Twaweza East Africa
Annual Plan 2025

Twaweza
ni sisi

Annual plan and Budget 2025

BUILDING MOMENTUM FOR INFLUENCING SYSTEMS TO ACHIEVE IMPACT AT SCALE

We are excitedly looking forward to 2025 as we build momentum to contribute towards influencing systems of local governments (where citizens interact more directly with their government) so that those improved governmental systems can better serve the people.

We have articulated a clear and ambitious goal to guide all our efforts until 2027: ***Ten million people in Kenya, Tanzania and Uganda report leading better lives because of improvements in public services delivery, increased government responsiveness and enhanced citizen agency.***

To build momentum toward our ambitious target in 2025:
- We will continue supporting the implementation of the animation approach in 10 districts across Tanzania and Uganda, while intentionally expanding it to neighboring communities through collaborations with local government authorities, civil society actors, and media engagement.

- We will launch Sauti za Wananchi findings from previous call rounds, generate new insights from upcoming rounds in each country, and host public launch events while engaging relevant stakeholders.

- We will also focus on strengthening civil society effectiveness, particularly in Tanzania, where we have the capacity to make a significant impact.

Our goal of achieving large-scale impact requires gathering evidence and stories from our interventions to support more effective engagements with multiple stakeholders in 2025 and beyond. To contribute meaningfully to institutional reforms that drive people-level outcomes, we plan to formalize collaborations with local government institutions in the three countries. We will finalize Memorandums of Understanding (MoUs) already reviewed with TAMISEMI in Tanzania, CAF, and SDD in Kenya. Additionally, we will pursue MoUs with COWAK in Kenya and three ministries in Uganda, namely the Ministry of Local Government, the Office of the Prime Minister, and the Ministry of ICT.

We continue to carefully navigate the evolving contexts in our countries and globally as democracy continues being under tremendous pressure and as we head towards elections in Tanzania in late 2025, Uganda in early 2026 and Kenya in mid-2027. Our strategy summarizes our planned contribution in addressing the following four connected problems that surface from the turbulent and changing context globally and in our region:
- Citizens are not able to solve their problems and/or exert productive influence over the forces that shape their lives; that is they have very little agency and feel ignored and disrespected
- Governments are challenged, in many cases, to solve citizens' problems; efforts that are made are insufficiently inclusive and rarely entail citizens providing feedback
- Civil society has been weakened and often lacks support from both government and citizens
- As a result, relations between citizens, particularly marginalized majorities such as women and youth, and government are characterized by low trust, and low levels of collective

To effectively contribute in addressing the above problems, we articulate our plans in four mission areas.
- Mission 1: Demonstrating agency and responsiveness to build trust and collaboration

- 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) since these activities cut across all countries and mission areas.

We invite you on this exciting journey into the second year of strategic plan.

Mission 1: Demonstrating agency and responsiveness to build trust and collaboration

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From our Strategy 2024-27: We aim to demonstrate how citizens can meaningfully collaborate with local governments to solve systemic problems hence build trust. 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.

***In 2025**, building on successes from ongoing implementation, we are more deliberate in spreading the animation approach through collaborations with LGAs, CSOs, media outlets and change agents.*

UGANDA AND TANZANIA
Participatory action research implementation in 10 districts:
- Review partnership agreements with our implementing partners and provide capacity building on programatic and efficiency.
- Support implementing partners and change agents in refreshing community action plans by generating new action plans where previous priorities have been resolved and/or refresh tactics and strategies for solving the challenging where communities seem stuck
- Support implementing partners in organizing dialogue meetings at lower and higher local government levels (feedback meetings in Tanzania and public sector meetings in Uganda) to strengthen relations between citizens and their governments and follow up on commitments by leaders.
- Specifically, in Uganda, Collaborate with Office of the Prime Minister (OPM) to convene Barazas in each of the PAR target districts for local authorities to respond, and provide feedback on community concerns.

