

Twaweza

Annual Plan 2010

1a. Programs Tanzania

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.1 Head	Strategic Partnerships: Strategic overall framework agreements brokered and supported among key networks with wide reach in Tanzania		Commitments: 4,200,000 2010 Expend (1,450,000)				
1.1.1 TPM	Links to 2013 Goals 1 & 2 Framework agreements with 2-3 media companies National media radio and TV broadcasting companies supported to strengthen selected existing programs and create new ones to: <ul style="list-style-type: none"> • inform citizens, • enable citizens to voice and debate their perspectives, • improve quality of news and programs, • improve website access, • strengthen investigative and public journalism, • triangulate sources (not just single source), • promote informed debate, • increase coverage or rural issues and people, and/or • carry imaginative public service adverts 	<ul style="list-style-type: none"> • TBC/ Sahara Communications/IPP Media • BBC-WST • TMF • NGOs/citizen groups and think-tank's for content 	2,000,000 over 4 years (400,000)	x	x		
1.1.2 TPM	Links to 2013 Goals 1 & 2 Framework agreements with at least two mobile phone companies Win-win partnership agreements reached with mobile phone companies to: <ul style="list-style-type: none"> • enable their nationwide infrastructure to inform citizens via SMS and other means, • enable citizens to monitor/verify and report/share information (e.g. school attendance, medical supply availability, water point functionality), • enable citizens to discuss basic services user experience, • work with third party companies that can process/analyze feedback received through mobile platforms and visually present it, and/or • explore options to provide low cost internet access over mobile phones for citizens 	<ul style="list-style-type: none"> • Vodacom/Zain/Tigo/Zantel • Mo Ibrahim Foundation • Frontline SMS • MobilActiv • Sodnet (Kenya) • Mobile Planet (Kenya) • Push Mobile • Scour internet/blogs for innovations 	1,000,000 over 2 years (400,000)		x	x	

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.1.3 TPM	<p>Links to 2013 Goals 1 & 2 Framework agreements with 1-2 fast moving consumer goods companies Win-win partnership agreements reached with FMCG companies to use their nationwide distribution networks (supply chain, marketing & CSR) to:</p> <ul style="list-style-type: none"> • Inform citizens through placement of information on or inside packaging, special 'bundling', or piggybacking materials to distributors, • foster interaction and citizen feedback through competitions and other forms of engagement, and/or • promote debate on issues of common concern 	<ul style="list-style-type: none"> • Unilever EA • Sumaria Group • Bakhresa • Mohamed Enterprises • Coca Cola/Pepsi 	400,000 over 2 years (150,000)		x	x	
1.1.4 TPM	<p>Links to 2013 Goals 1, 2, 3 & 4 Framework agreements with at least two faith bodies (Muslim and Christian) Partnerships agreed with major faith bodies to:</p> <ul style="list-style-type: none"> • develop a common (inter-faith) conceptual understanding of ethical issues regarding integrity, transparency, and accountability, • inform their members of key issues of public interest, primarily through existing channels such as Friday prayers, Sunday services, <i>madrasas</i>, bible studies; Twaweza may cover printing of materials • encourage members to monitor the local situation, enable monitored information to be collated and sent back, • Enable local level sharing, analysis and action taking on key issues, • Enable faith leaders to undertake fact-finding missions and share findings broadly, • enable religious leaders to engage citizens on common ethical accountability issues through the media, and/or • enable religious leaders to engage with policy players on critical issues 	<ul style="list-style-type: none"> • TEC, BAKWATA, CCT, CPT. Hindu Union • NCA, GNRC • Progressive faith leaders • Ethics and anti-corruption bodies? 	500,000 over 2 years (200,000)			x	
1.1.5 TPM/ Head	<p>Links to 2013 Goals 1, 2, 3 & 4 Framework agreement reached with the Tanzania Teachers' Union (TTU) Partnership agreed with TTU to:</p> <ul style="list-style-type: none"> • strengthen communication and responsiveness with its members countrywide, • promote a new 'compact' with society focused on teacher welfare and standards, • to develop a database of all its member teachers so as to enable better understanding of their profile and improve communication, • foster its members to monitor and analyze situation, particularly in relation to capitation grant, availability of books and other supplies, 	<ul style="list-style-type: none"> • TTU, TUCTA • Ministries of Education and Finance, Planning Commission 	200,000 over one year (200,000)				

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
	<p>water and sanitation, and other issues teaching conditions and learning quality</p> <ul style="list-style-type: none"> • enable TTU leaders to engage citizens on teaching welfare and accountability issues through the media, and/or • enable TTU leaders to engage with policy players on critical issues 						
1.1.6 TPM	<p>Links to 2013 Goals 2 & 3</p> <p>Support 2-3 innovative organizations to monitor access and quality of basic services, access to information and local governance through use of ‘mystery clients’ and other approaches, that particularly engage young citizens, and report findings widely so as to spur public reflection and debate.</p>	<ul style="list-style-type: none"> • Tamasha; Sikika; LHRC, • HakiElimu Friends of Education • Input to evaluation baseline • WLAC, TGNP, LEAT? 	<p>100,000 over one year (100,000)</p>	x	x	x	
1.2 Head	Strategic Partnerships: Three strategic partnerships brokered and supported in Tanzania and Kenya		Commitments: 2,400,000 2010 Expend (900,000)				
1.2.1 TPM	<p>EDUCATION</p> <p>Links to 2018 Goal 1 & 2013 Goals 1, 2, 3</p> <p>Partnership brokered to enable citizens throughout Tanzania (esp. parents, teachers, students) to know the amount of capitation grant for basic education due, monitor and report on the actuals. Potential key partnership roles explored as follows:</p> <ul style="list-style-type: none"> • Government to harmonize and make capitation grant flows more predictable. • Advertizing company to design informational adverts. • Local think-tank to process, analyze and feedback monitoring information back into the ecosystem. • Parliament social services and oversight committees to review and act upon capitation grant disbursement findings (year 3 onwards). • Tanzanian Teachers to Teachers’ Trade Union to enable its members in all districts to disseminate information monitor and analyze situation, particularly in relation to teaching conditions and learning quality. • Uwezo Initiative supported to monitor basic literacy and numeracy levels of children aged 5-16 years across at least 50% of the districts in East Africa through a household-based survey (based on India ASER experience), and disseminate findings widely • <i>Framework agreements under 1.1 leveraged to support this objective as appropriate</i> 	<ul style="list-style-type: none"> • PMO, Ministries of Finance & Education • REPOA, HakiElimu, private data company? • IBP, Idasa • Parliament Social Service Committee, <ul style="list-style-type: none"> • TTU • Database developers <ul style="list-style-type: none"> • Uwezo teams in Tanzania, Kenya and Uganda • HakiElimu, TENMET, WERK, Uganda NGO Forum • ASER Center, India • Hewlett, OSI, Google LAAC, PAC 	<p>1,000,000 over 4 years (200,000)</p>	x			

