information guide which was recently referenced by the minister, as well as disseminating its contents in a creative way (through games and artistic and interactive content) online. We will distribute the guide with the endorsement of the ministry to provide local civil servants with the motivation and ability to provide greater access to the information they hold.

And we will leverage our partnership with the Centre for Policy Affairs and our close engagement with the Ministry of ICT and National Guidance to continue to try to advocate for changes in access to information legislation based on feedback we have collected and collated from our partners including change agents, journalists and CSOs.

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.

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 and the Coalition on the Right to Information. We will selectively boost these engagements with government and Parliament through public engagement on issues such as the right to bail in partnership with other human rights actors including Legal and Human Rights Centre.

We will pilot a partnership with a new type of civil society organisation set up and run by the voluntary efforts of 30 lawyers with only four full time staff.

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 and renew our strategic partnership with The Chanzo. We believe they are making a significant and positive mark on the media landscape already.

### **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>
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<i>Evidence from practice (implementation) is collected and shared internally and externally in a timely manner to inform better implementation and accountability</i>
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The use of Salesforce for tracking and communicating important decisions and implementation progress has been very effective and smooth. In 2023 we will continue the efforts introduced in 2022 aimed at making internal monitoring more effective. These include mandatory end-line brief reporting to close the idea huddle and decision memo process and mandatory trip reports for our participation in key external events. We also produce monitoring briefs documenting lessons learned from these efforts in 2022.

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 2022, 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 producing learning briefs from Outcome Mapping and Outcome Harvesting.

Our current strategy involves working closely in select geographies. Many Twaweza staff were involved in fieldwork activities in 2022 and they submitted trip reports summarizing information from their field observations, interviews and focus group discussions. We will continue this practice in 2023 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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Being the final year of the current strategy, we will not introduce new formative studies. Instead we will conclude two evaluation studies: 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.

<p><b>Learning and Strategy 03: Learning and Adaptation</b></p>
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<p><i>In each country, staff and colleagues are engaged in active reading and learning, drawing on various components of Learning and Strategy work, internal practice and external (country, regional, global) relevant evidence, practice and new ideas</i></p>
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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 and next 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 2023, we will continue improving the way we organize our internal reflections sessions. Now that we are in the final year of our strategy, our learning agenda will focus on “what does it all add to” and the lessons that we are learning from our on going implementation and engagement. We will organize a series of training and learning sessions on gender equality and social inclusion to ensure that our staff are knowledgeable about and supportive of gender equality ideals. This is especially important as we develop our new strategy in 2023. In addition to the SMT meetings, we have planned for two Directors’ strategic reflection retreats and one in person board members retreat as part of strategy development process.

In addition to the internship opportunities, we will continue to provide 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 a strategy retreat for collective reflections on our goals and theory of change and plans for new strategy.

In all three countries we will conclude the annual gathering of critical feedback from key stakeholders in various sectors. In 2023 this exercise will be slightly different from how we have conducted it in the past in that we also gather stakeholders’ views on citizen agency, government responsiveness and the civic space context to inform our next strategy. 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 on-going and upcoming research and evaluation studies in order to contribute to the theory and practice that links citizen agency and sustainable development.

**KiuFunza IV:** In 2023 we will embark on KiuFunza 4 (KF4), the scale-up phase of Twaweza’s teacher incentives initiative. This is a norm-changing initiative that is evidence-informed, consistent with government’s adoption of payment-for-results (P4R) model at a sectoral level (education) and has the potential to inspire similar staff incentive schemes for other public services such as health.

KiuFunza embodies a number of longstanding Twaweza goals: it offers inspiration/imagination and stirs teacher agency; it institutes Government responsiveness to teacher initiative; through cash-on-delivery, it creates direct accountability with respect to teacher salaries; and it does this to improve learning and lifetime outcomes for children. Moreover, KiuFunza is based on recent research work on teacher performance pay, school governance and workforce management. The insights from this literature are reflected in the combination of modest monetary incentives and clear goal setting embodied in KiuFunza.

This phase aims to scale the learning benefits of improved teacher motivation in two fundamental ways. First, we will manage KiuFunza implementation as a Twaweza program in a larger selection of schools, targeting the worst performing schools in the country. Second, we will engage government agencies and politicians to explore modes for implementing teacher incentives as a government program. Finding an institutional home for incentives within the government system will be the best guarantee for sustainable systemic governance innovation.

This phase is the logical next step in an ambitious journey to improve value for money in primary education in Tanzania. Started in 2013, KiuFunza aimed to follow a classic innovation cycle, consisting of experiments, analysis, learning and adjustments before scaling. This process has led to two major results. First, we have obtained experimental proof of effectiveness: the most recent KiuFunza learning effects are among the largest such effects found in education programs in low- and middle-income countries. Second, we have managed to streamline and reduce unit costs of the program. Taken together, we have established proof of concept and are confident that our scaling decision is justified.

The advocacy and engagement agenda will take a more central place in our work in 2023. To guide our engagement, we are developing a KiuFunza communications and scaling strategy. For the day-to-day implementation of KiuFunza in low performing schools we are partnering with the President’s Office-Regional Administration and Local Government. In KiuFunza 4 we also partner with the Hempel Foundation, whose interest in the KiuFunza results and implementation made this phase possible.

The calendar for 2023 will have the usual milestones in our implementation calendar. These include school visits for the baseline incentive offer in Quarter 1, midline telephone calls at the start of Quarter 3 and endline visits for performance assessments in Quarter 4. As this is the first year of this phase, in addition we have in quarter 1 district level launches and a baseline survey. Throughout the year we will identify engagement opportunities with potential government partner agencies and communicate KiuFunza findings and narratives through various media channels.

