

2016 DETAILS 3: Twaweza Benchmarks (by unit)

Color code:

Red =	No or limited progress towards benchmark (0-50% achieved)
Yellow =	Notable progress toward benchmark, but falling below expectations (51-79% achieved)
Green =	Benchmark achieved as per expectations, or higher (80% or more achieved)
Purple =	Was not benchmarked for this year, but there is something worth noting

Data and Voice	2015	2016	Brief note on 2016 achievement
Sauti za Wananchi			
1) Sauti mobile phone survey running in Tanzania, with at least 10 annual data collection rounds for Twaweza, and additional 3-6 with partner agencies	x	x	1) 11 SzW household call rounds conducted. 2) 8 policy briefs published and 2 short outputs launched to the media and public forums. 3) Panel revisits done; best practices/learnings identified and used to boost panel participation which is current at 90%+
1) Mobile phone survey established with at least 4 data collection rounds in Kenya by 2015; and 8-12 times annually thereafter	x	x	1) 11 SzW household call rounds conducted. 2) 5 policy briefs and 3 short outputs published and launched to the media and public forums. 3) 6 data outputs released to media electronically via mail 4. Panel revisit activity done; best practices/learning identified and used to boost panel participation which is current at almost 90%
1) Mobile phone survey established with at least 4 data collection rounds in Uganda by 2016; and 8-12 times annually thereafter	n/a	n/a	
Handbook on Twaweza approach to mobile phone survey published in 2015; revised 2018	x		Unveiled the Mobile phone panel survey hand book at global conference of OGP summit in Paris.
Drawing a fresh Sauti sample after 2 years of call rounds in Tanzania and Kenya	x	n/a	
Drawing a fresh Sauti sample after 2 years of call rounds in Uganda	n/a	n/a	
Sauti datasets and methodology available in machine readable formats online in a timely manner	x	x	All data sets and methodology available online for use by public
Uwezo			
Children aged 6/7-16 assessed in foundational skills of literacy and numeracy in at least 370 districts across Tanzania, Kenya and Uganda, reaching 350,000 children annually	x	x	Children in grades 5&6 assessed in 30 districts in numeracy and literacy, based on grade 4 (Uwezo Beyond basics). A total of 21,577 children reached

Data and Voice	2015	2016	Brief note on 2016 achievement
At least 10,000 schools across East Africa visited during the annual assessment and data useful for tracking school-level indicators collected	x	x	A total of 595 schools visited to conduct the Uwezo beyond basics study across East Africa. Data for school-level indicators generated and included in reports.
Uwezo assessment expanded vertically to cover assessment in early childhood care, or higher grade, or both; in Kenya in 2015, Uganda 2016, and Tanzania 2017; sustained in all 3 countries in 2018	x	x	The Uwezo beyond basics assessment conducted in all 3 countries, measuring at higher level (grade 4) and including aspects beyond literacy and numeracy (critical thinking/problem solving). Literacy assessment expanded to include vocabulary, listening and writing
Uwezo assessment infrastructure leveraged to benefit additional sectors with data (Uwezo +), in Kenya in 2015, Uganda 2016, and Tanzania 2017; sustained in all 3 countries in 2018	x	x	SDG monitoring concept developed and monitoring of SDGs 1,2,3,5,6 and 16 integrated into annual plan for the 2017 Uwezo assessment
Open data and access to information indicators designed for Uwezo infrastructure in 2015, piloted in 2016, and implemented in 2017 and 2018	x	x	
Community level communication in Uwezo done on annual basis, monitored and feedback used to make communication more effective	x	x	National and sub-national communication sustained through partners in all 3 countries, at varied scale
Clean, accessible, user-friendly complete datasets published to the web	x	x	2015 Uwezo datasets cleaned and finalized, published on the web
Key reports on learning assessments published annually: East-Africa report, national-level reports, and selected sub-national (county or district)	x	x	All 2014 reports launched. Two 2015 reports (Kenya and Uganda) finalized and launched;
Technical papers that explore in-depth the assessment data prepared and published and presented on a global platform annually; at least 1 in 2015, 2 in 2016, and 3 thereafter	x	x	Five technical papers on various Uwezo aspects started on and on path to publication; 4 papers presented in global conferences; third parties supported to publish based on Uwezo data.
What works	2015	2016	Brief note on 2016 achievement
What Works in Basic Education			
Methodology framework for positive deviance approach in education developed and tested in 2015	x		Qualitative methodologies developed, with variations in each country. Qualitative phase ongoing in three countries.

