

Twaweza East Africa

Annual Report 2018

Headlines and Highlights

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Letter from the Executive Director

Dear partners, supporters and friends:

What is active citizenship? By [one](#) of several definitions, “an **active citizen** is someone who cares about their community enough to change it.”

At Twaweza we defined an active citizen as one who seeks and engages with information, speaks out based on the insights and acts to make change happen. During our most recent four-year strategy that ended in December 2018, we set out to promote and make a measurable contribution to active citizenship, responsive authorities and children learning basic literacy and numeracy skills. It is good to ask how we did on these dimensions, but especially on the intangible but crucial one of catalyzing change-creating active citizenship.

This question is salient because the conditions that support or encourage active citizenship have continued to evaporate. The headwinds of shrinking civic space grew stronger in 2018 as governments intensified the legislative and administrative restrictions on freedoms of expression, association and assembly. To be concrete, the governments of Uganda and Tanzania made almost impossible for politicians to hold rallies and communicate alternative political views. The publication of independent statistical information in Tanzania was outlawed. Ordinary Ugandans’ access to social media was made more expensive by being taxed.

In the face of this toughening climate, which has directly affected our work, especially in Tanzania, we worked even harder to remain true to our mission of promoting basic learning, as well as open, inclusive and accountable government. This report gives a comprehensive account of our activities, our achievements, as well as the challenges we encountered and the lessons we drew. The following highlights are worth noting:

In our basic education domain, we completed a learning assessment of over 45,000 children in 32 districts of Uganda. Unfortunately the learning assessment in Tanzania did not happen as planned. New, largely informal guidelines requiring that the assessment be endorsed by the ministry of education have proved difficult to navigate amid uncertainty as to who makes the final decisions. The validation of some positive deviance results has also suffered delays for similar reasons.

By contrast, the KiuFunza teacher motivation initiative received the necessary support from government, including endorsement of the overall design and assignment of school quality assurance inspectors to help implement the scale up using government systems starting in 2019. And after some initial official skepticism, our curriculum analysis gained new and enthusiastic friends among the national curriculum specialists in Uganda, Tanzania and Kenya.

In our open government domain, Sauti za Wananchi further cemented its relevance, utility, and controversy. In Uganda, high-level government officials continued to participate in our launches and noted that the poll data is used in their citizen dialogue meetings (barazas), while Kenya’s county governments sought to understand better how such citizens voices can be used to shape sub-national policy priorities.

However, the main Sauti za Wananchi story for 2018 is the strong reaction from the government of Tanzania to our annual political approval poll. Following the release of two briefs in July which included the participation of the ruling party spokesperson but showed negative views about the administration, we encountered a number of legal and administrative challenges to the extent that we were unable to release any further data in 2018. Indeed, amendments to the country's Statistics Act 2015 were enacted requiring prior approval for the publication of any and all statistical information. We navigated the terrain, continuing to engage constructively and carefully with government and media to ensure that this important work is allowed to continue.

In 2018 we got engaged in a number of legal challenges against restrictive laws or actions in Tanzania. We supported a precedent-setting case to defend a young activist from malicious charges. Separately, we contributed resources and analysis to a case challenging the online content regulations implemented early in the year and which we had previously worked to amend through engagement. The results have been mixed. The first one resulted in a victory while the second, despite yielding some rhetorical victories was ultimately not successful.

I am proud to note that we have maintained our operational fitness. Three separate assessments of our operational and financial systems were carried out during the year. We passed all of them with flying colours. One named Twaweza an 'exemplary' organization. Our financial audit for 2017 returned a 100% clean result, an achievement which we repeated for 2018. Our stewardship of the significant resources with which we are entrusted continues to be well above reproach.

I end with this personal reflection. At the core of Twaweza's purpose is to promote, support and catalyse active citizenship. We have often done this at arms' length by working through media, academic, community and other partnerships. 2018 was substantively different. We rolled up our personal and collective sleeves, got stuck in more and showed that we care enough about our community to make every effort change it. If a price has been paid for such active citizenship, it has been more than worth it.