Spreading the animation approach in neighboring communities
- Support Implementing Partners to introduce the PAR model to the neighbouring villages, ward and districts including learning exchanges for newly onboarded communities.
- Provide orientation training to lower and higher local government authorities on the principles and techniques of participatory action research and support them in incorporating those techniques when engaging citizens
- Collaborate with LGAs in the five animation districts as ambassadors to spread/infuse the approach in neighboring districts

- We will convene CSO actors to introduce PAR/animation and select a few to work with in orienting them and infusing PAR approaches and tools in their work.
- Organize public screening of animation success stories in Rubanda and Kyenjojo districts in Uganda and in Pangani and Maswa districts in Tanzania
- Spreading animation at national level through media and CSO engagements as opportunities arise

Research and evaluation
- Conduct end line evaluation of the animation approach in Uganda (Kole, Kamuli and Namutumba districts) and Tanzania (Pangani and Maswa districts)

Media and engagement
- Documenting success stories and sharing widely with diverse stakeholders through CSO convenings at the district level and other platforms at the national, regional and international levels and sub-national radio programs
- In Tanzania, use media platforms for animators; #JamiiPamoja campaign - UTPC (MoU), DW Academy, (JF MoU)

KENYA
Introduction of animation in one county including:
- Selecting a local CSO to serve as an implementation partner,
- Convening selected county stakeholders' engagement meetings to present the PAR Model to crystalize on where to Implement the PAR Initiative
- Conducting baseline evaluation to establish the state of citizen participation, government responsiveness and social services delivery at the start of the initiative

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Mission 2: Generating evidence for better decisions and actions by governments and citizens

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From our Strategy 2024-27: 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.

In 2025, building on past success, we will do the following:

KENYA
We will conduct two Sauti za Wananchi (SzW) call rounds and corresponding launches to share findings, partnering with KCOMNET to amplify citizens' voices and promote civic engagement.

Our efforts will include continued use of social media and collaboration with a social media influencer to broaden SzW data reach. We will also produce and distribute videos and vox-pops showcasing citizens' qualitative views.

Community engagements will be organized around the Finance Bill/Act, alongside participation in Okoa Uchumi forums. Additionally, we will host SzW launches focused on land and housing issues to

inform land policy and contribute to public discussions on the Affordable Housing Program. Another call round will address the state of the economy, taxes, livelihoods, and related topics.

We will participate in key devolution events, including the launch of the Ten Years of Devolution report, parliamentary sessions on the state of devolution, and the Devolution Conference.

As part of the Sauti@10 initiative, we will organize webinars and social media engagements across various sectors. Meetings with select media editors will also be arranged to foster partnerships, increase SzW data utilization, and enhance media outreach.

TANZANIA
We will conduct a combined national call round (Mainland: 3000 respondents, Zanzibar: 1,500) on topic/s to be decided in consultation with partners. In addition to launching data from this call round, we will also launch data from the TDV 2050 call round conducted in 2024. We will also organize a series of webinars on the Sauti@10 Compendium - a comparative synthesis of 10-year Sauti data on select themes in Kenya, Tanzania and Uganda. We also identify additional opportunities to disseminate our research findings such as presenting at the Media Stakeholders' Annual Forum.

UGANDA
We will conduct three SzW call rounds and organize corresponding launches including production of communication materials, documenting stories around the data for media engagement. We will partner with other CSOs for joint launch events and other public engagement to ensure wider circulation of the data.

To ensure panel health, we will perform panel quality check to ensure panel retention. We will also renew research permits to comply with regulations.

ORGANIZATIONAL LEARNING, MONITORING AND EVALUATION:

From our Strategy 2024-27: *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?*

In 2025, 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.

Monitoring: We will continue with comprehensive media monitoring in Uganda and organize targeted 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; 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.

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:

- An assessment of the state of civil society in all three countries through review of available literature and a few key informant interviews. We also use our SzW platform to collect citizens' views and experiences on CSOs and LGAs;
- In partnership with the Busara Centre for Behavioral Economics, design a study to collect baseline data on dignity, self-efficacy and respect as way of measuring and tracking our people level outcomes;
- Applying the outcome mapping approach to assessing the effect of our engagements with targeted individuals inside the central and local government institutions for devolution/decentralization in all three countries.

Learning

Internally, we will focus on building staff understanding, excitement and skills in designing and implementing initiatives aimed at achieving outcomes stated in our new 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 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. We will also organize an all staff annual retreat during quarter four in 2025 to provide a moment for collective reflection and strategizing halfway through our strategic plan.

Externally, we will finalize the production of several learning products from research work conducted in 2024 and 2025. These will include the study on local government structures and processes in Tanzania, Kenya and Uganda, synthesis report on the state of civil society sector in East Africa, and evaluation of the animation work in four districts in Tanzania and Uganda, among others. We will also organize 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.