Data and Voice	2015	2016	Brief note on 2016 achievement
KiuFunza Phase II formulated and supported 2015-2018, with results informing WWE and policy engagement	x	x	KF Phase II successfully implemented and completed. Cap Grants now implemented by GoT. Policy engagement on COD started.
Four (4) background papers/ briefs and policy positions/suggestions prepared and shared as per problem areas in 2015	x		A paper on CG was written and shared at a conference jointly organized with COSTECH. Additionally, one paper based on KF I results was written and presented at the same conference.
A directory/annotated bibliography of what works in education produced in 2015, and updated annually	x	x	A thorough review of literature on WWE was done and a report produced. This is far better and useful than an annotated bibliography. The review of literature is available at X:\Twa16\TZ\Education\Write ups
Knowledge Forum on what works in education convened at East Africa level in 2015 and 2017	x		Moved from 2016 to 2017 annual plan.
Three (3) case studies of positive deviance in education surfaced, verified, documented and shared each year, per country, starting with 2016	n/a	x	Ongoing in Ke, Ug and Tz. More than 3 cases expected in 2017
At least 2 ideas/experimental ideas developed curated and shared by 2016 and additional two by 2018	n/a	x	Exploratory fieldwork ongoing; experimental ideas possibly developed by end 2017.
KiuFunza Phase I completed and reports done by mid-2015	x	n/a	
Three (3) presentations in global and regional conferences on interventions in education by 2017, additional 3 in 2018	n/a	n/a	
Three (3) articles published in peer-reviewed journals on what works in education by 2017; additional 2 submitted by 2018	n/a		Two papers on curriculum analysis are being considered.
What Works in Open Government	2015	2016	
Uwezo and Sauti data available online reflecting open data and user centered design principles in a timely manner	x	x	Uwezo and Sauti data available on Twaweza website, and Uwezo data available (in beta form) on two separate interactive platforms
Review of Freedom of Information (FOI) status in TZ completed in 2015, proposals for action completed in 2016; review in KE & UG in 2016, proposal for action in 2017	x	x	Public action undertaken TZ related to FOI. Review of FOI status in UG completed in 2016, proposals for action fine-tuned with partners. Plans in KE postponed.

Data and Voice	2015	2016	Brief note on 2016 achievement
Review of open data status in TZ conducted in 2015, in KE and UG by 2016	x	x	Over 150 datasets now available on opendata.go.tz, high level political will remains limited
Data quality and access to information report on key datasets/information related to Twaweza themes piloted and published in at least one country by 2016, and implemented annually in all 3 countries starting in 2017	n/a	x	Mystery shopper approaches deployed to assess access to information in practice from local government authorities and from government websites
Data journalism established in at least one major media house in TZ and UG by 2015 and one in KE by 2017	x	x	Data journalism growing both in quality and quantity in Tanzanian media, with Code for Tanzania playing a key role; data journalism partnerships with ACME and URN in Uganda
Four instances of locally-led solutions (PD) surfaced, verified, documented and shared each year for TZ and UG starting 2015, and KE starting 2016	x	x	Not completed in 2016; work carried forward to 2017.
Two ideas/experiments in responsive governance per year designed, curated and shared in TZ and UG starting 2016 and KE starting 2017	n/a	x	Not completed in 2016; work carried forward to 2017.
Four background papers/briefs and policy positions/suggestions prepared and shared, one per problem area in 2015 and updated in 2017	x	x	Tz: Multiple position papers, briefs and analyses of legislation published on issues relating to freedom of information and expression. Ug: A draft position paper titled: Unlocking the Enjoyment of the Right to Information in Uganda: The Primacy of Socio-political Factors was produced. It will be validated, finalized and published on line 2017.
Two articles published in peer-reviewed journals on what works in open government in East Africa	n/a	n/a	
At least 3 presentations per year in global and regional conferences on WWOG, starting in 2016	n/a	x	Presentations made at OGP Global Summit (Paris 2016), UNICEF meeting in Dar es Salaam, various other presentations / contributions to OGP and related meetings and conferences
Four articles or blogposts per year in global/regional media or knowledge community platforms on WWOG	x	x	Multiple blogposts and articles published
Online directory/annotated bibliography of what works in open government produced, updated regularly	x	x	Not completed