Aidan Eyakuze

Twaweza's 2018 at a glance

Twaweza's activities are organised across four geographic locations of Tanzania, Kenya, Uganda and Regional. Across these locations, we act in three programmatic domains of Open Government, Basic Education and Learning, Monitoring and Evaluation. **We measure achievements against planned outputs on an annual basis:** these are the materials, productions, activities and engagements which we planned to deliver in the calendar year. We are fully in control of these, and therefore we expect to deliver close to 100% of the outputs we have planned. **Effects are different: some are short-term and they are expected to result directly from the outputs in a given year; others are cumulative, taking shape and visibility over the strategic period.** A short-term effect, for example, is media coverage resulting from a launch: the brief we produce and the launch we organize are the outputs we control. The resulting media coverage, which is not under our control, is a short-term effect. A longer-term effect would be a change in a policy, regulations or practice. Our work and the media coverage we generate may contribute to this change, but most likely as just one of several different influencing factors. Such changes generally require sustained, longer-term engagement by a range of actors, and we should expect to see only gradual shifts in them over the course of the strategic period.

The table below presents our assessments of our progress to the end of December 2018, including both outputs and effects. Details of what the envisioned effects were, for each problem area, can be found in the Outputs and Effects Table.

Table 1. Summary of progress in outputs and effects

	Tanzania		Kenya		Uganda		Regional	
	Out.	Effect	Out.	Effect	Out.	Effect	Out.	Effect
OPEN GOVERNMENT								
O1: Right to information	3	2	--	--	--	--	--	--
O2: Poor (government) data	--	--	--	--	--	--	--	--
O3: Independent monitoring & public opinion	2	3	3	2	3	3	2	2
O4: Effective intermediaries	3	2	--	--	3	3	--	--
O5: Unresponsive government	3	3	--	--	2	1	--	--
BASIC EDUCATION								
E1: Learning outcomes	2	3	2	3	3	3	3	3
E2: Ambitious curriculum	2	3	1	3	3	3	--	--
E3: Motivated teachers	3	3	--	--	2	2	--	--
E4: School management	2	2	2	2	2	2	--	--
LEARNING MONITORING EVALUATION								
1: Monitoring	3	3	1	1	2	1	3	2
2: Evaluation/research	2	2	1	1	2	2	3	3
3: Learning	3	3	1	1	1	1	--	--

1=little or no progress

2=partial progress

3=substantive progress

The results are discussed in more detail in the subsequent sections of the report, but some trends can be noted at this high level. First, 2018 continued to be challenging in terms of securing the necessary financial support for our Kenya and Uganda programs. As a result, we did not conduct the Uwezo assessment at all in Kenya, though we were able to use existing data and focus on sub-national communications. We also did not do any other open government work in Kenya apart from Sauti za Wananchi. Uganda was the only country in which we were able to conduct the learning assessment as planned. It is also notable that 2018 was the year for Sauti za Wananchi, our mobile phone polling platform, to really take-off in Uganda.

In Tanzania we continue to deliver outputs at a high level across much of our portfolio, but planned activities were derailed by a collection of new and evolving legal, regulatory and practical constraints. At a high level, across the year, we were directly affected by a number of civic space challenges:

1. Fines to TV stations for covering the launch of a report on human rights issues by a prominent NGO
2. Newly enacted online content regulations which restrict online freedom of expression
3. An increasingly intimidated media
4. Various direct challenges to Twaweza following the publication of data on democracy, demonstrations and politics including an extensive ongoing delay in issuing permission to conduct the Uwezo assessment and restrictions on releasing new Sauti za Wananchi data
5. An amended Statistics Act which restricts the collection and publication of independent statistical information without the approval of the National Bureau of Statistics.
6. Ongoing and intensifying restrictions on free assembly and association, including raids on civil society meetings, explicit threats from political leadership and the security services

However, we were able to continue to engage in other important areas of work in both domains even while we faced these constraints: we supported legal and policy review processes in support of open civic space, engaged tirelessly with government (MPs and their committees, directors in the ministry of local government, the bureau of statistics) to influence policies, laws and processes, and experimented with new research and community engagement methodologies. Interestingly, the constraints have enabled us to explore and ‘cut our teeth’ on increasingly complex and nuanced strategic engagement and rapid response, course correction and adaptation.