KiuFunza IV

In 2025 KiuFunza will remain focused on improving foundational learning through teacher incentives. We will pursue this agenda through three key areas that remain central to our goals: implementation, communications and growth.

We will continue the implementation of KiuFunza 4, the scale-up phase of Twaweza's teacher incentives initiative targeting around 77,000 young students in 265 of the worst performing schools in Tanzania. Through our rigorous impact evaluation work, both past and ongoing, we know that KiuFunza has large positive learning effects for these students - and is among the most cost-effective solutions in the world. Practically, this means finalising our second KF4 implementation cycle, with payments for 2024 teacher performance; and starting our third implementation cycle in 2025. We will continue this work in collaboration with our regional implementation partners and with our central government counterparts at the Regional Administration and Local Government ministry.

Second, and based on our impact learning, we will work on communications around the very good cost-effectiveness of the program. Improving our communications and getting this message out to global, regional and national audiences is critical at this stage of KiuFunza. It is also closely linked to our fundraising efforts. As part of this work, we will continue our Scaling Accelerator trajectory with the Global Schools Forum in early 2025.

Third, and building on our evidence and communications work, we will continue fundraising to grow the reach of KiuFunza. Our programmatic "big bet" on KiuFunza is paying off in terms of student outcomes, and now we are seeking to make positive change happen in many more schools. The fundraising effort reflects our commitment to improve foundational learning for as many young learners as possible, but also our theory that size matters for gaining political traction. This political traction and coalition building, both with policy makers and large bilateral funders in Tanzania, is necessary for getting to systems scale. We will apply outcome mapping to identify key boundary partners among policy makers and articulate expected behavioural shifts among them and tactics and strategies to influence them.

Mission 3: Strengthening civil society to enhance legitimacy and impact

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From our Strategy 2024-27: *We support and strengthen selected civil society organizations and partners to enhance individual and collective effectiveness, legitimacy and impact. We will support individual mission-driven CSOs to enhance their strategic clarity, improve operational efficiency and achieve stronger impact. We will convene and participate in national and regional coalitions to protect and expand the space for collective civic action. We will use our global profile to shape global standards and norms, and to advocate specifically for better resourcing mechanisms for "local" civil society actors.*

In 2025, this work will focus on Tanzania where we have the capacity to contribute in strengthening the field while in Uganda and Kenya we will focus on enhancing the capacity of our partner organizations in implementing the animation approach.

TANZANIA
Capacity Building for Resilience
- For a cohort of CSOs, conduct capacity needs assessments, identify needs for building resilience, improving operational efficiency, and achieving meaningful outcomes.
- Develop and Disseminate tools for monitoring progress on building resilience, improving operational efficiency and meanful outcomes; and ultimately the ouctomes on target populations.
- Capacity building sessions for sub-national CSOs in selected zones
- CSO capacity building workshops in up to two zones Technical expertise in the areas they work. (program design and delivery, advocacy, impact evaluation and learning, financial management and fundraising skills.)
- Strategic partnership with the Chanzo
- Partnership with Maalim Seif Sharif Hamad Foundation and the Friedrich Naumann Foundation on designing and implementing a leadership training program for young leaders from political parties, media and CSOs.

Collaboration for strength
- CSO Week 2025 World Press Freedom celebrations Coalition on voter's education and citizen Continued partnership with CoRi and Tanzania Digital Rights Coalition (TDRC)
- Community of practice convenings

Advocacy for a Supportive Regulatory Environment:
- Legal analysis on upcoming laws relevant to civic space, number dependent on legislative cycle

Promoting Positive Narratives about the role of Civil Society through:

- Storytelling, African Digital Rights Hub, Data Protection Africa Summit, Social Media Engagement: Influencers, tweet chats, Twitter Spaces, videos, campaigns. Website, paid media, softwares

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Influencing institutions to embody accountability and inclusion

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From our Strategy 2024-27: *We seek to catalyse transformative change at scale through influencing government institutions of local governments to embody transparency (openness and honesty, access to relevant information), accountability (responsiveness in action) and inclusion (participation of diverse groups particularly women and young people). Although there are many touch points between government and citizens in these systems, we have selected what we see as the most critical spaces and institutions for reform. In selecting these particular interactions, we have considered the following: a) where government is encountered by most citizens, b) the potential for the space or system in question to connect local and national discourse and decisions, c) sector agnostic spaces in which communities can address their specific priorities and d) whether there are compelling collective and individual incentives for transformation. By the nature of this work, the institutions and outcomes targeted vary by country.*

