

Twaweza 2024 Annual Plan



TOWARDS INFLUENCING SYSTEMS TO ACHIEVE IMPACT AT SCALE

We are looking forward to 2024 as we embark on implementing our ambitious new strategy that builds on our past experience and lessons to achieve impact at scale by influencing government systems to better serve the people.

Our intention to achieve impact at scale essentially compels us to collate evidence and stories from the previous strategy and inject these into more effective engagements with multiple stakeholders in 2024 and beyond. Our intention to influence institutions in order to achieve people level outcomes needs extensive preparatory work including exploratory and formative studies to deeply understand the context and institutional incentives in Kenya, Tanzania and Uganda. These will inform our subsequent design and implementation.

Our strategy summarises our planned contribution towards addressing the following four connected problems that surface from the turbulent and changing context globally and in our region:

- **Citizens are unable to solve their problems or influence the forces that shape their lives, that is they have very little agency, and they feel neglected and disrespected**
- **Governments are struggling to solve citizens' problems as their approaches do not include citizens' inputs.**
- **Civil society is weak and civic space is fragile.**
- **Relations between citizens, particularly marginalized majorities such as women and youth, and government are characterised by low trust, and low levels of collective problem-solving.**

To contribute in addressing the above problems, we articulate our plans in three mission areas underpinned by a foundational base of active engagement with institutions of oversight for local governments.

- Mission 1: Demonstrating citizen agency and government responsiveness to build trust
- Mission 2: Generating evidence for better decisions and actions
- Mission 3: Strengthening civil society to enhance legitimacy and impact
- Influencing institutions to embody accountability and inclusion

We also present planned activities under our *Learning and Strategy Unit* and *Governance and Management* (including operations and finance) as these activities cut across all countries and mission areas.

Mission 1: Demonstrating citizen agency and government responsiveness to build trust

We propose to demonstrate how citizens can meaningfully collaborate with local governments to solve systemic problems and build trust through the animation approach. Working with our partners, we will contribute to enhancing citizens' ability, willingness and opportunity to articulate their problems, 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 symptoms to understand and address the structural challenges that perpetuate them.

The effects will resonate beyond the selected areas in which we are galvanising this type of collective action through the amplification effect of our work, pushing these stories into public and policy discourse.

TANZANIA

Since we started implementing the animation approach in 2018, we have reached five districts. In 2024, we will continue implementing animation in the five districts as follows:

- In Kigoma, given the refreshed implementation following a two-year pause, we will re-introduce the approach and share the priority action plans that were developed in 2023.
- Supporting district engagement dialogues in Mbogwe, Mtama, Pangani and Maswa to strengthen relations between citizens and their governments.
- We will conduct a midline evaluation in Mtama District and an endline assessment in Pangani and Maswa districts.
- We will also support our animation implementation partners in disseminating the animation experience beyond their locations, including through public screenings of successes and lessons from animation and we will convene CSO actors to introduce PAR/animation in our efforts to spread the adoption of this approach.
- We will engage local and national media to further promote the ideas and values behind animation.

UGANDA

Between 2019-2023, we introduced the animation approach in five districts that are at different implementation stages. Our implementation plans in 2024 will include:

- Conducting financial audit for our five implementing partner organizations to provide support in strengthening their financial management systems
- Organising reflections sessions and refresher training on participatory action research for partners from five districts.
- Conduct midline evaluations in Rubanda and Kyenjojo districts and endline assessments in Namutumba, Kamuli and Moyo districts.
- Documenting success stories for local screenings, local and national media, and a national exhibition.
- Convening CSO actors to introduce participatory action research / animation, and sharing lessons in conferences to encourage other to explore and adopt this approach.
- Organising a national animation festival in Kampala to encourage the exchange of knowledge and experience, and formation of networks of support among change agents

KENYA

In Kenya, we have been engaging with local OGP initiatives in select counties to demonstrate the importance of citizen-government collaboration in solving problems and realising development goals.

- We will finalise documentation of Open Government Partnership (OGP) success stories that we started in 2023 and share them in civil society convenings, and via social media
- During the OGP week in May 2024, we will host/co-host a virtual event for further reflection and strategising.

Mission 2: Generating evidence to inform better decisions and actions

We will 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.

KENYA

We will continue to make use of the special panel boosted sample methodology to collect data to enable representative polling in select counties.

- Three call rounds and corresponding launches to share the findings.
- Through media partnerships with Kenya Community Radio Network and a local radio station in Makueni, we will engage stakeholders in five counties on Sauti za Wananchi and qualitative data.
- We will also continue with social media engagement especially through producing and circulating videos and citizen vox-pops.