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.2.2 TPM	<p>WATER Links to Goals 1, 2 & 3 Partnership brokered to enhance existing water point functionality mapping exercises and link them to citizens monitoring (for verification and enabling qualitative user experience information) in rural and urban Tanzania, and make the information publicly accessible. Potential key partnership roles explored as follows:</p> <ul style="list-style-type: none"> • Government and NGOs supported to cover remaining (approx 80) districts, connect findings of all districts (approx 50) and make data and findings available online (and linked to Twaweza Info Shop). • Media initiatives to investigate realities on the ground including user experiences, report them and foster debates through talk shows and call-in programs; Media to make findings broadly accessible. • NGO or Local think-tank to process, analyze and feedback monitoring information back into the ecosystem. • Findings disseminated to local councils and civil society bodies countrywide in innovative, user-friendly format. • Parliament Social Services Committee to review and act on findings, including by advising the executive to act. 	<ul style="list-style-type: none"> • Ministry of Water, SNV, Wateraid, Concern, UNICEF, Daraja; data linked with Twaweza InfoShop • Google • PMO-RALG, local councils, CSOs • Parliament Social Services Committee • TMF • Creative media – do comparison stories (Us vs Them, Then Vs Now) • Link with Kenya 	<p>Daraja partnership already in place. This year’s plan is geared towards extending the water ecosystem and linking to crosscutting activities under 1.1</p> <p>1,200,000 over 4 years (500,000)</p>	x	x	x	x
1.2.3 TPM	<p>CITIZEN AGENCY</p> <ul style="list-style-type: none"> • Daladala TV Monitor, Assess and assist in the shaping of the program so that they it fits with Twaweza’s objectives and contributes to the ecosystem. • “Ni Sisi” Adverts; a series of Swahili plus vernacular advertisements, for TV and Radio. Enthusing people to feel a personal responsibility to act at different levels and intervene up to National level. Action would be towards ensuring better social services in their village/ward and to regularly monitor those services, thus enhancing citizen agency. 12 Radio and 12 TV ads. <ul style="list-style-type: none"> - Ad development was sourced in 2009, 2010’s focus will be on shaping script ideas, strategic broadcasting and any follow up media forums on the Ni Sisi idea. 	<ul style="list-style-type: none"> • Kilimanjaro Film Institute • Real 2 Reel • Share ideas with Twaweza Kenya 	<p>Ni Sisi Ad production and Daladala partnership contracted in 2009. Some of ads broadcasting cost will fall under 1.1.1. other plus follow up activity (adaptation to fit Kenya’s audience)</p> <p>200,000 over one year (200,000)</p>	x	x	x	x
		Unit Total	Commitments: 6,600,000 2010 Expend (2,350,000)				

1b. Programs Kenya

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.21 Head	Strategic Framework Partnerships: Strategic partnerships brokered and supported to promote citizens agency and information on education, water and health based on win-win principle in Kenya		Commitments: 3,100,000 2010 Expend (860,000)				
1.21.1 KPM	Framework agreements with at least two media companies with nationwide coverage <ul style="list-style-type: none"> - National media companies (radio and TV) strengthen existing programs to provide a platform for citizens to express their voices - InfoShop 'Did you know?' and other outputs published with media partners and linkages developed of how data and analysis from the InfoShop and partnerships can inform media - Partner Media companies carry public discussion stimulating adverts, messages 	<ul style="list-style-type: none"> - Nation Media Group - Standard Group - Royal Media 	2,000,000 over 4 years (400,000)	x	x	x	x
1.21.2 KPM	Framework agreements with at least two mobile phone companies <ul style="list-style-type: none"> - Mobile phone companies' nation-wide network availed to inform citizens through SMS, in exchange for revenue generation opportunities that citizen feedback creates - Mobile phone infrastructure availed to to citizens speak out on basic services, verify, report and share information - Software applications developed where necessary for the above purposes and a platform to enable wider access to information arising from citizen use/engagement identified and supported - Information received from citizens shared widely through media, CS networks and others 	<ul style="list-style-type: none"> - Safaricom - Zain - YU - Orange - Mobile Planet/Infonet - Twaweza InfoShop 	600,000 over 2 years (200,000)		x	x	x
1.21.3 KPM	Framework agreement with at least one fast moving consumer goods network <ul style="list-style-type: none"> - Consumer goods networks avail their goods packaging for information dissemination and popular social marketing designed to promote/activate imagination and citizen agency, including response through prize based competitions. 	<ul style="list-style-type: none"> - Unilever East Africa - Coca-Cola - Safaricom/Zain/Yu/Orange (scratch cards as FMCG) 	200,000 over 2 years (100,000)	x	x	x	x
1.21.4 KPM	Engaging Major religious networks <ul style="list-style-type: none"> - Religious networks engaged to promote understanding, reflection and action on key health, education, water and ethics/accountability issues (such as Uwezo learning findings), and foster members' voice to debate, monitor and activation towards making a difference 	<ul style="list-style-type: none"> - SUPKEM - Kenya Episcopal Conference of Catholic Bishops - National Council of Churches of Kenya - Hindu Council of Kenya 	200,000 over 2 years (60,000)		x	x	x