We also finalised our new 2019 – 2022 Strategy and secured initial funds to implement.

In this **Highlights** document we present a summary of selected activities and progress, to offer a flavour of what we implemented in 2018 and the changes to which we are contributing. For more detail, including an accountability-oriented lay out of all the planned activities against what was achieved, three additional substantive pieces of the 2018 Annual Report are accessible:

1. **Details 1: Narrative of 2018 activities.** This expands each problem and related success areas, giving some context, highlights of implementation, and looks forward to 2019.
2. **Details 2: Key indicators of outputs and success.** Those who enjoy not only the forest but even the weeds – that is, the programmatic details of specific activities – are invited to peruse these tables, which contain our key indicators for 2018. They are detailed tables organized by country, and within each country program, by problem and success (goal and objectives), activities, and related indicators of outputs and outcomes.
3. **Details 3: Benchmarks by units.** Twaweza has a matrix management structure, whereby our conceptual work is organized by problems and successes. However, our day-to-day work takes

place in functional units. Those who would like to see progress against benchmarks for specific units (Data and Voice, What Works in Education/What Works in Open Government, Public and Policy Engagement, and Learning, Monitoring and Evaluation), are invited to examine this final table.

Programs Summary

Basic Education

During 2018 in Uganda we conducted a learning assessment. Unfortunately the learning assessment in Tanzania did not happen as planned. New, largely informal guidelines requiring that the assessment be endorsed by the ministry of education, have proved difficult to navigate amid uncertainty as to who makes the final decisions. The validation of some positive deviance results has also suffered delays for similar reasons. In Kenya, despite not having any budget to speak of we were able to engage extensively at the national policy level. We made significant strides forward in designing our pilot for teacher performance pay in partnership with government in Tanzania, and in both Uganda and Tanzania we enticed curriculum development institutes with our review and analysis methodology. Our progress in school leadership work was more muted but insightful.

Resources, permissions and results: the politics of assessment

When Uwezo first began, there were challenges to the methodology at every stage from government. After patient perseverance with consistent messaging and strong endorsement and validation, Uwezo's animating question (Are our children learning?) resounds in the corridors of power at global and national levels.

And yet, we were unable to conduct an assessment in Tanzania in 2018 due to various explicit and tacit constraints, nor in Kenya due to funding constraints. In Kenya, we are faced with demand from government – to monitor implementation of the new curriculum and to assess any progress as a result of recent policy changes geared towards improving learning. In Tanzania, the underlying message by year end was that Uwezo data would not be additive but instead would be replicating the work of the examinations council who have the official mandate to assess learning. Despite all our 19 or so engagement meetings (including with said examinations council), letters and documents on the subject, we have as yet been unable to change this position.

We had more success in Uganda where we have been able to continue assessing children and engaging in policy processes to improve the quality of education including the joint sector review, the parliamentary committee on quality education and the process to develop the emergency response plan. Our engagement around the findings from our learning assessment in refugee contexts contributed to global knowledge on learning in refugee contexts, demonstrated the versatility of our tools, methods and processes, and influenced the national emergency response policy.

What are our children learning?

After a strong engagement with the Uganda's National Curriculum Development Centre towards the end of 2017, we continued to make strong inroads in engagement through 2018. We completed our analysis of mathematics and integrated science and go into 2019 with an agreement to train the curriculum development centre on the methodology with a view to them adopting it. In Tanzania progress was more mixed: we had some challenges with data analysis such that a lot of work had to be revised. But

towards the latter half of 2018, we reconstituted the panel to include new officials in key government institutions and a government team assembled to revise the curriculum reform framework approached us for input. So we begin 2019 in Tanzania and Uganda with strong collaborations with curriculum institutes. In Kenya, despite delays in implementation, we have agreed to support monitoring of the roll out of the revised curriculum once it begins.

The long road to systems reform

Having secured a signed Memorandum of Understanding with two ministries for KiuFunza III, 2018 was the year of rolling our sleeves up to design a robust and rigorous pilot that uses government data, systems and personnel while being efficient and cost-effective. We made a number of modifications including, importantly, deciding to do the final testing of students in groups instead of individually, and using school quality assurance officers to relay the cash incentive offer to teachers. We are excited about the progress and by the end of the year had received formal written endorsement of our proposed design.

