

STRATEGIC PLAN

INCLUSIVE POLICY ECOSYSTEMS FOR
RESILIENCE AND CHANGE



JANUARY 2021 - DECEMBER 2024

TABLE OF CONTENTS

| | |
|---|----|
| List of Abbreviations | i |
| Foreword | ii |
| INTRODUCTION | 1 |
| Background | 1 |
| 2017-2020 Strategic Period | 2 |
| OPERATING CONTEXT | 5 |
| Political Setting and Policy Making | 5 |
| Recent Economic Trends | 7 |
| Inequalities and Social Inclusion | 8 |
| Civil Society Sector Trends | 9 |
| Situational Analysis | 10 |
| Analysis of Internal Operating Environment | 10 |
| Strengths | 10 |
| Weakness | 11 |
| Analysis of External Operating Environment | 12 |
| Opportunities | 12 |
| Threats | 12 |
| Stakeholders Analysis | 14 |
| Way Forward for Policy Forum | 17 |
| Long Term Government Partnership Outlook | 17 |
| Capacity Enhancement of Members on Government Processes and Systems | 18 |
| Gender and Social Inclusion | 19 |

TABLE OF CONTENTS

| | |
|--|----|
| PF STRATEGIC DIRECTION 2021-2024 | 20 |
| Conceptual Frame & Theory of Change | 20 |
| KEY STRATEGIC INTERVENTIONS | 27 |
| Description | 27 |
| RISK MAPPING & MANAGEMENT | 31 |
| BUDGET | 34 |
| IMPLEMENTATION FRAMEWORKS | 35 |
| Participatory Monitoring Evaluation & Learning | 35 |
| Financing Modalities & Management | 36 |
| Governance | 37 |
| Gender Strategy | 37 |
| ANNEXES | 38 |

LIST OF ABBREVIATIONS

| | |
|----------|--|
| AGM | Annual General Meeting |
| ALE | Annual Learning Event |
| BD | Breakfast Debate |
| BWG | Budget Working Group |
| CAG | Controller and Auditor General |
| CCM | Chama Cha Mapinduzi |
| COVID 19 | Corona Virus Disease 2019 |
| CSOs | Civil Society Organisations |
| D-by-D | Decentralization by Devolution |
| DCs | District Councils |
| DRM | Domestic Resource Mobilization |
| DSE | Dar-es- Salaam Stock Exchange |
| EFD | Electronic Fiscal Device |
| FYDP | Five-Year Development Plan |
| GDP | Growth Domestic Product |
| HLG | Higher Level Government |
| IAS | International Accounting Standards |
| IBP | International Budget Partnership |
| IFRS | International Financial Reporting Standards |
| IMF | International Monetary Fund |
| IPSAs | International Public Sector Accounting Standards |
| LDC | Least Developed Countries |
| LGA | Local Government Authority |

LIST OF ABBREVIATIONS

| | |
|---------|--|
| LGTI | Local Government Training Institute |
| LGWG | Local Governance Working Group |
| LLG | Lower Level Government |
| MDAs | Ministries, Departments and Agencies |
| MEL | Monitoring Evaluation and Learning |
| MoU | Memorandum of Understanding |
| NAOT | National Audit Office of Tanzania |
| IPSAs | International Public Sector Accounting Standards |
| NGO | Non-Governmental Organisation |
| PETS | Public Expenditure Tracking System |
| PF | Policy Forum |
| PMEL | Participatory Monitoring Evaluation and Learning |
| PO-RALG | President's Office: Regional Authorities and Local Governments |
| PS | Permanent Secretary |
| PSAM | Public Service Accountability Monitor |
| SAM | Social Accountability Monitoring |
| SDGs | Sustainable Development Goals |
| SP | Strategic Plan |
| TJN-A | Tax Justice Network Africa |
| ToC | Theory of Change |
| TRA | Tanzania Revenue Authority |
| TTJC | Tanzania Tax Justice Coalition |

LIST OF ABBREVIATIONS

| | |
|--------|--|
| WG | Working Group |
| WYPLWD | Women, Youth and People Living with Disability |
| ZRM | Zonal Reflection Meeting |
| UNAT | United Nations Association of Tanzania |

FOREWORD

We, at PF are exceptionally pleased to present this 2021-2024 strategic Plan. This document sets out the strategic direction that will inform Policy Forum's advocacy work for the next four years, bringing with it several new programme themes particularly on inclusive governance, partnership, participation and gender equality. Formulated during extraordinary times that are full of disruptions, the Strategy articulates a shared vision for building partnerships that are necessary for like-minded organizations to work together in achieving the desired goal.

Subsequently, the preparation of this SP has captured insights from various deliberations involving the Board of Directors, Secretariat, network members, other civil organizations (CSOs), development partners as well as government representatives. Significantly, this has ensured that the concerns of key stakeholders are taken on board as an intent to shape the implementation and result framework of PF's work.

The development of the Sixth Strategic Plan (January 2021 – December 2024) is guided by review of the previous strategic plans particularly the 2017-2020 strategy seeking to encourage the organizational culture on learning and improving performance through experiences and challenges previously faced which has aided in synthesizing a broad evidence and informative base. It has also factored in the associated risks and assumptions of the interventions that the organization will embark on given the current changing political context.