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.21.5 KPM	Design Twaweza - Ni Sisi multimedia communication products to popularize the Twaweza idea in Kenya from “feeling powerless/helpless to change things” to “possibilities to act and make a difference” - 6 radio and TV spots developed to show challenges in water, education and health and how citizens are positively taking actions themselves (“Ni Sisi”) - Spots broadcast over popular radio and TV channels	- An advertising company/film production company (Kenya) - TV and Radio partner (within the framework agreement)	100,000 over one year (100,000)	x	x	x	
1.22 Head	Strategic Partnerships (on specific service delivery areas): Three Strategic Partnerships brokered and supported in Kenya		Commitments: 400,000 2010 Expend (400,000)				
1.22.1 KPM	Partnerships brokered to enable citizen voice and engagement on water insecurity service delivery in the area, particularly access, quality and quantity - identify issues to focus on regarding water and key opportunities in Kenya. - A water sector actors forum is convened to enable connections and information exchange among major/strategic actors (including key players doing water-point functionality work in Tanzania) and identify key movers of the Kenya water security partnership - A monthly text message on engaging topics on water insecurity that provokes citizen monitoring, reporting and debate developed and appropriate software for its use identified or set up as (part of framework agreement) - A public communications company develops comparative adverts depicting water service delivery failures and inequalities which are aired for 3-6 months on radio and TV in line with the framework agreements with media companies - At least 20 investigative stories for TV and newspaper on the state of water security in Kenya supported using approach similar to TMF in Tanzania - 2 citizen agency teasers/competitions on the water services sector supported and carried as a marketing promotion by at least one FMCG networks - InfoShop to provide data and analysis, including in Q4 through the Wananchi Survey, on the water sector in Kenya to feed into the ecosystem - Partner supported to produce popular publications regarding the state of water access and resourcing issues, highlighting equity issues - Contribute to the M&E and learning strategy	- Water Services Regulatory Board (WASREB) - Safaricom/Zain - Advertising Company - Internews/Nation Media Group/Standard Group/Royal Media - Unilever EA - Coca-Cola - KEWASNET - Tanzania Media Fund (TMF) - Daraja/TAWASANET (Tz) - World Bank - SNV, Wateraid, Maji na Ufanisi , UN-Habitat	200,000 over one year (200,000)	x	x	x	x

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.22.2 KPM	<p>A learning and education partnership brokered to foster citizen agency and an ecosystem effect to address the quality of education in schools and capitation grants accountability</p> <p>Partnership Actions</p> <ul style="list-style-type: none"> - Identify key partnerships for brokering citizens access to information on quality of education in Kenya - Uwezo supported to communicate outcomes of the learning survey to various publics and decision-makers through framework agreements,) - Tailor-made InfoShop products on the education status are developed and disseminated - Advertising company develops radio and TV spots on specific provocative issues on quality of learning and education in Kenya, Uganda and Tanzania and accountability issues to run for 3-6 months - Religious networks are engaged to engage citizens to monitor capitation grant and accountability - KNUT is engaged in a win-win partnership and the leadership is activated to engage members in specific actions to improve learning and foster accountability in the education sector (e.g. education grants, attendance, monitoring and reporting, etc) - Explore ways to supplement existing efforts by others to track education flow funds to citizens, e.g. CDF, capitation grants, education bursaries) by creating greater public debate and communication of positive and negative stories through the framework agreements - InfoShop develops products based on emerging stories and its separate work to feed into the ecosystem through stated channels 	<ul style="list-style-type: none"> - Uwezo - ShujaazFM - Zinduko Trust - Framework Agreement partners - Ushahidi/Google - Kenya Anti-Corruption Commission - Advertising Company - SUPKEM, NCKC & Catholic Church - KNUT & KUPPET - Advertising company 	200,000 over one year (200,000)	x	x	x	x
1.23 Head	Strategic or imaginative communications initiatives supported		Commitments 300,000 2010 Expend(300,000)				
1.23.1 KPM	<p>Support to 2-3 public communications initiatives continues throughout the year to provide platforms for information exchange as well as trigger public imagination. These are</p> <ul style="list-style-type: none"> - ShujaazFM comic/mobile/radio platforms by Well Told Story, - Media programs Makutano Junction and/or learning - Zinduko/Inuka public communications campaign using innovative and popular approaches 	<ul style="list-style-type: none"> - Well Told Story - Zinduko Trust - Medea 	200,000 over one year (200,000)	x	x	x	
1.23.2 KPM	Support new initiatives in media to enhance citizen agency, further Twaweza/Ni Sisi concept and complement the sectoral partnerships	-	100,000 over one year (100,000)			x	x
		Unit Total	Commitments: 3,800,000 2010 Expend (1,560,000)				