Data and Voice	2015	2016	Brief note on 2016 achievement
Knowledge/Learning Forum on WWOG convened at East Africa level in 2016 and 2018	n/a	x	Not completed
Public and Policy Engagement	2015	2016	Brief note on 2016 achievement
Communications			
Effective system for all units contributing updates to website developed and website substantively updated on weekly basis with information from all 3 countries; usage tracked and analyzed and implementation tweaked	x	x	Website updated regularly, most contributions from Sauti za Wananchi and LME: 47 publications (10 more than 2015), 13 announcements (4 less than 2015), monthly in the news posts about media coverage of Twaweza. All key website indicators saw decreases compared to 2015: Number of sessions by 15%; number of users by 11%. This is likely due to the dated look and feel of Twaweza's website and the difficulty in finding specific content on the site.
New redesigned Twaweza website in place by end 2015, and major design review in 2018	x	x	Website tender process with targeted outreach resulted in 13 proposals. Supplier selected and initial conceptual meetings held. Completion in 2017.
Core communication policies (social media, branding standards, etc.) well known by all staff in 2015, and in consistent use	x	x	Communication policy available online, standards and branding manual available, not in consistent use by all staff but by the PPE team.
Systematic database of media contacts and good working relations developed and regularly refreshed for all 3 countries	x	x	886 mentions in the media compared to 664 in 2015. 20+ talk shows in the last quarter of 2016 in Tanzania. Strong media partnerships with Minibuzz, reaching over 20% of Tanzanians; Uganda Radio Network with 80+ partner community radio stations; Rockpoint 256 (Uganda) reaching over 30% of Ugandans. Innovative partnership with Nation Media Group: 50 news features and 50 talk shows.
Information on work of all Twaweza units, including press releases, reports, briefings, as well as timely responses to media queries provided to media in a systematic basis at least once each month in TZ by end of 2015, and in KE and UG by end of 2016	x	x	Tanzania: SzW 8 full launches and 3 press briefings. 1 large-scale Uwezo event, 3 seminars in partnership with the University of Dar es Salaam, 2 launches for public agency at district level, a conference at the Commission for Science and Technology. Kenya: SzW 8 events to engage the media and stakeholders with the findings, 2 Uwezo launches. Uganda: Three press conferences (Mother Tongue day, for June and December Uwezo report launches). Media engaged throughout the youth and elections campaign, 7 events. In total over 35 events engaging the media held across three countries.

Data and Voice	2015	2016	Brief note on 2016 achievement
Twaweza in the media systematically compiled and monitored and reported in website plus monthly compilations prepared and shared with staff and board	x	x	In Kenya 511 citations (up from 228 in Kenya), in Tanzania 308 citations (down from 394), and in Uganda 226 pieces of coverage. Monthly in the news post mostly focused on Tanzania available online.
Compelling, accessible communication materials in different formats (e.g. print, video, online) on what is Twaweza, what we do, what we achieve and what we learn materials developed, refreshed, published and shared	x	x	Leaflet about Twaweza completed. Methodology hand-draw animated video produced about Sauti za Wananchi in Kenya and in Tanzania. New format and style implemented for annual report.
Uwezo annual assessment reports (national, district and East Africa combined) and ranking posters covering all three countries published in a timely manner	x	x	Two national reports produced and launched in Kenya and Uganda, eliminating the 'backlog'. Only one Tanzania report launched with the remaining one due for publication in early 2017. District ranking produced as part of Uganda district report cards only but delayed into 2017 for other countries.
Sauti briefs published at reliable monthly basis, in TZ starting 2015, in KE starting 2016 and UG starting 2017	x	x	On average Sauti briefs and outputs produced close to monthly in both Kenya and Tanzania
Engagement	2015	2016	
Uwezo national and East Africa reports launched effectively annually, generating public and policy debate in all 3 countries	x	x	Five reports launched across the three countries with only 2015 Tanzania report outstanding. Uwezo generated 170 pieces of coverage in Kenya, 60 in Tanzania, and over 200 in Uganda. In Tanzania, supplemented with 30 interviews. Uwezo participated, in policy discussions in all three countries including (highlights) orientation of the new parliamentary committee in Uganda, the Joint Education Sector Review in Tanzania and the formulation of examination legislation in Kenya.
Sauti reports launched monthly and generating public and policy debate in TZ by 2015, in KE by 2017 and UG by 2018	x	x	11 events in Tanzania and 8 events in Kenya releasing SzW data to stakeholders and media. Significant volumes of media coverage, minimum five pieces per launch. In Kenya Twaweza invited to present SzW data on health to a high level coordinating body; asked to monitor security in the run up to the elections by the police oversight authority. In Tanzania health findings generated two public statements by high level gov. authorities in response.