We would like to extend our gratitude first and foremost to the Board of Directors for their thoughts and leadership throughout this process, Conveners and Secretariat for their dedication and guidance while remaining indebted to our members for making this strategy a reality.

Special vote of thanks to the Government representatives of the United Republic of Tanzania and Development partners for their constant support while developing this strategy.

This strategy sets a challenging yet exciting and realistic goal that can only be attained by our commitment to collaboratively foster its successful implementation coupled with regular and transparent reviews and amendments where necessary aiming at realizing the desired outcomes.

Donati Senzia
PF Chairperson

Semkae Kilonzo
Executive Director

1. INTRODUCTION

1.1 BACKGROUND

Policy Forum (PF) is a network of over 60 civil society organizations founded in 2003. Registered as a Non-Governmental Organization (NGO) under the Non-Governmental Organizations Act, 2002, the diverse membership is drawn together by a specific interest in influencing policy processes to enhance poverty reduction, equity and democratization focusing on public money accountability at both central and local levels.

The member-led network operates predominantly through two working groups namely the Budget Working Group (BWG) and the Local Governance Working Group (LGWG), each bringing together members to influence budget processes through dialogues and strategic engagements through different platforms at the national and local level respectively. The network also convenes the Tanzania Tax Justice Coalition (TTJC) working group and was instrumental in the creation of HakiRasilimali, formerly the Extractives Industry Working Group housed at PF.

Policy Forum is governed by Board of Directors who are elected from the PF membership through the Annual General Meeting (AGM) held annually during the first quarter. The new Constitution adopted at the extraordinary general meeting held on 16th August of 2019 allows members to serve the office for up to two (2) consecutive terms. The network is coordinated by a lean Secretariat with 11 employees who facilitate the substantive technical, administrative and financial aspects of the work to support the membership and its Board to meet the common outcomes of the platform.

Throughout the fifth strategic period, PF's work focused on the organisation's Theory of Change, built on the three pillars of "Capacity Enhancement", "Policy Engagement" and "Institutional Development" to influence changes and eventually improved service delivery for Tanzanians. Therefore, work in 2017-2020 focused on attaining the following vision and mission:

Vision

Policy Forum envisions improved quality of life for the Tanzanian people

Mission

To influence and monitor the implementation of policies for enhanced governance and accountable use of public resources

1.2 2017-2020 Strategic Period

Policy Forum's Fifth Strategic Plan (January 2017 – December 2020) was developed following implementation of other four strategic plans developed before. The 2017-2020 strategic plan sought to contribute to enhanced governance and accountable use of public resources by improving civil society capabilities and opportunities to influence and monitor policies. As theory of change of the ending SP postulates, that, in order to contribute to enhanced governance and accountable use of public resources there must be improved civil society capabilities and opportunities to influence and monitor policies. During that period the network executed its mandate through the three outcomes; Outcome 1: Strengthened PF members' capacity to influence and monitor the implementation of policies relating to public resources; Outcome 2: Policy makers supportive of PF agenda related to transparent, equitable use of public money and increased Domestic Resource Mobilization (DRM); and Outcome 3: Institutional effectiveness and efficiency of the Policy Forum network is sustainably enhanced.

Findings from the Mid-Term review of the 2017-2020 strategic plan unveils that initiatives done in the first outcome capacitated and enhanced members knowledge to conduct analysis and monitor policy processes in the country. Based on the trainings provided throughout years of implementation, there is a clear evidence from and through members that changes were influenced from local to the national level. For instance, one of the members, UNA Tanzania, managed to carry out capacity building to implementers of SDGs such as the parliamentary group on Sustainable Development Goals (SDGs), Councilors (Kilwa and Mafia DCs) and PO-RALG officers.

In the four years of implementation, Policy Forum has been intensively using policy engagements to influence political will of legislators and policy makers to use the analysed information provided by PF to enhance transparency and accessibility of public money information to citizens, increase awareness of oversight bodies on equitable use of public resources at local and national level as well as promoting domestic resource mobilisation. The ending four years plan has witnessed several policy engagements successes. For instance, in 2017 Policy Forum contributed to the legislative process initiated by the President of Tanzania to review and renegotiate extractive-related contracts by the government. The inputs that were accepted by the government meant to enhance openness in the extractive industry value chain including contract and revenues transparency in the law and provisions that will strengthen parliament's role to scrutinize mining and gas agreements.

With regard to domestic resource mobilization (DRM), the network has succeeded to urge the government to intensify the use of electronic systems for revenue collection and impose tax with less burden to the informal sector. The network acknowledges that, through its DRM initiatives and other external contributions from state and non-state stakeholders, the government has intensified the use of EFD to even small business people and the cost of acquiring EFD has gone down. Through that, TRA increased domestic revenue collection thus improved its quarterly reporting trend on revenue collection since the inception of the PF strategic plan.