1c. InfoShop

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.4 IM	Mechanisms established for data collection at large scale of critical issues on an ongoing 'real time' basis, data analyzed and communicated		765,000 (TZ) 525,000 (KE) 250,000 (UG)				
1.4.1 IM	<i>Urban monitoring learning pilot in Dar es Salaam and Mwanza</i> Baseline survey carried out and data using mobile phones collected on weekly basis for about 800 households. The data is processed, analyzed and made public on website and in newspapers. Lessons learned used to inform development of <i>Wananchi Survey</i>	Data firm, media, SNV	125,000 (TZ)		x	x	
1.4.2 IM	<i>Wananchi (Citizens) Survey</i> Baseline (in concert with independent evaluator CIE) established and ongoing weekly data collection undertaken using mobile phones collected about 8,000 households in Kenya, Uganda and Tanzania. Data processed, analyzed and made public on website and in newspapers. Dedicated staff appointed in Kenya, Uganda and Tanzania	CIE, data firm, aggregator, media	500,000 (TZ) 500,000 (KE) 250,000 (UG)			x	x
1.4.3 IM	Support provided to Twaweza's independent evaluation entity to develop baseline design and questionnaire	CIE , OPHI, WB, Twaweza L&C unit	15,000 (TZ)	x	x		
1.4.4 IM	<i>People Price Index</i> Price index constructed on using information collected from rural as well as urban areas to give a better citizen oriented picture published on a monthly basis on website and in newspapers. In 2011 consider for other countries.	Data firm, newspapers, NBS, MOF, CS groups	100,000 (TZ)		x	x	x
1.4.5 IM/ReR interns	<i>What's going on?</i> Citizens invited to innovate simple ways of monitoring issues of public concern. The data is then produced on InfoShop website. Examples to primarily focus on Twaweza themes, but may include other citizen concerns such as roadblocks, daily market prices for cereals, workshops, allowances, conference attendance/travel, examples of government waste.	UDSM students, individuals, youth groups, media, Twaweza program unit	25,000 (TZ) 25,000 (KE)	x	x	x	x
1.5 IM	Existing data/studies organized and analyzed, and made more accessible to key InfoShop audiences		180,000 (TZ) 55,000 (KE) 5,000 (UG)				
1.5.1 IM/ PO	<i>Systematic collection and accessibility to key documents</i> Key documents/studies and data related to Twaweza themes of the three countries collected, tagged and made available in a clear, easy-to-access manner for InfoShop clients, primarily through the website. Links provided to key sites and documents. Selected large datasets made more accessible and easier to navigate where practicable. Where appropriate books, journal subscriptions, datasets, and software will be procured	REPOA, ESRF/Tanzania Online, Policy Forum, global websites/searches, DFID-Act, government, donors Google PublicData	25,000 (TZ)		x	x	x

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.5.2 IM/ interns	<i>Did you know? Get the picture?</i> Key facts and images that compare and contrast situations (cost of 4WD vehicle vs cost of textbooks, the number of mobile phone users in Tanzania vs Kenya vs Uganda, or the photo of a private clinic vs public clinic) researched, referenced and published in a prominent dedicated space in at least 3 different newspapers on a daily or weekly basis, as well as websites. Readers also invited to submit facts. (Facts may also be used by Twaweza partners and others for further dissemination/use)	All major media groups in Tanzania, Kenya and (later) Uganda Website	5,000 (TZ) 5,000 (KE) 5,000 (UG)	x	x	x	x
1.5.3 MA	<i>Where's the money? Tracking public finance</i> Analysis of how public monies are allocated, disbursed, used and accounted for, with an emphasis on developing rankings/comparisons/equity issues between districts, sectors, etc. Likely topics include: <ul style="list-style-type: none"> • Comparing budgets across years and sectors • Comparison of previous year promises with actual delivery • Assessment of funds reaching facility/citizen level (eg capitation grant) • Amounts spent on allowances/perks enjoyed by public servants • Tracking and analysis of audit (CAG) reports • Tracking of public debt (with continuous debt meter) • Commenting on levels of budget transparency/accessibility 	MOFEA, BoT, PMORALG, IMF, WB, Parliamentary Committees, IBP, PF, REPOA-TGN	25,000 (TZ) 25,000 (KE)	x	x	x	x
1.5.4 IM/MA	<i>Supporting analytical needs of Twaweza partners</i> On a limited, manageable basis, provide support to Twaweza partners with their data-crunching and analytical requirements. e.g.: <ul style="list-style-type: none"> • Analyzing large Uwezo datasets • Supporting Daraja make sense of water monitoring data • Providing analytical support for the capitation grant partnership 	Twaweza partners	0		x	x	x
1.5.5 IM	<i>Status of East Africa Report</i> Work commissioned to prepare a report discussing education outcomes across East Africa. The report will be published and widely disseminated	Society for International Development (SID)	100,000(TZ)		x	x	x
1.5.6 IM	<i>Analysis in response to emerging needs/opportunities</i> Respond to critical opportunities that arise for undertaking analytical work, that may be done by the InfoShop or commissioned to external parties	ACODE, Serengeti, SODNET, consultants	25,000 (TZ) 25,000 (KE)	x	x	x	x
1.6 IM	Key information and analyses (from 1.4/5 above) communicated to key InfoShop audiences in an effective, accessible and interesting manner		55,000 (TZ) 40,000 (KE) 10,000 (UG)				
1.6.1 IM	<i>Website</i> InfoShop website design finalized with easy to use CMS, key information placed on it and updated regularly, links to other sites/social media/offline communication sources actively promoted.	Website consultant, L&C unit at Twaweza, other websites	15,000 (TZ)	x	x	x	x