Spreading good ideas

When we first encountered and adopted positive deviance as a solutions methodology, we held high hopes for its transformative potential. We decided to apply the approach to tackling issues around school leadership. As we identified the practices that different successful schools had developed, we learned that there was no silver bullet. The intractable problem of school leadership orientated towards learning outcomes has been addressed but in ways that seem tied to individual personalities and decisions. Thus we decided that in all three countries, it would be important to validate the findings of our qualitative inquiry. We saw this also as an opportunity to disseminate these practices among neighbouring schools. So in Uganda and Kenya, we held validation sessions that were energetic and inspiring, leading to cross-fertilisation and learning: the positively deviant schools learned from each other and other schools and stakeholders committed to adopt some of the practices identified that were relevant to their contexts.

Open Government

Across the region, restrictions on civic space continued to abound with particularly stark changes in Tanzania. In Uganda, free expression and association continued to be squeezed with the arrest and torture of activist politician Bobi Wine, a social media tax and ongoing restrictions on civil society. In Kenya, the dust seemed to settle after a difficult election year. In Tanzania, a barrage of laws, regulations, directives and government actions to close civic space continued. We navigated the different contexts carefully, supporting citizens to express their voice and participate more fully in governance processes, while pushing back more vocally when needed.

Laying knowledge foundations for action

In Uganda, we have been trying a new approach to program design. Over the course of 2018 we commissioned a number of studies to firmly establish the context, forms and history of citizen participation and access to information with a view to designing a pilot for our citizen agency work in the country. We did however bring a Twaweza lens to the research. One study focused on exploring three different but successful examples of citizen engagement - youth parliaments, neighbourhood assemblies and a radio program. A second study used a unique and creative methodology pioneered by our partner, Well Told Story, to understand young people's experiences and attitudes towards interacting with government. This research uncovered interesting insights on how people who stand up for their rights

are negatively perceived and how young people feel unable to express voice even in community contexts. And finally, to make sure we had a holistic picture we commissioned a third study, to interrogate civil servants' perspectives on these issues. We look forward to finalising the studies and designing a pilot intervention drawing from them in 2019.

Cutting our teeth in court

While we engaged extensively in legislative and policy processes in 2017, in 2018 we took the next step and supported and participated in a number of legal challenges to restrictive laws or actions. . We supported a precedent-setting case to defend a young activist from malicious charges. Separately, we contributed resources and analysis to a case challenging the online content regulations implemented early in the year and which we had previously worked to amend through engagement. The results have been mixed. The first one resulted in a victory while the second, despite yielding some rhetorical victories was ultimately not successful.

We also continued softer engagement through advocacy and analysis on a number of policies and laws including amendments to the Statistics Act, the decentralization policy review, the act to create a teachers' professional board, the NGO Policy, the NGO regulations and others. Although the level of uptake of feedback is hard to track, we are confident that we contributed to ongoing public debate about these issues to make sure that, at the very least, Tanzania's young democracy is not strangled under a dark cover of ignorance.

Voices and data in public and policy discourse

For Twaweza, Sauti za Wananchi provides two fundamental values: enabling citizens' voices to be efficiently channelled into decision-making, and nurturing a culture of evidence-based decisions and discourse. Uganda is the most recent country to join the Sauti za Wananchi stable and in 2018, we implemented the first full year of call rounds. It was remarkably successful. We have been able to secure high level government participation in all the launch events and can track Sauti za Wananchi input into a number of policy processes including the water sector review, parliamentary advocacy on social media and mobile money taxes, and the government-driven citizen engagement community fora (barazas). We also pioneered an innovative approach to promoting the use of data in the media through weekly topical mail outs of data to journalists, followed by travel bursaries to the data enthusiasts among them to dig deeper into the stories underlying the data. This approach led to almost 200 articles featuring Sauti za Wananchi and other data as a springboard and reference for the story, in addition to the news coverage generated by the launches. Although Sauti za Wananchi continued to provide important fuel to legitimise our and other civil society actors' advocacy in favour of democracy in Tanzania in the first half of the year; subsequent regulatory challenges have meant that we are currently unable to amplify citizens voices in this way in Tanzania.