Through Social Accountability Monitoring (SAM), the network has played a significant role in saving, raising public resources and even creating awareness on the value for money resulting from the Councillor's trainings done in the ending SP. The use of Social Accountability Monitoring has improved the community's participation in policy making process, budget formulation and even planning process at grass root level.

In the effort to sustain the effectiveness and efficiency of delivering its mission, for the first time, PF has put in place Participatory Monitoring Evaluation and Learning (PMEL) systems and deployed a competent staff who oversee this section. In November 2017, Policy Forum began the process of developing a workable, participatory and integrated monitoring, evaluation and learning (MEL) strategy to assist the network in tracking the progress towards the achievement of the 2017-2020 strategic plan. The Participatory MEL strategy embodied the aspirations of Policy Forum as far as the culture of collecting and reporting accurate, relevant and timely information for adaptive management and learning purposes is concerned. It provides the medium-term vision, objectives and the guideline for the design, implementation and the practice of monitoring, learning and evaluation functions in the organization. The existing MEL strategy was developed through a thorough consultative process with active participation of the PF Secretariat, members and the board.

In the four years of implementing its fifth strategic plan, Policy Forum learned that:

A. Engaging decision makers from the very initial stages when conducting social accountability monitoring, budget preparation and other policy analysis work has improved transparency and trust between stakeholders. For PF members to effectively navigate political bureaucracy and attain timely support from the government, PF capacity enhancement to members should extend beyond imparting skills on analysis and application of tools and platforms to familiarizing them with the government systems and political expediency.

B. Capacity building to Councilors on leadership, management and governance provided by PF and the approach used; has been highly appreciated by various stakeholders for its effectiveness thus giving an opportunity to rethink its current capacity enhancement despite its mandate being limited to its members and having no outcome area accommodated in its strategic plan. If PF is to scale up this initiative, a future SP and ToC would have to articulate in detail the rationale for this approach.

C. Joint review meeting with donors to discuss the progress of implementation of the strategic plan, document success stories, challenges and lessons learnt have been a good practice in keeping donors informed and holding PF accountable on the use of donor funds. Therefore, there is a need to enhance this good relationship with donors considering the shrinking of funding to Least Developed Countries (LDCs) and the current diminishing civic space. Given that donors still express interest to support CSO initiatives targeting citizen engagement in areas of public accountability, social accountability and Policy analysis, there is a need for constructive space for dialogue on the viability of these programmes.

2. OPERATING CONTEXT

This section presents an understanding of operating context including a political economy analysis and power analysis of Tanzania focusing on both the economic and political factors that influence government thought and policy priorities. It informs key strategic decisions about policy interventions needed, the key entry points and what changes need to be made to actors inside and outside of government.

In the past five years, Policy Forum and other civil society organisations have been operating in an ever-changing policy and political environment. Civic space being increasingly constricted in Tanzania with the new laws coming into force, media and political freedoms being hampered and private sector interests being restrained. These challenges, coupled with the economic consequences of the COVID-19 pandemic which has had a dramatic impact on public financing and public services, have raised uncertainties in the country and for civil society, anxieties about CSO whether the environment is enabling enough for their current and future effectiveness.

The new Strategic Plan 2021-2024 takes stock of these contextual issues and the following is a summary highlighting the most pertinent trends as they are likely to extend beyond the October 2020 election outcome are captured below.

2.1 Political setting & Policymaking

The fifth phase government led by President John Pombe Magufuli (2015 - present) has presented some unique challenges for those operating in Tanzania. The last five years have seen a marked increase in power re-centralisation towards the President, an aggressive approach to revenue collection, an ongoing crackdown on civic freedoms and skepticism of the private sector, particularly foreign investors. All of this has been done under the banner of an aggressive anti-corruption campaign which is broadly popular though many have suffered due to its liberal application.

These policymaking trends are also perceived as increasingly nationalist and populist, in some cases as almost reverting to the socialist ideals of the founding President Mwalimu Julius Nyerere. Such trends have been evident in the state attempting to increase ownership in key sectors such as the extractives and telecommunications sectors, taking an interventionist approach in the agriculture sector and at times, leaning on ideology at the expense of commercially astute policy making.

There is huge emphasis on the industrialisation agenda with a focus on mega-infrastructure projects including the flagship 2,115 MW Rufiji hydropower project in the Selous game reserve, the standard gauge railway and the building of a new international airport in Msalato, 12km outside of Dodoma. Mega-projects are taking up a significant portion of their respective line-ministry budgets presenting a risk that further resources will be required

to cover any cost blow-outs hence funds from other projects and other ministries diverted to ensure the completion of Magufuli's legacy infrastructure projects.

Government policy-making is often stop-start and marked by unpredictability. Often sectors witness a protracted lull in engagement followed by a flurry of activity to complete a task by a particular date that can result in ad hoc and last minute solutions to matters that have been apparent for some time. In some instances, however, the government has been willing to reconsider its decisions following protracted lobbying from interest groups. The reversal of aspects of the 2016 decision that telecommunications companies must list a portion of their shares on the Dar es Salaam Stock Exchange (DSE) is an example of this pragmatism. However, change only came about after years of lobbying by multiple companies and the initial decision resulted in at least one company pulling out of the Tanzanian market.