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
1.6.2 IM/ all	<i>Policy briefs, ranking posters and 'home made' films</i> 9-12 succinct, well articulated policy briefs on Twaweza related issues and 4-6 rankings posters (such as ministries ranked by questionable expenditure, or districts by funds received or education results) researched, produced in English and Swahili, and disseminated to key actors and through media and websites. In some cases short, simple 'home-made' films will be produced to illustrate data or reinforce key messages of the briefs and shared through <i>YouTube/video</i> and local broadcasters.	Policy Forum, other partners, media for dissemination	20,000 (TZ) 20,000 (KE) 10,000 (UG)	x	x	x	x
1.6.3 IM	<i>Op-eds, articles and blogs</i> InfoShop staff, interns and associates will contribute at least 20 articles, op-eds or blog entries either officially as staff or in their own names for East African newspapers and blog sites.	Major East African newspapers, InfoShop and personal blogs	0	x	x	x	x
1.6.4 IM	<i>Communication in response to demand/emerging opportunities</i> Respond to emergent opportunities for communicating materials that was not anticipated, including republication of popular materials.		20,000 (TZ) 20,000 (KE)		x	x	x
1.7 IM	InfoShop concept fine-tuned and strategic collaborations/exchanges cultivated with key actors, analytical capacity in house established		345,000 (TZ) 55,000 (KE)				
1.7.1 IM/Head	<i>Concept clarified</i> <ul style="list-style-type: none"> Draft InfoShop concept clarified and finalized, articulating focus, core business, approach, clients and products, name/identity developed 		0		x		
1.7.2 IM/Head / KPM	<i>Strategic partnerships</i> <ul style="list-style-type: none"> Partnerships discussed and operationalized for Kenya and Uganda Relationships developed with specific journalists, MPs and other leaders to provide analytical information on Twaweza themes At least 15 headlines in major newspapers and references to blogs 	SODNET (Kenya), ACODE (Uganda) TMF, newspapers	5,000 (KE)	x	x	x	x
1.7.3 IM	<i>Collaboration with national and international research institutions</i> <ul style="list-style-type: none"> Conference visits/Lectures Visiting collaborators/Hosting researchers and students/interns 	Ushahidi, VU, CSAE, Tactical Tech, HIVOS, UDSM, Makerere, international orgs	15,000 (TZ)	x	x	x	x
1.7.4 IM	<i>Key analytical in place and InfoShop managed effectively</i> <ul style="list-style-type: none"> Key staff recruited and in place in main and country offices Consultants recruited as need Training/Learning (on statistical analysis, writing, information design, etc) undertaken by staff and associates where needed 		330,000 (TZ) 50,000 (KE)	x	x	x	x
		Unit Total	1,345,000 (TZ) 675,000 (KE) 265,000 (UG) 2,285,000 (all)				

2. Learning and Communication

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
2.1 LCM	Learning and communication: a) Twaweza's effectiveness is increased through organizational learning, sharing of knowledge and communication of lessons amongst Twaweza staff and partnerships, and b) Twaweza contributes meaningfully to global knowledge.		92,000				
2.1.1 LCM	Culture and practices of learning fostered and supported amongst Twaweza staff in 3 countries through learning plans, reading groups, and staff learning sessions: <ul style="list-style-type: none"> • Guide to organizational learning is produced in conjunction with and for use by L&C team and partner organizations • Reading group meets monthly, and extended online across 3 countries, and through use of blog for public participation • Staff learning sessions are held twice monthly • Bi-annual meeting of L&C staff to review work across 3 countries 	Pelican group, Wageningen, IDS, Baba's projects, partners	12,000	x	x	x	x
2.1.2 LCM	Annual field trip to take place, lessons communicated and materials produced <ul style="list-style-type: none"> • All staff in Kenya and Tanzania, plus one partner organization to participate in field trip in Kenya • Complete reports and materials on 2009 field trip 	All staff, Kenyan partner organization	25,000		x	x	
2.1.3 LCM	Learning, documentation and sharing of lessons takes place through placement of interns within Twaweza and with our partner organizations <ul style="list-style-type: none"> • Short briefing for partners is produced on potential of interns • Briefing produced on how we work with interns as part of 'methodology series' • 15 interns are recruited and placed • Learning plans are developed • Interns are supported and guided in their learning • Lessons from intern experiences are documented and shared (incl in above briefing) • At least 3 reports from interns projects produced 	Universities in East Africa and internationally, partner organizations,	15,000	x	x	x	x
2.1.4 LCM	At least five partners supported in fostering learning and documentation through tailor-made packages <ul style="list-style-type: none"> • Visits to 5 partners take place, current practices and needs identified • Results of monitoring are shared • Technical support is provided where needs are identified • Exchange visits take place between partners, and lessons documented 	Partners, Keystone, Wageningen, Irene Guijt/ Learning by Design	40,000	x	x	x	x

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
	<ul style="list-style-type: none"> Changes in learning practices documented amongst at least 3 partner organizations 						
2.2 LCM	Knowledge generated, documented and shared amongst Twaweza staff, partner organizations and for the public at large		115,000				
2.2.1 LCM	<p>Sourcing and sharing of external knowledge relevant to TWAVEZA's work through collection of articles, materials and websites and through media monitoring.</p> <ul style="list-style-type: none"> Database developed for key articles, using shared online application such as Scribd Monthly summaries of key themes produced and circulated within TWAVEZA, partners and partnerships 		5,000	x	x	x	x
2.2.2 LCM	<p>Media (including print, TV and radio) is systematically monitored for key themes and analyses are produced</p> <ul style="list-style-type: none"> Media monitoring partnership is managed according to contract Weekly clippings and are made available on Twaweza website Quarterly and annual reports are made available on website In house newspaper monitoring system developed and implemented for Twaweza and TMF Clippings posted on physical notice board, and filed for easy access in office In house monitoring is done by interns in Kenya, possibilities of analysis explored 	Serengeti Advisers, BBCWST, TMF	90,000				
2.2.3 LCM	<p>Cross-cutting insights and themes identified, researched and used as key focus for learning in each quarter</p> <ul style="list-style-type: none"> One theme identified and researched per quarter (such as gender and monitoring; information and action etc) Existing opportunities used (like learning sessions, reading club) used to explore/discuss theme Up to 5 blog entries written on theme Where appropriate, presentations made at conferences and learning exchanges 		20,000	x	x	x	x
2.3 LCM	Communications: Work at partnership level imaginatively communicated and analyzed as contribution to ecosystem; and Twaweza has a dynamic identity and presence in the public imagination (in EA and internationally)		175,000				
2.3.1 LCM	<p>Lessons generated by Twaweza/its partners and the partnerships are communicated in accessible, innovative formats, in English and Swahili where appropriate:</p> <ul style="list-style-type: none"> 6 – 8 popular stories are produced (up to 8 pages) 		60,000	x	x	x	x