Bringing citizens ever closer to their leaders

Building on our experience in Tanzania during the elections and the #NjooTuongee interview show in 2017, we continued to look for new ways to bring government and citizens closer together. We worked with long-time partner Well Told Story in Tanzania to carefully design a sustained campaign to encourage young people to be supportive of their peers who stand up for their rights while others are afraid to do so and to practice democratic values in their daily lives including in the family, at school and in sports. Anecdotal feedback seems to indicate increased interest from young people in the issues presented by the campaign and that the campaign helped to create some positive responses to these ideas. We look forward to evaluation results in 2019. We also expanded our previous pilot of #MbungeLive to cover 15 MPs. Our production partner interviews 15 MPs and travelled to their

constituencies to seek citizens' feedback on their delivery so far. Building on the lessons from the pilot, we sharpened the focus and content to focus on encouraging greater interaction between MPs and their constituents and designed a careful program of quantitative and qualitative research to accompany the scale up.

Learning, Monitoring and Evaluation

In summary, we accounted for coverage, quality and obtained feedback from the majority of our initiatives, and we used the information to shape our planning going forward; we improved our planning, strategising and tracking of government engagement and spread the outcome mapping approach to our partners; we supported innovative research in Uganda; and we convened the Ideas and Evidence event to provide important insights for our new strategy 2019-2022.

Moving forward with ideas and evidence

2018 was a year of strategy development. To kick the process off and set the tone of the process, we organised *Ideas and Evidence*, a two-day event gathering researchers from our region and beyond to share and discuss Twaweza and other research in the field of transparency, accountability and participation. For two days, renowned academics debated with cutting edge research and a range of options for Twaweza going forward. We had the opportunity to share our work with an elite group of thoughtful, committed researchers, practitioners and activists and to learn from their experience, insight and study. And in upping the contribution to the field, we earned a series of five blog posts on the influential *From Poverty to Power* Oxfam blog. Many of the lessons, insights and discussions are reflected in our new 2019 – 2022 strategy.

The struggle to model open government in Kigoma-Ujiji

The municipal government of Kigoma-Ujiji has demonstrated a rare posture in favour of the values of open government: transparency, accountability and participation. They successfully applied to be one of 16 local governments worldwide that were part of the Open Government Partnership sub-national pilot. In addition, the citizens of Kigoma have a reputation for being rather more politically active than other Tanzanians. Twaweza has therefore been layering a number of inter-connected interventions in the area to explore catalysing citizen agency and government responsiveness in a seemingly conducive environment. We therefore conducted three different studies in Kigoma Urban looking at the history, perspectives of civil servants and data from citizens themselves. The findings are being used to inform our ongoing engagement in the area including the support to the municipality to convene spaces for citizens to interact with leaders, and to civil society to play their role as a link between government and citizens.

Getting to ground

Increasingly in global discourse and Twaweza's own learning and insight, it is acknowledged that meaningful and impactful governance interventions often happen at sub-national or even community levels. And it was clear from early on that this idea would animate our strategy as well. In 2018 the LME team exerted efforts into better tracking of our current sub-national engagements. We trained the Tamasha animators on Outcome Mapping to unpack the process by which local governments can become responsive. We also followed up on Uwezo sub-national engagement events: for many years we have been embarking on these events, convinced that they are important spaces for local discussion, but struggling to discern any clear effects from a series of one-off events and consequently creating challenges in monitoring. However, after analysis we realised that the commitments of different actors

as to what they would do to try to address the learning crisis highlighted in these events, were a common outcome. We have now documented the commitments made at a sample of these launches and are teaming with local partners to follow up on their implementation. So far it seems a reasonable number are being acted on and that the one off injection of data and an open forum can kick start some longer-term changes. And finally, we designed an innovative methods study to evaluate the effects of our MP show on local interaction between constituents and their MPs, and among peer MPs who did not participate in the show.

Under the Hood: Operations, Finance, Governance

Policies and systems: We conducted the biannual staff-led policy change proposal exercise resulting in a total of 23 amendments being presented to the board and approved. We also developed two new policies: the child protection and safeguarding policy, and the CCTV policy.