Policy incoherence is also evident in differing approaches between central and local governments. LGAs are being increasingly disempowered fiscally. However simultaneously there has been a push to bring back into play Decentralisation by Devolution (D-by-D). This dichotomy, of increased power but decreased funds, is a risky combination; as expectations on local government rise but their inability to fund projects directly decreases, there is a risk that discontent within communities rise. Additionally, the multi-layered system of government in Tanzania only further adds to duplicated remits, costly double handling and often an increased level of policy incoherence and implementation between the different levels of government.

On governance trends in general, during the previous strategic period, Tanzania's scores in Transparency International's Corruption Perception Index have steadily improved with observers attributing this to a de facto zero-tolerance policy towards corruption with notable examples manifested by dismissal of numerous high-profile political figures perceived as corrupt, elimination of tens of thousands of ghost workers from payroll and commissioned comprehensive audits of government departments and state institutions. The most recent Afrobarometer survey (2017) for Tanzania revealed that 70% of the population thought that corruption had decreased in the previous year. The Mo Ibrahim Index of African Governance reveals that the country's overall governance score has improved between 2015-18.

On citizens' voice and accountability and political space, however, there seems to be a sharp decline. On political space has been a deterioration of sorts seeing a shift and political parties being restricted including the arbitrary arrests of opposition politicians. National Electoral Commission (NEC) recently changed election regulations with one of the amendments making the participation of international observers discretionary and another

removing the assurance that party agents will receive result slips after the count has been concluded reducing the chance that the polls slated in October 2020 will be free or fair.

2.2 Recent Economic Trends

Tanzania, with a population of around 55 million people (2016) has seen relatively high economic growth in the last five years, averaging 6–7% annually. The absolute number of poor citizens has not declined although the poverty rate in the country has, mainly due to the high population growth rate.

In recent years, government figures have shown Gross Domestic Product (GDP) growth of 6.9% per annum for the period between 2016–2019. Tax to GDP ratio, however, is still low which is 11.5% below the recommended 20% international benchmark needed to meet the SDGs. With a less than 20% Tax to GDP ratio, the government falls short of the amounts of revenue generation needed to fund basic social services. This implies that a lot needs to be done to enable the government to have enough funds for delivering societal and developmental commitments. Coupled with the adverse economic and social impact of the COVID-19 pandemic and the downside risks to growth, the fiscal revenue loss in the medium term is all but certain. Hence the likelihood of mobilizing enough resources (the TZS 34 trillion 2020/2021 budget estimates) to meet the implementation of matters laid down in the FYDP II on one hand and curbing the spread of COVID-19 pandemic on the other will be challenging.

Moreover, Tanzania is spending 19.54% of its revenue in debt servicing which is beyond the IMF recommended debt servicing standard which ranges between 9% to 15%. This compromises the government's capacity to deliver its obligations.

Despite this recent gloomy picture, in recent years there have been plausible efforts in enhancing the mobilisation of domestic resources. This has largely been a result of improved infrastructures that facilitate friendly payment of taxes. The first half of the 2019/20 budget for instance, performed quite well in terms of revenue collection. Another positive development for Tanzania's economy is that it recently received its new classification under the World Bank guidelines in which it was nominated as a low-middle income country. This places Tanzania with Kenya as the only two East African countries classified as lower-middle income (defined as a country where the gross national income per capita is between USD1,036 - US4,045). At a later stage, however, this may make access to some soft loans and grants harder to obtain.

In July 2020, the country was to begin implementation of the final year of its Second Five-Year National Development Plan (FYDP II - 2016/17–2020/21) with the next one due for formulation. Despite a number of challenges that have been witnessed including

inadequate allocation of resources to different sectors, the plan has already registered some remarkable achievements especially in infrastructural projects as a result of the government placing heavy emphasis on works, transport and communication. In the 2020/21 budget, for example, works, transport and communication take about 15% of the total national budget while many other sectors receiving as less as 1%. It is expected that the third iteration will have an additional focus on reforming the country's business climate so that Tanzania can better attract and retain investors and grow the country's private sector. Key areas that we understand will be included are the integration of Tanzania into the global value chain, investment in skills - particularly in the areas of technology and innovation and making Tanzania a regional hub for production and trade.

2.3 Inequalities and Social Exclusion

Despite decades of economic growth, poverty in Tanzania has proven extremely stubborn with its modest reduction illustrating the importance of broad-based inclusive growth especially in areas where most citizens earn their livelihoods like agriculture where there has been unsatisfactory productivity. This has resulted in an outbound migration of youth from rural areas to informal settlements in urban centres where unemployment is on the rise. There is an estimated 1 million new young job-seekers enter the labour market each year.

There is a growing gap between the lives and welfare of the poor majority and the small wealthy and powerful elite at the top. The turbulence of COVID-19 is bound to add more pressure on vulnerable groups, such as women and young people.

On gender inequality in Tanzania, there are many complex aspects limiting the progressive realisation of women's rights and capabilities. In land tenure for instance, women are guaranteed access to it, but the policy is completely silent on their rights to own land or make decisions on land and the produce coming from it. The coexistence of the customary tenure which limits the position of women to own land especially at grass root levels, exacerbates the challenge. De facto inequity in land and property rights can be reversed if the framework explicitly addresses gender inclusive access to land.