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
	<ul style="list-style-type: none"> • 3 – 4 reports are produced (16 – 24 pages) • 4 – 6 presentations are done at public forums • 12 op-ed pieces or blog entries are produced • 1-2 peer-reviewed articles are produced • Video clips are produced (as appropriate) 						
2.3.2 LCM	<p>Website in English and Swahili is developed, managed, maintained and updated</p> <ul style="list-style-type: none"> • New website is completed • Uses of social media are trialed through blog, twitter and FaceBook accounts • Website policy is developed and implemented • At least 3 partners are profiled in detail on website 	Baba's projects, Hivos, partners,	25,000	x	x	x	x
2.3.3 LCM	<p>Basic communications materials are produced</p> <ul style="list-style-type: none"> • A series of pamphlets on Twaweza's key components are produced 	DJPA,	15,000	x	x		
2.3.3 LCM	<p>Two films conceptualized and produced.</p> <ul style="list-style-type: none"> • One film on TWAVEZA concept taking the Ni-sisi concept further is developed • One series on baseline is produced, drawing on evaluation case studies, involving revisits to sites annually over 3 – 4 years in order to capture change processes and understandings of the meaning of change 	Real2Reel, Lars Johansen, CIE,	75,000		x	x	x
Unit total			382,000				

3. Monitoring and Evaluation

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
3.1 Head	Internal Planning, Monitoring and Review: Planning, Monitoring, Review and Reporting done to enable Twaweza to achieve its objectives and account for them effectively.		48,000				
3.1.1 Head	Annual Plan and Budget 2010 finalized Quarterly review/planning meetings held 3X/year		0	x	x	x	
3.1.2 Head	Narrative, matrix, and financial reports produced at agreed frequencies and standards and shared with Board and donors in a timely manner <ul style="list-style-type: none"> Progress reviewed at half year; half year progress brief (narrative) and budget versus expenditure report produced and analyzed, Comprehensive, analytical annual reports outlining achievements, gaps, lessons and implications against theory of change and Annual Plan produced 	<ul style="list-style-type: none"> Head and Managers prepare, shared with Boards and donors 	0		x		
3.1.3 head	Annual retreat to review annual performance, document achievements, gaps, lessons and implications, and to develop Annual Plan and Budget 2011	<ul style="list-style-type: none"> All Twaweza staff 	8,000				x
3.1.4 Head	Mentors concept development finalized, program established, mentors placed with partners, contributing to deeper level reflection and strategic action, insights documented and shared	<ul style="list-style-type: none"> Partners 	40,000	x	x	x	x
3.2	Twaweza able to take into account inputs from external evaluation and adjust direction accordingly		990,000				
3.2.1 LCM	Relationship with CIE managed as per contract, including research deliverables, public report-backs and communication <ul style="list-style-type: none"> Annual Plan from CIE is reviewed for Quality assurance and approved Evaluation design is further elaborated through design workshops and articulated in key documents (overall design, baseline and case studies) Surveys are planned, developed up to required standards and implemented across 3 countries, including input for <i>Wananchi surveys</i> Research staff are coached by CIE with input from Twaweza as appropriate and quality case studies are undertaken Baseline study completed, including surveys and case studies CIE staff members in Dar are oriented and supported Budgeting, reporting and reviewing by external evaluation unit 	<ul style="list-style-type: none"> CIE (with its partners at UDSM, Kenya and Makerere), OPHI initiative, DSI, Strategic Research InfoShop 	950,000	x	x	x	x

Code/ Resp.	Outcome and Outputs	Potential Linkage Partners	Budget (USD)	1	2	3	4
	<ul style="list-style-type: none"> Evaluation communication strategy and outputs are developed and key design aspects and learning are documented and effectively communicated, including through (links in) the Twaweza website Independent experts are recruited to review evaluation design and tools produced by CIE to ensure high quality ad compliance with rigorous standards 						
3.2.2 LCM	Independent experts recruited to review evaluation design/tools produced by CIE to ensure high quality and compliance with rigorous standards	Learning by Design, Varja Lipovsek, etc	40,000	x	x	x	x
3.3	Monitoring of work of partners undertaken		30,000				
3.3.1 LCM	Monitoring framework is developed and simple database to record information established, with support of monitoring consultant. <ul style="list-style-type: none"> Monitoring framework document produced Database for recording monitoring information developed and implemented Partners visited to facilitate monitoring Monitoring data systematically collected and output document produced 2x per year With partner consent information placed online and shared 	Hivos, FCS and others	30,000	x	x	x	x
3.4	Governance and advisory boards		36,000				
3.4.1 Head	Advisory Board providing substantive review and advice to Twaweza <ul style="list-style-type: none"> Annual face-to-face meeting of the Advisory Board prepared and held to share progress, discuss major policy related issues, consider substantive/strategic issues, review progress of the external evaluation and set future directions (Dar es Salaam, 22-23 Apr, 2010) Second Board meeting held by teleconference to update Board members on key issues 	Advisory Board members Interested donors	24,000		x		
3.4.2 Head	Governance Board exercising statutory and management oversight, including development and oversight of policies, financial audit, reporting and accountability of the Head of Twaweza.	Hivos	6,000	x	x	x	x
3.4.3 Head	Options for safeguarding Twaweza name and necessary actions taken; plan for Twaweza becoming an independent entity developed and reviewed by the Boards	Mkono & Co./Wilbert Kapinga, lawyers in East Africa	6,000	x	x		
		Unit total	1,104,000				