Twaweza, a learning organization, continued with its commitment to support young graduates to learn and experience working environment. 17 interns were recruited: 10 male and 7 female. We plan to implement the new performance management system in 2019 to coincide with the start of the new strategy and the new organisational structure following the transition out of the basic education domain.

Functional office environment: We also procured 13 assets in Tanzania and Uganda and an additional 300 tablets for the Uwezo assessment in Tanzania. We disposed of 65 assets according to policies.

We rolled out new leave management software, Plan My Leave, and trained all staff on its use. The platform presents an improved interface and ease of use in comparison with the previous system.

Income and payments: in line with organizational policies, all funds received from various donors were acknowledged and recorded in our core financial management system (Xero). We continued to ensure all payments are processed according to Twaweza's financial regulations throughout the year. To ensure Twaweza becomes a cashless organization we continued to ensure that most payments are made by bank transfer or mobile money rather than cash. In 2018 we made payments totalling USD 7.5 million out of which petty cash payments were USD 10,925 (0.1% of all payments).

Tax management: We continued to meet all tax obligations in the three countries by ensuring that all taxes are correctly calculated and paid in line with the country tax requirements and at the required time. In Tanzania, despite extended effort we were unable to secure charitable status from the revenue authority. Changes in the Finance Act meant we had to pay provisional corporate tax of USD 12,760.

Banking: We managed to convince our bank to pay interest on our main account and we managed our currency exchange such that we reduced exchange rate losses from USD 9,706 in 2017 to USD 3,851 in 2018.

Asset management: We continued to ensure assets are properly managed by supporting the Operations Unit in updating the status of all assets following the physical assets count during the year. All assets that were identified as broken beyond repair, and got approval for write-off as per our policies were removed from both asset registers (Xero and Samanage).

Internal and external audit: In 2018 we were subjected to three audits, 2017 financial statements audit conducted by PricewaterhouseCoopers which gave Twaweza a clean audit with no management letter comment, DANIDA Financial Monitoring visit and the final Hivos Oversight Mission all of which gave Twaweza a green rating with minimal findings. We also continued to ensure our financial statements are published in Twaweza website as well as International Aid Transparency Initiative (IATI) website

Record Management: Our documents are filed and remain accessible for a minimum period of seven years, in compliance with relevant Tanzanian law. Donors also require that all financial documents are kept properly to enable an audit whenever the need arises. We have continued to ensure that documents are filed in a way that facilitates their easy access and retrieval.

Board of Directors and Management: We had three Board meeting, two donor meetings and a series of internal senior management, quarterly management and annual retreat convenings all of which steered Twaweza successfully through the year.

Financial Resources: With the assistance of a fundraising coach, we documented our customized approach to fundraising and donor management and began to institutionalize it beyond the office of the Executive Director. We have retained the confidence of our donors as demonstrated through offers to renew existing grants. We continued to diversify our funding base as two new government donors initiated discussion, with one concluding and disbursing within two months of initial discussions.

Strategic Direction: We led the development of the new Twaweza Strategy 2019-2022 focusing on promoting citizen agency and protecting civic space. The new Strategy was approved by the Board in December 2018, ready for implementation from January 2019.