Another aspect illustrating how policy can sustain gender inequalities is in the Tanzania tax regime which places women and marginalised groups in a disadvantaged position in terms of the way taxes are imposed and administered. For example, women assume much of the unpaid work at family level and are disadvantaged by the tax regime in the way it treats equally both men and women and tax incentives are largely not in favour of women as most of the consumption taxes don't have special gender sensitive incentives. Other sectors like agriculture, health, education and water and sanitation also have dimensions that affect gender equality in Tanzania. For instance, many girls are excluded in education or compelled to drop out of school when they reach puberty while in comparison, boys are much more likely to complete their education due to gendered roles in society.

To illustrate how matters have become worse for schoolgirls, the last five years have seen deepened discrimination in education against pregnant girls and adolescent mothers who have been expelled from schools.

Despite the importance in recognizing that combating gender inequality is a key cross-cutting goal and issue in various development interventions, national development plans like the FYDP II do not integrate the issue heavily by focusing on the constraints that prevent inclusive growth that reduces poverty and creates jobs for marginalised socioeconomic groups on the whole and women in particular. Instead, FYDP II focused on generic areas such as infrastructure, industries, human resources development, tourism and trade without focus on gender equity in each of these priorities. The lack of any strong support for small-scale producers in many regions of the country including a large portion of them being women who depend on family economic activities means they become especially vulnerable given the interaction of patriarchal structures and systems.

2.4 Civil Society Sector Trends

In Tanzania, CSOs play an important role in national policy development processes, as well as in social and economic development of the people and the country. Their roles include, but are not limited to: complementing the work of the government to provide basic social and economic services – in these instances they mobilise funds (internally and externally) to help people access services such as health, education, water etc; augmenting and influencing positive change in policy and development, through lobbying and advocacy for a particular cause; working to ensure that voices of marginalised communities and poor people – including the poorest women, youth and most vulnerable children are heard by the government and other development actors and their views are factored into policy decisions; and promoting accountability and transparency of the public sector through monitoring and increased support to governance and democratic processes. Others act as watchdogs of the state against abuses of power and some provide educational and informational support – through knowledge generation and dissemination.

For the relevance of PF, here an assessment is made on the operating environment facing the CSOs focused on conducting advocacy activities to influence policymaking and implementation, with a specific focus on shared learning and capacity enhancement in the government's budget process. Advocacy focused on the budget and public spending can be a controversial area to operate in. Often funding to CSOs that address accountability in finance management remains limited, and this space can be viewed by the government in a combative manner. There is limited space and funding to enable the collaborative types of approaches that would allow CSOs to contribute evidence and technical input into the sensitive budgeting process in a meaningful way. Developing a constructive dialogue with the government is a challenging task for many CSOs as it requires advanced analytical

capacity (to know the budget processes and appreciate the budget figures and their implications) and CSOs are largely dependent on the information afforded to them by the government. Nevertheless, several CSOs are, or have been, involved in the budget process with demonstrable experience of tracking government expenditure.

Although the CSO landscape has expanded over recent years and opportunities to engage with successive governments have increased, setbacks in the form of restrictive laws targeting CSOs and the media including the NGO Act of 2002, the Cybercrimes Act of 2015 and the Statistics Act of 2015 have increased. Authorities continue to undermine the rights to freedom of expression and association and media freedom by enforcing new and existing repressive laws and regulations governing media, nongovernmental organisations and political parties.

The recent introduction of the NGO registration process, and the additional government reporting requirements, have been a key hurdle for the sector's ability to operate efficiently. The introduction, via the Miscellaneous Amendments No 3 of 2019 Act, gave more clarity to the definition of a company versus an NGO. NGOs were subsequently required to re-register their entity to comply with the act with the responsibility for monitoring these registrations falling under the NGO Registrar in the Ministry of Health, Community Development, Gender, Elderly and Children. Failure to register, or an unsuccessful registration, saw NGOs forced to stop their operations in Tanzania. In addition to the registration process NGOs must formally register any project funds they receive that are in excess of TZS 20 million with the NGO Registrar.

2.5 Situational Analysis

For PF's ability to be continuously agile and adapt to the everchanging context, a thorough evaluation of the current state of the organisation and an internal and external perspective of the opportunities for future growth are needed. This section charts the situational analysis which is a reflection of internal (strengths and weaknesses) and external (opportunities and challenges) operational environment of the Policy Forum which reveals the following;

2.5.1 Analysis of Internal Operating Environment

2.5.1.1 Strengths

Clear Focus: Regardless of working in different sectors and localities the network has always been focused to influence policy processes for enhanced accountability and equitable use of public resources.

Mode of operation and members diversity: Implementation through working groups

increases members capacity thus enhance their knowledge and awareness of issues related to public resource management to members. The existence of members working through different sectors expands the network working area and reduces duplications of efforts in the policy arena.