TANZANIA

We will continue to make use of the special panel methodology and run engagements around *Sauti za Waandishi (Voices of Journalists)* collected in November 2023.

- One national call round and corresponding launch events
- Support and participate in the annual media stakeholder forum including sharing *Sauti za Waandishi* poll data.
- Support to Tanzania Association of Government Communications Officers (TAGCO); the draft national communications policy makes extensive reference to Sauti za Wananchi data on access to information.

UGANDA

We will seek third party partnerships to enable us to collect data more frequently and we will accompany every round of data with a public launch and extensive media engagement.

- Two call rounds, two national and one sub-national launch events
- Continue with successful models of media engagement through field grants for national journalists, local radio talk shows and press conferences on key national days
- Finalise partnership with Uganda Radio Network to help them become more financially stable

ORGANISATIONAL LEARNING, MONITORING AND EVALUATION:

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 attempt, 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 others to both enrich our own work, and to inform the governance field with new insights. Our planned Learning and Strategy activities are organized into three areas: Monitoring, Research and Evaluation, and Learning.

Monitoring: We will continue with comprehensive media monitoring in Uganda and organise targeted media monitoring exercises for our work in Kenya and Tanzania given the volume and

approach to engagement in these two countries. We will also conduct omnibus surveys in Tanzania and Uganda to measure coverage, recall and awareness of Twaweza and partner media-based initiatives. 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 civil society. And we will support the design of monitoring approaches for our media content, materials, convenings and partnerships.

Exploratory, Evaluation and Formative Research: To better understand the context and inform subsequent design and implementation of our initiatives, we will conduct a number of exploratory and formative studies including:

Kenya:

- Explorative study on the roles, motivations and functions of the State Department for Devolution, Council of Governors and County Assemblies Forum in encouraging citizen participation at national and county level
- Finalising study of civil servants' perspectives on access to information and citizen participation
- Joint study with Busara Centre on how to assess dignity, self efficacy and respect

Tanzania:

- Civil servants' perspectives and experiences in citizen participation, access to information, inclusion and accountability
- Explorative study on the structure and processes of local governments incorporating review of government documents and learning-in-action through our planned engagements

Uganda:

- Qualitative evaluation of the Parish Development Model (PDM) to understand potential overlaps and entry points for our work

All three countries:

- Assessment of the state of civil society through review of available literature and some key informant interviews
- Understanding and enhancing inclusion, transparency and accountability among local government authorities
- Collecting citizens' views and experiences on civil society and local government

Learning: Internally, we will focus on building staff understanding, excitement and skills in designing and implementing the new strategy. We will re-energise our regular learning sessions, food for thought sessions, reading club sessions, and skills lab to improve on our individual and collective knowledge and skills. In addition to the Senior Management Team meetings, we have planned for two directors' strategic reflection retreats during the year for mentoring purposes and continued collective reflections and strategising.

We will organise a series of learning events with other practitioners and researchers to learn more about systems change and achieving impact at scale in the fields of transparency, accountability and participation.

We will synthesize feedback from critical feedback exercises conducted in Tanzania, Kenya and Uganda in 2023 to inform our future work. Such feedback has proven to be very valuable for effectiveness of our programs in a changing context.

Kiufunza IV

In 2024 KiuFunza will work on three agendas: implementation, communications and coalition building. First, we will continue to improve foundational learning and teacher morale through the implementation of KiuFunza 4, the scale-up phase of Twaweza’s teacher incentives initiative targeting the worst performing schools in Tanzania.

Second, we will continue our communications around the impact and cost-effectiveness of the program with a view to further scaling the innovation. We will emphasise two different scaling tracks: one is scaling of the KiuFunza foundational learning measurement system, the other is scaling the full incentive system. The assessment system is a fundamental stand-alone systems innovation, with a relatively low cost. We believe that the two scaling tracks will support one another.

Finally, building on the communications work, we will seek to build a coalition of partners and organisations that share our agenda of improving learning through assessments and teacher support in the foundational years. Having a larger coalition of political support for our innovation will strengthen our engagement at the national level and potentially at the international and fundraising level.

Mission 3: Strengthening civil society to enhance legitimacy and impact

Civil society, by addressing its internal weaknesses, adopting innovative approaches, and advocating for a more enabling environment, can regain its legitimacy, strengthen its impact, and contribute meaningfully to the democratic journey. Our primary approaches to support the sector include promoting positive narratives, convening and participating in joint regulatory advocacy, and cultivating a small stable of committed, like-minded partners.

KENYA

We will largely build on existing models of engagement with civil society partners.