2018 Budget and Expenditures Overview (in US dollars)

Description	Annual Budget (USD)	Actual Expenditure (USD)	Variance (USD)	% Variance	Explanations for variance
Open Government					The reasons for underspending was mainly caused by delays in commencing Sauti Za Wananchi (SzW) panel closure in Kenya budgeted at (USD 40,000) which was pushed to January 2019. Furthermore, SzW Uganda did not spend the budget for problematic enumeration areas (EAs) and quality control activity because there were not many problematic EAs also Quality Control activity was done during another Twaweza activities.
Problem O1: Freedom of Information act	150,765	162,143	(11,378)	108%	
Problem O2: Data collected by gov	-	-	-	-	
Problem O3: Independent monitoring (incl. SzW)	526,754	433,775	92,979	82%	
Problem O4: Intermediaries & demand	163,980	148,744	15,236	91%	
Problem O5: Responsive government	358,980	297,780	61,200	83%	
Staff costs - Open Government	288,980	294,803	(5,823)	102%	
Total Open Government	1,489,459	1,337,245	152,214	90%	
Education					The underspend was mainly due to the postponement of Uwezo Tanzania Learning assessment budgeted at USD 700,000, caused by delays in research permits from Ministries of Education and Local Government as well as maps from National Bureau of Statistics (NBS). Furthermore, the engagement with the Ministry of Local Government regarding KiuFunza 3 delayed as a result some activities budgeted at (USD 100,000) planned for 2018 were shifted to 2019
Problem E1: Learning outcomes (incl Uwezo)	1,616,774	783,997	832,777	48%	
Problem E2: Ambitious curriculum	64,325	6,145	58,180	10%	
Problem E3: Motivated teachers	313,567	212,111	101,456	68%	
Problem E4: School management	67,180	33,768	33,412	50%	
Staff costs – Education	1,047,623	1,014,364	33,259	97%	
Total Education	3,109,469	2,050,385	1,059,084	66%	
Media costs					There were four partnerships envisioned under this area of work. Of these, Jamii Media had internal issues and restructured their organisation such that we could not enter into any agreement with them until year end. In part this restructure was due to the pressures they face due to closing civic space. The Clouds Media partnership did not happen at all. We signed contracts based on agreed terms on three occasions but they would seek to change them before execution started. We eventually stopped pursuing this. We were unable to pursue the partnership with COMNETA after the Mid-Term Review (although we had planned to) because of the ongoing challenges in publishing and sharing Sauti za Wananchi data. Finally Azam Media were taken off air by government for a number of months leading to delays in implementation of the partnership such that we were only able to disburse half the funds and complete half the production.
Media costs key partnerships in OG and Education	165,000	38,605	126,395	23%	
Staff costs PPE for Open Government and Education	486,346	489,173	(2,827)	101%	
Total media partnerships and PPE	651,346	527,778	123,568	81%	

LME					Reasons for underspending under this budget include: revising the assessment of civil servants' perspectives on access to information in Tanzania and Uganda to align it more closely with the new governance strategy and undertake it in 2019 (USD 35,000); discontinuing, based on a pilot evaluation of impacts of Uwezo assessment exercise on Uwezo volunteers, a similar evaluation in other districts (USD 35,000); canceling the annual immersion exercise (USD 35,000) to create room to develop the new strategy; moving to 2019 the collaborative action-research ideas were not yet fully developed by the end of 2018 (USD 40,000); and a savings (USD 20,000) for the external evaluation of Twaweza's strategic period that was commissioned and fully paid for directly by SIDA
LME Success 1: Monitoring	199,248	126,033	73,215	63%	
LME Success 2:Evaluation	269,190	168,549	100,641	63%	
LME Success 3:Learning	70,250	70,616	(366)	101%	
Staff costs - LME	187,242	174,987	12,255	93%	
Total LME	725,930	540,185	185,745	74%	
					On target
Operations and finance					
Ops and Finance	510,623	543,216	(32,593)	106%	
Staff costs - Ops and Fin	588,438	612,601	(24,163)	104%	
Total Ops and Finance	1,099,061	1,155,817	(56,756)	105%	
Governance and Management					Payment to recruitment agent (Perret Laver USD 33,000) was charged to Operations Unit under recruitment. The April 2018 Board meeting was held largely online because four directors did not travel to Dar saving on ticket and accommodation costs. The Executive Director regional travel stopped after July 2018 due to travel documents being held by the Government of Tanzania.
G1: Planning and reporting	25,937	19,345	6,592	75%	
G2 Management and strategic support	33,000	14,312	18,688	43%	
G3: Compliance	59,250	41,495	17,755	70%	
G4: Governance	69,300	30,943	38,357	45%	
Staff costs - GovMan	112,130	113,415	-1,285	101%	
Total Governance and management	299,617	219,510	80,107	73%	
Grand total	7,374,882	5,830,920	1,543,962	79%	
Less: Assets purchased during the year		43,081			
		5,787,839			
Add: Depreciation		53,669			
Add: Net book value of assets written off		427			
Total expenditure (per financial statements)		5,841,934			