4a. HR & Administration

Code/ Resp.	Outcome and Outputs	Linkages	Budget (USD)	1	2	3	4
4.1	Policies, systems and procedures established to ensure effective financial, administrative, human resource and IT management.		310,000				
4.1.1 OPM	Hivos HR and Financial Management Policy Manuals reviewed, adapted as needed and finalized, and corresponding tools/forms/procedures developed; Hivos management fee paid on time <ul style="list-style-type: none"> Reviewed notes on HR manual to be discussed, approved and amended 	<ul style="list-style-type: none"> With TMF and Hivos HQ 	0		x		
4.1.2 OPM	HR, Finance and Admin, IT and investment management monitoring system developed. Reports and supporting documentation checked monthly and spot checks undertaken to verify compliance, accuracy and effectiveness <ul style="list-style-type: none"> 2009 reports completed Monthly Finance & Admin Reports produced starting 04/ 10 		0	x	x	x	x
4.1.3 Head/OP	Systematic assessment of actual practice against policies undertaken at least once a year and report produced, and required actions taken	<ul style="list-style-type: none"> external consultant recruited to undertake assessment 	1,000			x	x
4.1.4 OPM/IT	IT infrastructure developed and set-up, including fair usage policies, data protection, document sharing, email and internet use Electronic and physical documentation management, including correspondence flows and filing, checked to assess consistency with policy and effectiveness.	<ul style="list-style-type: none"> With the support from Hivos HQ. IT mgt 	0	x	x	x	x
4.1.5 OP/Head	Full statutory compliance ensured including company annual returns, financial audits, property and income taxes, pension, immigration requirements		0	x	x	x	x
4.1.6 AO	Head/Ops Manager advised on how policies, standards and systems need to be strengthened in order to increase effectiveness and accountability		0	x	x	x	x
4.1.7 OPM	Management support secured from Hivos as needed and annual management fee to Hivos processed.		309,000	x	x	x	x
4.2	Staff recruited and motivated to realize Twaweza goals in a supportive environment		1,213,000				
4.2.1 OPM/AO	Competent staff recruited; provided with employment contracts, job descriptions, and policies; and undergo basic orientation, PF set up; temporary staff/consultants recruited as needed <ul style="list-style-type: none"> Two InfoShop Staff, L&C Officers, Two Program Assistants Recruitment process document (including for interns in place) 		6,000	x	x	x	x
4.2.2 AO	All eligible staff covered by pension plans and health and group accident/disability insurance		168,000	x	x	x	x

Code/ Resp.	Outcome and Outputs	Linkages	Budget (USD)	1	2	3	4
4.2.3 OPM/AO	Staff salary scales developed and salaries and benefits paid/reimbursed on time and in accordance with policies and the law.		1,000,000	x	x	x	x
4.2.4 AO	Quarterly meetings to discuss staff wellbeing and ideas on non-program issues held.		9,000	x	x	x	x
4.2.5 AO	Staff leave and other benefits accurately recorded, reconciled with attendance register and staff regularly informed of balances <ul style="list-style-type: none"> Attendance register managed and updated Staff leaves managed and updated 	• See 4.5.5 below	0	x	x	x	x
4.2.6 AO	Healthy lunch for staff and visitors available on time (with TMF) <ul style="list-style-type: none"> Food vendor identified lunch organized as per regulations Systematic monitoring to ensure quality standards met 	<i>Misc. Staff costs</i>	15,000	x	x	x	x
4.2.7 OPM	Staff appraised annually and clear follow-up learning plan developed for continuing staff; selected staff development supported	<i>Staff Training</i>	15,000	x	x	x	x
4.2.8 AO	Staff well informed about Hivos /Twaweza policies including Environment, HIV/AIDS, Gender and Disability issues		0	x	x	x	x
4.3	Office and assets functioning optimally and well managed		368,900				
4.3.1 OPM	Appropriate secure offices rented and set-up in Dar es Salaam and Nairobi (latter based out of Hivos Nairobi office ex- OSIEA location) <ul style="list-style-type: none"> Rent and Security services provided and paid in time 	<i>Office rent and repairs incl. security and cleaning</i>	150,000				x
4.3.2 AO	Office equipment and furniture available to meet staff needs, functioning and well maintained/serviced on time <ul style="list-style-type: none"> Ensure all office equipment and furniture are working and sufficient Office building, furniture and machines repaired within three days after being reported Procure office needs 	<i>Office furniture</i> <i>Office equipment</i> <i>Computers/IT</i> <i>Other assets</i> <i>Other Repairs/Maintenance</i>	10,000 10,000 25,000 5,000 1,900	x x x x x	x x x x x	x x x x x	x x x x x
4.3.3 AO	Reconditioned office vehicle procured and -well maintained and managed to ensure effective use and safety <ul style="list-style-type: none"> Vehicles serviced and in good running condition all the time Properly filled -in logbooks Vehicle checked and cleaned on regular basis 	<i>Vehicle procurement</i> <i>Fuel</i> <i>Repair & Maint.</i>	10,000 5,000 5,000	x x x	x x x	x x x	x x x
4.3.4 AO	All assets well managed at all times, including being entered in assets register, fully insured and properly coded with durable labels.		0	x	x	x	x
4.3.5 AO	All key utilities – including electricity, back-up generator, telephone, internet service, water – supplied and managed and bills paid on time to avoid service disruptions	<i>Electricity</i>	72,000	x	x	x	x