Broadly our engagement with national institutions will comprise of three interconnected approaches:
- ***Direct engagement*** *whereby we bring our evidence, experience and lessons to bear, leverage our relationships and networks, and ensure we have deep knowledge of the incentives and opportunities within the system to make change happen.*
- ***External voices*** *whereby we will cultivate groups of committed and influential advocates for citizen engagement, inclusion, evidence and democratic values. We will think and strategise together, and stand for critical principles. These may be individuals or organisations, networks or associations, and they may be from any sector from trade unions to religious associations to artists. Our extensive national media engagement will serve similar aims.*
- ***Horizontal and local internal pressure*** *whereby our local government champions from the communities and districts/counties in which we work, alongside those in neighbouring areas who have directly seen the benefits of our approach will endorse our messages or even proactively engage with their ministry on the same; and whereby MPs in Parliament or in committees will use their roles to pressure the relevant ministries on the same.*

KENYA

In Kenya, we will work closely with three national institutions for public participation and devolution. These include the State Department for Devolution, County Assemblies Forum (CAF) and the Council of Ward Administrators of Kenya (COWAK). We have collaborated with these institutions before including holding joint public events to launch research findings and internal meetings on various topic. In 2025, we will conclude the MoUs that are currently under review. Our engagements with these institutions in 2025 will include:
- Joint SzW launch events
- Joint research and training sessions on public participation and other relevant topics
- Contribute in reviewing relevant guidelines and plans
- Specifically for COWAK: conduct a survey of Ward Administrators of Kenya on the perspectives and experiences in public participation

Our indirect engagement to influence the above institutions in Kenya in 2025 will include:

- Laikipia County Citizen-Government engagement convenings to entrench OGP principles and to promote public partiicpation and inclusion in goverment planning and budgeting
- People's Dialogue Forum 2025 to showcase Twaweza's work and reach more policy makers within the democratic space in Kenya
- Parliamentary and CSO engagement on public participation Bill/Act

TANZANIA

In Tanzania, we will work closely with TAMISEMI in entrenching transparency, inclusion, participation and accountability at the LGA levels across the country. In 2024, we collaborated on reviewing the O&OD Integrated Monitoring and Evaluation System (iMES), started the review of O&OD guidelines and draft an MoU. In 2025, we conclude on signing the MoU and proceed with collaboration including:

- Co-designing relevant training sessions for select LGA representatives
- Conduct joint monitoring and evaluation of the implementation of the improved O&OD methodology and use the findings to review the methodology;
- Undertake joint write ups, research and evaluation studies including LGA performance assessments and citizens' perspectives on service delivery with specific studies to be agreed upon from time to time;
- Undertake other relevant tasks that serve the overall goal of the MoU and are acceptable to both parties.

Our indirect engagement to influence TAMISEMI, LGAs and other sector ministries on citizen participation will include:

- Engagement with TAGCO
- Future scenarios dissemination/launch
- Parliamentary engagement

UGANDA

We will continue working closely three key ministries mandated to advance decentraliation aspirations and citizen-government collaboration. These include the Ministry of Local Government (MoLG), Office of the Prime Minister (OPM) and Ministry of Information, Communications and Technology (MoICT). In 2025, while pursuing MoUs with these ministries, we will engage them on:

- Organizing joint research events from our Sauti za Wananchi
- Organizing training sessions on the use of evidence in decision making
- Spreading the animation approach

Our indirect engagement will include:

- Presentations to atleast 2 committees that provide an oversight function to the ministry of local government, press briefings in parliament and engagements with the UP Press Association
- Organize a national event with targeted representatives for spreading the animation approach
- Evidence Infomed Policy Making workshop with local government

Governance and Management:

Operating in a VUCA (Volatile, Uncertain, Complex, Ambiguous) world calls for rethinking our value proposition and operating model, including refining our fundraising policies. We are learning that strategic coherence, clarity, and compelling communication are essential to maintaining strong donor relationships. Retaining existing donors is critical and often more straightforward, while securing new prospects is vital for long-term sustainability.

In 2025, we will focus on strengthening governance and securing resources to advance our strategic objectives. We plan to expand Twaweza Members ("owners" of Twaweza), refresh the Board to align with our forward strategy, and monitor governance structures across the three countries to ensure alignment. We will also prioritize activating succession planning to bolster organizational continuity.

