

Twaweza criteria for program partnerships/initiatives

1. Goal focused

We start with a broad but clear goal that is either a) citizen agency focused or b) key service delivery (see health, education, water targets) focused. We then work to construct partnerships and initiatives that effectively and powerfully contribute towards that goal.

2. Citizen agency focused

The approach used directly fosters citizen agency, or plays an essential function in another actor contributing to citizen agency. By citizen agency we mean one or more of the following: a) citizens becoming informed, b) citizens monitoring policy and practice, c) citizens voicing/speaking out in 'public', d) citizens acting to make a change. The domains of change will be determined by citizens, and will vary, but accent is on the 'everyday' aspects.

3. Reaches scale/strategic

The approach is able to go 'nationwide'. The numbers involved will vary based on target group and goal, but as a rough rule the programs needs to 'reach' at least one million people. In most cases this will involve working with key identified networks or institutions (mobile phones, mass media, religion, consumer goods networks, teachers (unions)), but may also include others such as government oversight bodies, MPs, and other intermediaries who can have a critical impact. Because our approach depends on existing wide networks, we recognize that we are unlikely to reach, by definition, those who are the poorest of the poor or the most marginalized. (i.e. not the bottom 10%, but the 11-80%). Twaweza (through its formative program research window) may invest in experiments at a smaller scale provided its clear that they have the potential and means to go to scale

4. Basis of partnership

Twaweza recognizes that asking people to line up behind our idea is not likely to yield results; instead we will seek to create 'win-win' partnerships where each partner finds it in *their interest* to be in the partnership and gain something from it. In this conception, partner's contribution is in accordance with its *comparative advantage*.

5. (Powerful) Innovation, Creativity, Imagination

We are in the imagination business. Twaweza critiques business as usual; and we put a premium on great ideas and innovative approaches. The point is not something new for its own sake, but rather something (different) that has the power to fire the public imagination, connect, inspire, make things happen. Here we recognize the value of (thoughtful, considered) risk-taking, to try things out that are promising but may not always work (link with learning). An important part of this conception is the notion that creative, strategic people make things happen (re: Skoll social entrepreneurs)

6. Ecosystem effect

Twaweza critiques the notion of one-time, singular dimension interventions – and we aim instead to create an ecosystem effect, 'a continually, reinforcing buzz', in which people have '7 different options to get information and 7 different ways to act', i.e. have multiple ways to become informed

and act, that reinforce and inspire one another. Our partners(hips) need to clearly create or contribute towards this ecosystem effect.

7. Openness to Learning

With our core partners we will seek, wherever possible, openness to sharing and learning. This is likely to be more possible with civil society like partners, rather than corporations where the relationship may be limited to purchase of a service.