Competent and committed staff: PF as a member coordination office has well committed, young and energetic staff that are eager to work for better progress of the network and bring positive changes in the society.

Strong Funding base: PF funds from its supporting donors are collected through basket fund. Operating through basket fund has proved to be a success and hence ensures availability of adequate resources thus enabling it to perform its functions while maintaining transparency and accountability.

Functional Board: A strong organizational governance structure has enabled PF to have a well-functioning Board of Directors who are elected during Annual general meetings. The Board govern and oversee the network implementations and decide the future course of action to be undertaken on members behalf.

Good management information system: During the fifth strategic period PF managed to develop and roll-out of a tailor-made PF Management Information System that put together network's information related to finance, membership, program & PMEL, human resource and donor management. The MIS has improved access to PFs information, increased efficiency, improved reporting and ability to track progress in real time.

Built members capacities: PF has been working to strengthen members capacity that accounted for better engagements in influencing and monitoring the implementation of policies relating to public resources.

Low staff turnover: PF has low staff turnover of less than 10%.

2.5.1.2 Weaknesses

Lack of control to some of Indicators and even engagements: The contribution of several players in some key activities creates complexity to measure the extent to which PF has influenced change with reference to the program objectives.

High donor dependency: PF needs to conduct a rationalization exercise on top of fundraising to bridge the donor dependency gap by seeking alternative sources of fund. Relying on donor funding has its implications which will directly affect the implementation of the PF's agenda provided the funding pulls out.

Gaps in execution of participatory MEL strategy: The Participatory MEL strategy has identified the network's MEL gaps and constraints which are interrelated and has provided

a strategic focus which would improve PF's results although there have been several hindrance factors that limit the execution of the PMEL strategy i.e. inadequate reporting skills by most of the member CSOs.

Managing members expectations: As a network it is quite difficult to manage the expectations of individual organization members as opposed to the overall network's expectation.

Inadequate number of supporting staffs in PF secretariat: The PF secretariat has a shortage of supporting staff in the Finance, HR and MEL department which burdens the workload on the implementing staff. Adding human resources will smoothen operations and handle members compliance.

2.6 Analysis of External Operating Environment

2.6.1.1 Opportunities

Trusted reputation and relationship: Policy Forum has been engaging policy makers from the very initial stages when conducting social accountability monitoring, budget preparation and other policy analysis work that has improved good relationship and trust from stakeholders. This has led to the network building a profound partnership with MDAs, LGAs, Members of Parliament, CSOs and development partners.

Operating area (Policy): Tanzania has undergone many policy changes since independence. These policy reforms are attributed by different factors which are made by the changing environment to cater for the benefit of its people. Working with the dynamics of policy reforms in different sectors increases the urge of evidenced-based advocacy to ensure that no-one is left behind in the development sphere.

Five Year Development Plan III: PF has capitalized on the current national priorities which include Five Year Development plan, sectoral policies and other global agendas to render support the Government fulfil its ultimate goal. Again, there is an opportunity for PF to indulge in supporting the implementation of FYDP III.

Gender and Social inclusion: Formation of a gender and social inclusion strategy to facilitate social diversity, mainstreaming gender responsiveness will open up opportunities to support the realization of inclusive governance.

2.6.1.2 Threats

Global Funding landscape: As PF funding depends mainly on the donor's funds, currently

there is unpredictability of the funding landscape given the global pandemic that has negatively affected the global economy. With that concern there is uncertainty on whether donors will continue to fund for PF activities for the new strategic plan or even reduce the support.

COVID 19: Following the outbreak of the global pandemic that was widely spread in early 2020, there is a high chance to continue experiencing economic instability globally which might have prominent effect to the developing world that are mostly dependent.

Shrinking Civic space: Over the past few years there is a concern among stakeholders regarding the increase of shrinking of civic space through which media, political figures especially from the opposition side as well as CSOs have experienced establishment and uses of laws and regulations which limit freedom of expression, media and assembly. NGOs stakeholders' concerns shows that the situation might continue to be worse in the long run due to centralization of power.

Delays from the Government: With the fear of demotion among civil servants in the current administration, there is a likelihood of delays of PF activities done in collaboration with the government as many are hesitant of making significant decisions that may deemed to be incorrect.



2.7 Stakeholders Analysis

| Stakeholder | Role | Level of interest to PF | Engagement strategy |
|---|---|-------------------------|--|
| PF members | Work together in an effective manner that helps the network to realize its outcomes | High | Share analyses of the national and sectoral budgets and policy related to public resources, Advocating for increased transparency and accountability in the budget process |
| Non-members CSOs | Offer support and participation in the attainment of the PF's strategic goals | Medium | Formal and Informal meetings; Sharing of Synergies |
| Ministry of Finance and planning | Oversees the Government's lending and through its central role in budget preparation and execution, the allocation of central resources to line ministries, state bodies, and LGAs | High | Tax Reform dialogues; Finance Bill; Citizens Budget preparation; Formal and Informal meetings on budget issues |
| Ministry of Health, Community Development, Gender, Elderly and Children | Developing policies and guidelines and oversee its implementation of these policies both at national and sub-national level in collaboration with PORALG | Medium | Sharing analysis of relevant policies, guidelines and budget |
| Ministry of Minerals | Responsible for facilitating the development of the mineral sector. | High | Sharing analysis of relevant policies, guidelines and budget; Extractive conferences; Formal and Informal meetings |
| PO-RALG | Oversees regional development management & administration by coordinating rural & urban development management policy and strategies as well as the activity of Regional Secretariats. The Ministry helps to build the administrative capacity of LGAs. | High | Sharing analysis of relevant policies, guidelines and budget; Extractive conferences; Formal and Informal meetings |
| LGAs | To facilitate all development initiatives at the HLG and LLG Level | High | Formal and informal Meetings; Sharing analysis of relevant policies, guidelines and budget; Training on SAM; Collaborations in all PF initiatives at the LGA level (E.g. 10% allocation for WYPLWDs, SDGs mainstreaming) |