- On demand or proactive communication to engage partners around: our data and evidence, research capacity
- Joint advocacy on critical issues for the sector in coalition

TANZANIA

We will provide deep support to selected civil society organisations, advocate for a more enabling environment for independent data collection and continue to promote the animation approach.

- Strategic partnerships: the Chanzo Media (support from IREX), Creative Industry Network Tanzania
- Collaboration with dLab and the National Bureau of Statistics on generation of guidelines for incorporating independent data
- Civil Society Organisations Week 2024
- Capacity building sessions for sub-national and national civil society.
- Joint engagements with other CSOs on specific issues including access to information, civil society governance, media freedom and commemoration
- Partnership with Maalim Seif Sharif Hamad Foundation and the Friedrich Naumann Foundation on designing and implementing a year-long leadership training program for young leaders from political parties, media and CSOs.

Influencing institutions to embody accountability and inclusion

We seek to catalyse transformative change at scale through influencing government institutions to embody transparency (openness and honesty, provision of relevant information), accountability (responsiveness in action) and inclusion (participation of diverse groups particularly women and young people).

Our engagement with national institutions will comprise of three interconnected approaches: direct engagement by Twaweza, pressure from external voices such as media, and internal advocacy from local governments benefitting from our work.

KENYA

We will engage with the ongoing process for the development of a legal framework for public participation and provide support to the State Department for Devolution.

- Introductory meetings and sharing of Sauti za Wananchi findings on devolution with key stakeholders including the State Department for Devolution, Council of Governors, County Assemblies Forum and Council of Ward Administrators
- Developing a joint policy brief in collaboration with the State Department for Devolution and others CSOs
- Technical support to the State Department for Devolution to develop their annual assessment of the state of devolution
- CSO and media roundtable on Sauti za Wananchi
- Analysis and advocacy around the proposed public participation bill
- Active participation in the People's Dialogue Festival
- Supporting the Okoa Uchumi Coalition

TANZANIA

We will engage extensively with the ministry responsible for local government and begin to develop a supportive cohort of government allies.

- Regular engagements with, field travel, small-scale studies for and joint events with the ministry
- Regular engagements with the Parliamentary Secretariat and MPs
- Exploratory engagements with the associations of local government workers and of community development officers
- Validation, scripts and presentation for the Tanzania Scenarios 2050 stories
- We will continue to deepen our partnerships for joint advocacy with key national peers including Legal and Human Rights Centre, Foundation for Civil Society, Centre for Strategic Litigation, Centre for Strategic Litigation

UGANDA

We will build on 2023 engagements around emergency medical services data from Sauti za Wananchi and build a new relationship with the ministry of government.

- An opening roundtable engagement with the ministries of local government and gender, the Uganda Local Government Association, and the Office of the Prime Minister, regular updates, feedback and follow up engagements
- Sub-national engagements around Sauti za Wananchi data
- Legislative advocacy for a private member's bill for the Access to Information Act

- Engagements emerging from the Sauti za Wananchi data on emergency medical services to convene a multistakeholder forum to address drug stock outs and for the enactment of a Good Samaritan Act

Governance and Management including Operations and Finance

Governance and Management: Mobilizing resources and enhancing Twaweza’s global profile

The following major elements will drive the activities of Twaweza’s Governance and Management team. These are a) securing Twaweza’s financial resources for 2024 and beyond through proactive and robust resource mobilisation efforts, b) enhancing Twaweza’s global profile through our active role the Open Government Partnership (OGP), Open Contracting Partnership (OCP), the Global Partnership for Sustainable Development Data (GPSDD), and the International Panel on Social Progress (IPSP), c) demonstrating Twaweza’s thought leadership in developing Tanzania Vision 2050, d) variously disseminating Tanzania in 2050 scenarios that were explored and developed through a collaborative process.

Securing financial resources. The 2024 budget is estimated at US\$ 5.2 million. We have secured commitments of \$ 3.1 million to-date and are seeking to fundraise for the balance. We shall look to close that gap in the first half of 2024 to ensure a smooth execution of the Annual Plan 2024. We will also target to secure at least one new multi-year funder for Twaweza.

Operations and Finance: Deepening operational efficiency and effectiveness

In 2024, we will continue to maintain and enhance the highest standards of transparency and accountability, and ensure we get value for money in all organizational expenditures in all three countries through our management of the procurement, contracting and payment systems.

We will ensure conducive work environments for staff by keeping well-maintained office spaces with well-maintained facilities. This involves 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 enhance 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.