Data and Voice	2015	2016	Brief note on 2016 achievement
Quality of data and access to information reports launched annually and generating policy and public debate starting in one country in 2016 and all 3 by 2017	x	x	Access to Information scoping study completed, shared widely on World Press Freedom Day and with human rights ombudsman in Uganda. Resulted in meeting to review the implementation of the legislative framework on access to information in the office of the Prime Minister.
At least one multi-component campaign per year per country focused on Twaweza problem areas developed and implemented for one country starting 2015, and all 3 countries starting 2016	x	x	A campaign to engage young people in the elections in Uganda, to provide meaningful spaces for interaction with candidates. Activities included: 5 political party broadcast live on TV and radio featuring major parties on the topics of the Youth Manifesto, 2,000+ radio adverts or DJ mentions, 35+ talk shows/interviews, 90 local candidate debates, distribution of 10,000 DVDs Youth Manifesto film & messages from artists. Resulted in 26% of Ugandans hearing about the Youth Manifesto, 5 million viewers of the election debates, and three questions from the Twaweza youth debates asked at the Presidential debate. No campaigns in Tanzania and Kenya.
Continuous and significant contributions to major national and international initiatives and processes on basic education (e.g., BRN in Tanzania), and open government (e.g., OGP Global)	x	x	Presented at the OGP global summit, and supported Tanzanian journalists to attend: 15 articles and stories filed. Contributed to the refinement of the OGP 3rd Tanzania National Action Plan including a civil society meeting at State House. Input into the finalization of the end of term review for the second action plan & annex about the closing of civic space in Tanzania. Convened and facilitated a meeting for OGP subnational pilot in Kigoma for finalization of action plan. Engaged with ministries of education and relevant parliamentary committees in all three countries around our work in education.
Continuous and significant contribution to regional and global networks and communities of practice on basic education and open government	x	x	This is generally managed by other programmatic units. For example Uwezo participate actively in the People's Action Learning network and LME participate in the TAI-Learn community. Given the thematic expertise in other departments it seems more apt that they be engaging in these communities.
Learning, Monitoring and Evaluation	2015	2016	Brief note on 2016 achievement
Monitoring			

Data and Voice	2015	2016	Brief note on 2016 achievement
Simple and clear internal monitoring system in place and on-line; data related to Twaweza's inputs and outputs collected routinely	x	x	System in place; have not yet updated SF management of M&E plans & data.
Selective systematic monitoring of Twaweza in the media in place in all 3 countries, summaries posted online	x	x	Monitoring ongoing, syntheses shared at 6 and 12 months, results used to reflect on Twaweza public dialogue influence.
Baseline measures (i.e., measures at start of strategic period) of selected outcomes established; updated as needed with midline and/or endline	x	n/a	
At least 4 blog entries or similar pieces written annually, based on the monitoring exercises, data, and lessons learned, and posted on-line	x	x	No blog-type entries based on monitoring data produced.
At least 6 Monitoring Briefs related to monitoring of distribution, coverage, quality produced annually, across the 3 countries; posted on-line	x	x	Tanzania: awareness of Twa & core products posted; Beyond basics feedback posted; following products delayed and expected Q1 2017: CSSC, Minibuzz, curriculum feedback. Uganda: brief on ATI awareness posted; awareness Uwezo delayed. Kenya briefs delayed: awareness Uwezo, Sauti formative.
At least 3 Monitoring Briefs related to intermediate outcomes produced annually, across the 3 countries; posted on-line	x	x	"Critical friends" review of Twaweza across the 3 countries (online); Outcome Mapping brief internal (not posted); assessment of election-related initiatives in UG (posting delayed). Public Agency initiative (exploration & adaptive learning) posted online.
Evaluation	2015	2016	
Two external evaluation teams contracted to conduct evaluations relevant to Twaweza by 2016; an additional two by 2017	n/a	x	Strong collaboration with MIT continuing, advanced discussions with Princeton, and U of Berkeley; continuous collaboration with UDSM particularly within RISE.
Initial concept papers and evaluation proposals, as well as tools (questionnaires, guides, etc.) available online within the first year of engagement	n/a	x	Pending new website development, but posting updates on fieldwork and methods via the learning notes (ref below).
At least 4 blog entries or similar communication pieces produced annually on the basis of the engagement with external evaluators	x	x	6 in total: 3 Learning Notes based on MIT Gov/Lab collaboration in UG (elections conjoint); 1 on MIT conjoint in TZ; 2 based on "sub-national conversations on education" study in TZ.
Final analysis and reports stemming from the external evaluations posted on-line	n/a	n/a	