| Stakeholder | Role | Level of interest to PF | Engagement strategy |
|----------------------------------|--|-------------------------|---|
| Councilors | To exercise oversight functions over the LGAs in planning, execution and Monitoring. | High | Councilors Training; Formal and informal meetings; Sharing analysis of relevant policies, guidelines and budget |
| TRA | Its central role is to collect taxes and review tax compliance | Medium | Validation meetings; Capacity enhancement to members and advocacy around domestic resource mobilisation |
| CAG/NAOT | To provide high quality audit services that improves public sector performance, accountability and transparency in the management of public resources. | High | Formal and informal Meetings; validation sessions; Reflection meetings; Sharing accountability analyses both at national and sub-national levels |
| Parliamentary Committees | To scrutinise and examine the proposed budget and bills carefully and make changes before they are tabled in the parliament | High | Sharing analysis of relevant policies, guidelines, bills and budget. |
| PCCB | Prevent and combat corruption through civic education, awareness raising, investigation and prosecution by involving the relevant stakeholders | High | Formal and informal meetings on IFFs; Sharing analysis of relevant policies, guidelines and budget; Advocacy on accountability and transparency at the LGA level (PETS) |
| Parliament/Members of Parliament | Representatives of the citizens, Law making and deliberately debate, approve or reject the National Budget | High | Formal and informal meetings; Sharing analysis of relevant policies, guidelines and budget through committees; Creation of champions within the Parliament |
| Parliamentary clerks | Support, facilitate and organise parliamentary committee operations | High | Learning Sessions; Sharing analysis of relevant policies, guidelines and budget |

| Stakeholder | Role | Level of interest to PF | Engagement strategy |
|---|--|-------------------------|--|
| Development Partners | Financial and technical support to grantees | High | Formal and informal meetings; Strategic interventions; Site visit to beneficiaries |
| Media houses | Escalate PF's visibility and disseminate agenda | High | Community Radio Programs; Press conferences; Trainings and TV and Radio Spots |
| Training Institutes | Capacity Enhancement | Medium | Training sessions |
| Ministry of Agriculture | Delivering quality agricultural and cooperative services, building the capacity of LGAs and facilitating the private sector to contribute to sustainable agricultural production and cooperative development | Medium | Sharing analysis of relevant policies, guidelines and budget |
| Ministry of Industry, Trade and Investment | Creating a competitive and sustainable industrial environment which enables business prosperity in Tanzania | Medium | Sharing analysis of relevant policies, guidelines and budget |
| Attorney General Office (Department of Chief Parliamentary Draftsman) | To draft and provide technical advice on the preparation of bills with relevant MDAs before submitted to parliament for enactment processes | Medium | Formal and Informal Meetings, sharing of PF evidence- based analysis, invitation to PF advocacy and learning platforms |

2.8 Way forward for Policy Forum

Against the challenging but dynamic backdrop outlined above as well as the stakeholder outlook, PF is compelled to think of approaches to subsequently strengthen its long-term partnerships with key stakeholders; relationships that are multi-layered and can survive the election and ongoing changes in personnel.

2.8.1 Long term government partnership outlook

PF will benefit from a long-term strategy that is focused on working with the government to achieve its strategic aims, rather than the aims of any single individual. Key documents to reference include the FYDPs, CCM manifesto and, in the mid-term, the annual budget. This strategy needs to build influence among the current stakeholders – both political and technical – and also focused on those likely to become the next round of key stakeholders. PF needs to be forward looking and ensure it is constantly refreshing its allies, with a focus on ensuring that Director level technocrats are informed, engaged and broadly supportive of PF's ambitions.

More importantly, PF needs to position itself as a partner of the government. Due to the high turnover of ministerial and PS level officials, PF should position the organisation as a knowledge sharing partner. An entity that can help these officials navigate their new roles. PF should be the entity that these officials call to "road test" ideas impacting the CSO sector.

Active advocacy will be required in order to ensure that a well measured and balanced budget is prepared in future years. This will require organisations such as PF and its network of like-minded organisations members to advocate around issues such as education, gender, healthcare and development more broadly, to ensure they are not overlooked for strategic mega-projects. PF can also seek to engage with the government around ensuring that budgets are well balanced, sustainable and that the aims of the budget are obtainable. PF will also therefore need to balance its engagement around making impactful change in areas related to infrastructure spend, where spending is all but guaranteed, whilst also pushing for key development sectors to receive adequate support.