On the resourcing front, our goal is to secure full funding for our 2025 budget, estimated at $4.3 million. To achieve this, we have structured and documented our fundraising efforts through the Development Plan 2025, outlining the time, mindset, and processes required.

Securing financial resources. The 2025 budget is estimated at US$ **4,396,000**. We have confirmed $398,130 to-date and have pledges amounting to $3,700,000 based on anticipated grants from Hewlett Foundation ($1.25m), Ford Foundation ($400,000), Wellspring Philanthropic Fund ($700,000) and SIDA Tanzania ($1.35m). We shall look to close the gap of $174,000 (3% of budget) in the first half of 2025 to ensure a smooth execution of the Annual Plan 2025.

Operations and Finance: Deepening operational efficiency and effectiveness
In 2025, we will continue to uphold important values of transparency, accountability, and value for money across organizational expenditures in all three countries through enhanced management of procurement, contracting, and payment systems. We will increase staff awareness of organizational values and explore practical ways to promote inclusivity, especially in procurement. Learning sessions will focus on creating value, stakeholder management, instant feedback, and streamlining procurement and payment processes. We will also advocate for automation and paperless systems to boost efficiency.

To ensure a conducive work environment, we will maintain secure, well-equipped offices and comply with environmental, occupational safety, and health regulations. Healthy lifestyles will be promoted through exercise, team-building sessions, and educational programs across our offices in Kenya, Tanzania, and Uganda. Joint activities will keep staff motivated. Cost-saving measures will include seeking smaller, functional office spaces aligned with flexible work arrangements, including remote work. These changes are expected to enhance efficiency and staff motivation. Learning and training will be managed based on 2024 appraisals to foster staff growth and quality output.

We will strengthen IT systems, upgrade equipment, and manage online project management, payroll, and accounting software. Additionally, we will research HR systems that integrate with Salesforce to optimize procurement, contracting, and payment processes. Internal efforts will focus on automating monthly reports. We will maintain timely compliance with all tax and regulatory requirements in all three countries.

TWAWEZA EAST AFRICA
2025 BUDGET SUMMARY

	Tanzania	Uganda	Kenya	Region	Total
Citizen powered Government					
Mission 1: Demonstrating agency and responsiveness	129,020	155,452	30,080	-	314,552
Staff costs - Mission 1	111,012	105,824	7,139	288,503	512,478
Total - Mission 1	**240,032**	**261,276**	**37,219**	**288,503**	**827,030**
Mission 2: Generating evidence					
Citizen voices	49,730	96,149	80,000	65,000	290,879
Organization learning and strategy	82,065	36,000	33,000	56,175	207,240
Kiufunza	489,655	-	-	-	489,655
Staff cost - Mission 2	132,390	98,756	49,869	451,988	733,003
Total - Mission 2	**753,840**	**230,905**	**162,869**	**573,163**	**1,720,777**
Mission O3: Strengthening civil society	70,460	-	-	-	70,460
Staff costs - Mission 3	9,991	-	-	78,615	88,606
Total - Mission 3	**80,451**	**-**	**-**	**78,615**	**159,066**
Influencing institutions	31,628	55,974	26,000	-	113,602
Staff costs - Influencing institutions	11,964	31,200	-	243,124	286,288
Total - Influencing institutions	**43,592**	**87,174**	**26,000**	**243,124**	**399,890**
Operations and finance	214,382	110,000	55,649	64,986	445,017
Staff costs - Operations and finance	102,875	106,734	77,042	368,364	655,015
Total Ops and Finance	**317,257**	**216,734**	**132,691**	**433,350**	**1,100,032**
Planning, reporting, strategic support, Compliance and Governance	-	-	-	69,200	69,200
Staff costs - Governance and management	-	-	-	120,178	120,178
Total Governance and management	**-**	**-**	**-**	**189,378**	**189,378**
Grand total	**1,435,172**	**796,089**	**358,779**	**1,806,133**	**4,396,173**
including proportional RO budget:	*2,435,972*	*1,351,232*	*608,969*		*4,396,173*
	55.41%	*30.74%*	*13.85%*		

The allocation of the budget to our Mission areas in 2024 and 2025 is as outlined in the chart below.

Budget Share by Mission (2024 & 2025)

■ Budget Share (2024)　■ Budget Share (2025)

Twaweza Annual Plan 2025