Learning at Twaweza

TALEARN, Jakarta, March 2014
What is there to shout about?
We have done a lot of good work...

For example:

- Open Government Partnership
- Big Results Now
- Minibuzz
- Shujaaz
- Uganda Radio Network
- ...
...but we have a long way to go

• Challenges of implementation

• Findings from studies: a cold shower

• What now?.... --> strategic pivot
Build a solid **evaluation** portfolio

- Puzzle approach (multiple partners)
- External teams
- Varied methods
- Look for common interest
- Evaluators & implementers to mingle frequently
• Do I understand?
• Is it new info?
• Is it worse than expected?
• Do I care?
• Is it my responsibility?
• Do I have the skills?
• Can I do anything?
• New ideas for actions?
• Can I achieve anything alone?
• Will others join me?

Source: Lieberman, Posner, Tsai (Twaweza Evaluators)
Citizen Action

<table>
<thead>
<tr>
<th></th>
<th>private</th>
<th>public</th>
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<tbody>
<tr>
<td>individual</td>
<td>reading with your child</td>
<td>going to talk to the head teacher</td>
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<tr>
<td>collective</td>
<td>extra fees for school</td>
<td>PTA</td>
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More dimensions:
- direct and indirect
- voice and exit
- negative action
Why we monitor

"I think you should be more explicit here in step two."
Inside Twaweza’s black box:

- 93 pages of activities
- Most need to be monitored somehow
Twaweza monitoring structure

1. **Production & distribution** of outputs; contract compliance; pre-testing for quality & internal quality standards

2. **Coverage/reach**; independently verified counts; external/expert quality; feedback from audience

3. Monitoring of short- and medium-term effects; and experimenting

Selected/some

Many (most)

All

How many initiatives?
Make monitoring nimble

- Feedback loops from users / audience
- Selectively measure what you contribute to
- Absorb the information
- Motivate to use information
Be a learning organization

- Keep up enthusiasm & skills
- Invest in internal learning structure
- Share widely
Balance doing & learning

• Do less, better
• Always start with a problem
• Use strategic incrementalism
• Alter the design as you go along (experiential learning)
• Measure selectively, in rich detail, and share generously
Thank you!