Budget Summary

	Tanzania	Uganda	Kenya	Regional	Total
	USD	USD	USD	USD	USD
Citizen led Government Strategy					
Mission 1: Demonstrating agency and responsiveness	240,850	346,649	6,178	10,170	603,847
Staff costs - Mission 1	111,012	105,824	7,139	301,468	525,443
Total - Mission 1	351,862	452,473	13,317	311,638	1,129,290
Mission 2: Generating evidence					
Citizen voices	45,000	185,480	173,160	75,000	478,640
Organization learning and strategy	65,500	81,000	55,000	-	201,500
Kiufunza	527,512	-	-	-	527,512
Staff cost - Mission 2	132,390	98,756	49,869	475,683	756,698
Total - Mission 2	770,402	365,236	278,029	550,683	1,964,350
Mission O3: Strengthening civil society	91,500	-	-	-	91,500
Staff costs - Mission 3	94,071	-	-	-	94,071
Total - Mission 3	185,571	-	-	-	185,571
Influencing institutions	99,540	41,500	38,500	-	179,540
Staff costs - Influencing institutions	11,964	31,200	-	256,089	299,253
Total - Influencing institutions	111,504	72,700	38,500	256,089	478,793
Operations and finance	240,211	107,909	55,800	55,648	459,568
Staff costs - Operations and finance	110,455	106,734	77,042	396,267	690,498
Total Ops and Finance	350,666	214,643	132,842	451,915	1,150,066
Planning, reporting, strategic support, Compliance and Governance	-	-	-	128,000	128,000
Staff costs - Governance and management	-	-	-	153,953	153,953
Total Governance and management	-	-	-	281,953	281,953
Grand total	<u>1,770,005</u>	<u>1,105,052</u>	<u>462,688</u>	<u>1,852,278</u>	<u>5,190,023</u>
<i>including proportional RO budget:</i>	<u>2,752,268</u>	<u>1,718,299</u>	<u>719,456</u>		<u>5,190,023</u>
	<u>53.03%</u>	<u>33.11%</u>	<u>13.86%</u>		

2019 - 2024 Donor Commitment & Prospects Table as of 11 Dec 2023 (USD)

Year	2022	2023	2024	2025	2026	2027	Exch. rates	2024		
								TZ	UG	KE
Budget	5,639,725	5,165,057	5,190,023	6,200,000	6,200,000	6,200,000	11-Dec-23	2,752,268	1,718,299	719,456
Tanzania	3,059,472	2,848,908	2,752,268	3,300,000	3,300,000	3,300,000				
Kenya	934,473	620,915	719,456	900,000	900,000	900,000				
Uganda	1,645,780	1,695,234	1,718,299	2,000,000	2,000,000	2,000,000				
<i>opening balance - carry over</i>	<i>(3,400)</i>	<i>404,098</i>	<i>-</i>	<i>(514,929)</i>	<i>(988,009)</i>	<i>(1,870,189)</i>				
FCDO (Tanzania)	-	-	-	-	-	-	1.257			
Sida (Tanzania)	1,568,950	1,047,962	238,173	1,200,000	1,200,000	1,200,000	0.095	238,173		
Hewlett Foundation - Core support	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000		700,000	375,000	175,000
Open Society Foundation - Core support			1,500,000	1,500,000	1,500,000	1,500,000		750,000	450,000	300,000
AJWS - Core support	1,000,000	500,000	500,000	500,000	500,000	500,000		400,000		100,000
Wellspring (Uganda)	525,000	525,000	450,000	500,000	500,000	500,000			450,000	
Danida (Tanzania)	-	-	-	-	-	-	0.144	-		
Embassy of Switzerland (T)	600,000	300,000	-	-	-	-		-		
Embassy of Finland (Tanzania)	450,338	-	-	-	-	-	1.075			
Hempel Foundation (Kiufunza)	28,860	474,740	406,920	406,920	67,820	-		406,920		
Ford Foundation - Core support	260,000	260,000	260,000	300,000	300,000	300,000		164,000	26,000	70,000
Civicus	-	-	70,000	70,000	-	-		70,000		
Contractual and expected commitments (all)	5,449,748	4,761,801	4,675,094	5,211,991	4,329,811	3,379,811		2,729,094	1,301,000	645,000
Actual expenditure	5,045,650									
Budget performance	89%									
Surplus /(Deficit) based on expected commitments	(189,977)	(403,256)	(514,929)	(988,009)	(1,870,189)	(2,820,189)		(23,174)	(417,299)	(74,456)
Contract signed	97%	92%	42%	7%	1%	0%		55%	23%	34%
Pledged with no signed contract	0%	0%	9%	0%	0%	0%		0%	26%	0%
Twaweza request/prediction	0%	0%	40%	86%	85%	85%		44%	26%	56%
	97%	92%	90%	92%	86%	85%		99%	76%	90%
	3%	8%	10%	8%	14%	15%		1%	24%	10%