### **Governance and Management:**

The following major elements will drive the activities of Twaweza's Governance and Management team. These are a) securing Twaweza's financial resources for 2023 and beyond through robust resource mobilization, b) raising Twaweza's global profile through our Steering Committee and Board membership of the Open Government Partnership (OGP) and the Global Partnership for Sustainable Development Data (GPSDD), c) completing the process of exploring the future of Tanzania in 2050, and d) delivering a new strategy for Twaweza for 2024-2027.

**Securing financial resources.** The 2023 budget is estimated at US\$ 5.54 million. We have secured 75% of the budget to-date, and have proposals for the balance of 25% with the Open Society Foundation. We shall look to close that gap in the first half of 2023 to ensure a smooth execution of the Annual Plan 2023. We will also target to secure new funders to Twaweza including at least one private foundation to enhance our core funding, a bilateral funder in Uganda and a funding organization in Kenya.

**Shaping global governance rules and norms.** In 2023, Twaweza will play a leading role in finalising a new five-year strategy for Open Government Partnership (OGP). Additionally, through the GPSDD, Twaweza continues to influence a global discussion about democratic models of digital governance. Such an enhanced global profile and visibility enhance our long term fundraising efforts.

**Imagining the future of Tanzania in 2050.** In 2022, convened a diverse group of politicians, analysts, journalists, academics and civil society actors to collectively imagine how Tanzania's economic, social and political governance systems, norms, practices and outcomes may evolve over the next three decades to 2050. We will complete this creative forward-looking exercise and engage in an intense public engagement from April 2023 onwards.

**Twaweza Strategy 2024-2027.** As mentioned earlier, we will review the 2019-2023 strategy, reflect on its insights and lessons, assess the current national and global context especially with regard to citizens agency and civic space, all to inform a rethink of Twaweza's strategic direction going forward. What is the value proposition we bring to society (promoting citizen agency and open civic space)? How can we 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 will define into a refreshed strategy by the final quarter of 2023.

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

In 2023, 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 ensure conducive work environments for staff by keeping well-maintained office spaces with well-maintained facilities. We will continue to emphasize healthy lifestyles through exercise and teambuilding sessions offered at our offices in Kenya, Tanzania and Uganda, and learning sessions on

these issues for all staff. And we will keep staff motivated through joint activities.

We will build on our strong IT systems, upgrade old equipment and manage our online project management, payroll and accounting software. We will ensure 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.

In 2022 we developed the procurement policy and drafted several stand-alone policies that used to be components of existing policies. In 2023 we will amend several existing organizational policies as necessary and finalize four new policies that were drafted in 2022: the partnership policy, asset and IT policy, the safety and security policy, the record management policies and the gender equality and social inclusion policy.

Finally, our finance unit will continue to provide technical capacity to our partner organizations on finance related matters. Early in the year we will administer a partner survey and use the findings to inform the design and delivery of capacity building sessions. We will also invite some of our partner organizations to our offices for practical learning sessions.

**TWaweza East Africa**  
**2023 Budget Summary**

	Tanzania	Uganda	Kenya	Region	Total	%
<b>Civic Space &amp; Citizen Agency</b>						
Mission O1: Citizen Agency	224,881	202,969	0	0	427,850	
Mission O2: To enable citizens' voices	169,743	339,253	170,680	0	679,676	
Mission O3: To promote and protect civic space	149,920	18,000	0	0	167,920	
Staff costs Engagement	204,519	199,098	28,001	856,021	1,287,639	
<b>Total Civic space &amp; Citizen Agency</b>	<b>749,063</b>	<b>759,320</b>	<b>198,681</b>	<b>856,021</b>	<b>2,563,085</b>	46%
<b>Education</b>						
KiuFunza	602,837	0	0	0	602,837	
	<b>602,837</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>602,837</b>	11%
<b>Learning &amp; Strategy</b>						
L&S Mission 1: Monitoring	55,000	51,000	34,000	0	140,000	
L&S Mission 2: Evaluation	78,000	67,000	12,000	0	157,000	
L&S Mission 3: Learning	4,000	1,000	1,000	40,000	46,000	
Staff costs Learning & Strategy	78,725	35,980	28,215	298,178	441,098	
<b>Total Learning &amp; Strategy</b>	<b>215,725</b>	<b>154,980</b>	<b>75,215</b>	<b>338,178</b>	<b>784,098</b>	14%
Operations and finance	237,129	130,910	99,056	63,844	530,939	
Staff costs Ops and Fin	132,115	106,306	75,831	471,433	785,685	
<b>Total Ops and Finance</b>	<b>369,244</b>	<b>237,216</b>	<b>174,887</b>	<b>535,277</b>	<b>1,316,624</b>	24%
<b>Governance and Management</b>						
G1: Planning and reporting				10,000	10,000	
G2 Management and strategic support				26,000	26,000	
G3: Compliance				35,000	35,000	
G4: Governance				17,000	17,000	
Staff costs Gov and Mnt				173,510	173,510	
<b>Total Governance and management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>261,510</b>	<b>261,510</b>	5%
<b>Grand total</b>	<b>1,936,868</b>	<b>1,151,516</b>	<b>448,783</b>	<b>1,990,986</b>	<b>5,528,154</b>	100%
<b><i>including proportional RO budget:</i></b>	<b><i>3,027,085</i></b>	<b><i>1,799,677</i></b>	<b><i>701,392</i></b>		<b><i>5,528,154</i></b>	
	<b><i>54.76%</i></b>	<b><i>32.55%</i></b>	<b><i>12.69%</i></b>			