Code/ Resp.	Outcome and Outputs	Linkages	Budget (USD)	1	2	3	4
4.3.6 AO	Office supplies and stationery of good quality available throughout; supply stores well managed	<i>Stationeries/supplies</i> <i>Coffee/Tea/Water</i>	12,000 8,000	x x	x x	x x	x x
4.3.7 AO	Procurement policy implemented strictly to ensure value for money, and avoid corruption and actual or perceived conflicts of interests		0	x	x	x	x
4.3.8 AO	Local, regional and international travel and booking arrangements made in efficient and cost-effective manner; agreements reached with key service providers	<i>Local Travel (Within the Country)</i> <i>Int. Travel (E.A)</i> <i>Int. Travel (Other Counties)</i> <i>Other costs</i>	6,000 12,000 16,000 6,000	x x x x	x x x x	x x x x	x x x x
4.3.9 OPM	Consultants/temp. services as needed	<i>Consultants/Misc</i> <i>Casual Labor/Temp Staff</i>	10,000 5,000	x x	x x	x x	x x
4.4	Internal documentation and correspondence efficiently managed		0				
4.4.1 OPM	Policy and system developed and implemented to manage and track receipt and timely response of correspondence by all means (post, courier, email, fax, etc)		0	x	x	x	x
4.4.2 OPM/AO	Filing and document management system, including for archival purposes, to allow easy management and reference developed and implemented		0	x	x	x	x
4.4.3 AO/APO	Twaweza and partner publications systematically recorded, displayed and shared		0	x	x	x	x
4.4.4 AO/APO	Staff supported with administrative needs (photocopying, mailing, etc)		0	x	x	x	x
		Unit total	1,891,900				

4b. Finance

Code	Outcome and Outputs	Linkages	Budget (USD)	1	2	3	4
4.5	Budgets, incomes and expenditures managed effectively		0				
4.5.1 Acct	Twaweza Annual budget prepared and managed. Timely monthly budget vs expenditure reports are produced. Uwezo budget managed, including preparation of budget codes and visiting Kenya and Uganda to ensure Twaweza reporting standards are complied with.			x	x	x	x
4.5.2 Acct	Payments prepared and paid on time in accordance with policies, with adequate supporting documentation, authorizations/checks and balances, and bank notification security features			x	x	x	x
4.5.3 Acct	Annual donor and other income budget prepared and managed, including through preparation of donor disbursement and cash flow management table, and preparation of summaries of donor contractual requirements			x	x	x	x
4.5.4 Acct	All incomes banked, receipted and acknowledged promptly, monthly income reports produced and reconciled			x	x	x	x
4.5.5 Acct	Payroll, pension and other benefits documentation kept up to date and managed consistent with policies and contracts.			x	x	x	x
4.6	Bank and petty cash accounts managed effectively		0				
4.6.1 Acct	Twaweza bank accounts transferred from Barclays Bank to Stanbic Bank; funds placed in higher interest bearing fixed deposits as warranted			x			
4.6.2 Acct	Monthly Bank reconciliation in accounting software completed by 15 th of following month			x	x	x	x
4.6.3 Acct	Transfer from USD a/c to Tshs a/c and replenishment of petty cash account done in a timely manner and in accordance with cash flow needs			x	x	x	x
4.6.4 Acct	Petty cash fund managed for small irregular purchases in accordance with policy where cheque payment is not practicable; reconciled monthly. Establishment of bank account and Petty cash fund for Kenya.	In consultation with OPM and Kenya PM		x	x	x	x
4.7	Annual Financial Statements prepared and audit preparations undertaken		0				
4.7.1 Acct	Support management to identify Internationally recognized auditor					x	
4.7.2 Acct	Financial records verified for accuracy, consistency and completeness (internal audit)			x	x	x	x
4.7.3 Acct	Annual accounts and supporting reports prepared for audit in accordance to IFRS, every quarter and by end of year, audit plan prepared				x	x	x
		Unit total	0				

Outputs in 2009 and 2010

- Independent monitoring and evaluation institution to develop and implement full evaluation framework contracted by Q3 2009.
- Baseline study in Tanzania conducted by mid-2010, full report out by end (dates adjusted)
- One-stop information shop web presence established by end of 2009, and serving as a resource to journalists, MPs, CSOs and other actors by end of 2010.
- Mentors and students exchange networks established and functioning by end of 2010.
- Three major partnerships formed and active in Tanzania by end of 2010.
- Three independent initiatives established in Tanzania by end of 2010.
- Lessons learned documented and disseminated in innovative formats by end of 2010.

Outcome Effects by end of 2010

- Greater coverage in national media (radio, TV and newspapers) of Twaweza initiated issues.
- Citizens – men and women - across Tanzania are more aware of the right to information and service delivery issues that are the focus on the partnerships and initiatives.
- Citizens nationwide are monitoring implementation of policy into practice and data is being used at both community and nationwide levels.
- Clear evidence that information is contributing to informed public debate and policy development.

Annual Plan 2010 Budget Summary

	Description	USD
1a	Programs Tanzania	2,350,000
1b	Programs Kenya	1,560,000
1c	InfoShop	2,285,000
	Subtotal Programs	6,195,000
2	Learning and Communications	382,000
3	Monitoring and Evaluation	1,104,000
	Subtotal LCM	1,486,000
4	Human Resources	1,123,000
5	Operations	368,900
6	Hivos Management Support & Fee	310,000
	Subtotal Operations	1,891,900
	Contingency	200,000
	Total	9,772,900
	<i>Including program commitments not expected to be disbursed in 2011-13</i>	<i>6,490,000</i>
	Total commitments 2010	16,262,900