Data and Voice	2015	2016	Brief note on 2016 achievement
At least three papers submitted for peer-reviewed publication, based on the external evaluation results, by 2018	n/a	n/a	
Learning activities			
An annual internal “learning calendar” developed, aligning organizational information needs with monitoring & evaluation processes	x	x	Mid-year review conducted, plans adjusted, using internal progress markers; timely retreat held for reflection on adjusting plans given internal progress markers.
Links (with contribution at conferences webinars, etc.) to 2 external learning structures established and maintained by 2016; an additional 2 by 2017	n/a	x	Working with MIT GOV/LAB on a review of evidence in TAP field, for T/AI; continued collaboration with T/AI during its restructuring and re-alignment; links with WB's GPSA (presentation, panel).
Internal learning culture lively in each country office, including different learning sessions and an annual immersion-type exercise	x	x	Immersion tailored to the Public Agency initiative completed in each country. Reports online. Full complement of learning activities across the 3 countries (87 sessions in total).
Governance & Reporting	2015	2016	Brief note on 2016 achievement
Governance			
Twaweza is registered as an independent entity in Tanzania, with certificates of incorporation for Kenya and Uganda	x	n/a	
Transition completed and Twaweza is legally independent	x	x	Completed in 2015.
All donor contracts fully managed by Twaweza	n/a	x	
Reporting	2015	2016	
Annual plans produced on time, sensibly build on previous experience, and demonstrate accurate budget predictions	x	x	AP2017 produced on time, approved early 2017.
Annual reports produced on time, including matrix reports and narrative	x	x	Annual Report 2016 produced in time for April 2016 Board meeting.
Mid-year progress report produced in a timely fashion to inform planning	x	x	Accomplished and informed Q3 and Q4 activities & budget for 2016.
Human Resources & Financial management	2015	2016	Brief note on 2016 achievement

Data and Voice	2015	2016	Brief note on 2016 achievement
Human Resource Management (HRM) software (Recruitment, Appraisal, Exit, staff survey) fully documented and functioning	x	x	Flexiele software applied in 2016 but not user friendly system; recommendations made to look for replacement. Procurement and other workflows fully functioning. Performance Management system reviewed and a Job Evaluation exercise (covering 20 roles) began in September, across 3 countries.
Software used across the organization integrated to function as one	x	x	Salesforce system integrated (since Sept 2015). Payroll has its own separate system and due to confidential information it cannot be linked with SF. Sourcing for a new HR system to replace Flexiele.
90% of all staff are fully conversant with policies, procedures and workflows regarding HR, office management, financial management and reporting, program investments etc.	x	x	Ops unit continued to share tips on various policies including on procurement, HR, governance etc. during staff meetings. In 2016, staff appeared conversant with procedures because the back and forth of requests reduced by 60%. In annual policy review, staff proposed about 51 policies changes.
Audit of financial statements (FS) by an internationally reputable firm undertaken and clean audit results achieved; FS posted on the website	x	x	Completed
Twaweza is a cashless organization	x	n/a	
Twaweza reserve policy developed and in operation	n/a	x	In progress, with support from the Board
All workflows across the organization fully customized in Salesforce	x	n/a	