PF should benefit from leveraging its existing public fora to gain increased media exposure. PF should create a media calendar around its existing events, such as the regular breakfast meetings. To gain momentum before and after the event, PF should look to engage in thought leadership via opinion pieces, interviews and panel discussions on print and electronic media. PF could consider sharing brief video clips of their breakfasts and other events on Whatsapp noting the prevalence and popularity of the platform in Tanzania. More

broadly, PF should invest in producing its 'stories from the ground' to showcase its value and impact. This can be in the form of a short documentary series that is supported by a regular print column.

PF should sustain a proactive system of frequent catch-ups and follow-ups through Directors and PSs to advance issues and keep its projects on the agenda. Continuity in terms of representation is critical, especially against the backdrop of the aforementioned frequent government stakeholder changes and matters falling through the cracks. Technocrats can be well positioned to push forward specific project agendas if political appointees are replaced. At the same time, attention to protocol with regards to engagements at different levels is also important not to sour relationships. A systematic spreadsheet for tracking engagement with government is crucial to ensure that all of PF's follow up is timely and directed to the correct stakeholder. Successfully navigating this should ideally involve PF having a staff member or affiliate based in, or at a minimum spending a significant amount of time in, Dodoma.

All positioning needs to seek to place Tanzania's interests front and centre, with particular emphasis on "win-win" scenarios. Engagements should be led by Tanzanian nationals where possible with the stature and relations to break down the barriers of mistrust and leverage influence. The government's inherent scepticism towards international actors needs to be tackled by showing a genuine desire to promote the aims of the current administration. The language of the conversation should be framed around mutual interest and should reference key government documents and/or ambitions.

2.8.2 Capacity enhancement of members on government processes and systems

To achieve all this, the involvement of members will be crucial. The familiarity with the inner workings of the government machinery, however, are needed if they are to play a deeper role in impacting policies through engagements. Lessons from previous strategic plan reviews have pointed to the need for capacity enhancement of members on government processes and systems and recognised the potential for a much stronger role for the PF Secretariat in facilitating analysis and debate around the current political economy and power distribution in Tanzania. This includes facilitating the ability of its members to identify the best possible entry points for influencing policy in this context. PF as a network needs to gather and engage with more information on political economy and power trends (including shifts in the vested interests of powerful actors, power is distributed and relationship dynamics). Only if it is able to gather this information will the network be in a position to facilitate strategic discussions around where and how to intervene in relevant policy issues and to navigate politics.(including sharing of tacit knowledge acquired by both civic practitioners and government officials through practice and experience of interacting with one another). Implicit in this assumption is that demand side actors of accountability

will engage more confidently, proactively and strategically in the processes once they have enhanced familiarity with these underground structures and dynamics.

An apt illustration is in the way policymakers have been engaged on policy in recent years. In the current environment, targeting only parliamentarians seems like a circuitous way of influencing policies. The traditional approach of using platforms and tools to influence parliamentarians to accept and champion the PF's agenda can also be redirected towards targeting technocrats who are the epistemic community within the executive and used by the ministries to draft policies. This outlook will shorten the observed bureaucracy when it comes to responsiveness to civil society and increase the mutual understanding with the ministries as well as impact positively on the capacity of members. To achieve this, PF needs to look at different strategic platforms to enable interactions with the targeted group of technocrats.

2.8.3 Gender and Social inclusion

In its efforts to localize the SDGs implementation, the Government of the United Republic of Tanzania has aligned the SDG implementation strategies with its national development plans by engaging civil society organizations as key players in realising sustainable development.

Despite the government's effort to reduce social inequalities, the existing capacity within the national statistical system to generate gender data to monitor the SDGs and other gender equality commitments, is fewer than 30 per cent of the gender-specific SDG indicators.

Therefore, there ought to be efforts in place to ensure gender aspects are integrated in the upcoming Five-Year Development Plan III which will then compliment the realization of the Tanzania Development Vision 2025 and the global agenda which explicitly urge on social inclusion.

As one of its core values, Policy Forum shall actively promote human rights, dignity, equity and inclusion for all to prompt further gender equality progresses to ensure equitable and accountable use of public resources. PF will apply these dimensions to interact with its partners to shape opportunities so that ostracism is transformed into an all-inclusive manner to feature the leaving no one behind principle.

3. PF STRATEGIC DIRECTION 2021-2024

PF anticipates influencing policy changes towards enhanced accountability and equitable use of public resources through promoting improved knowledge application by members and strengthening partnerships. An articulation of how this will be achieved follows below.

3.1 Conceptual Frame & Theory of Change

The current SP presents some unique challenges for civil society operating in Tanzania. There is increased concerns over persistent poverty, inequality of incomes of Tanzanians and social exclusion in spite of high growth of the economy. Also seen are inadequate creation of productive employment opportunities. Moreover, continued shrinking of civic and political space and restrictive media freedoms and an aggressive industrialisation agenda with a focus on mega-infrastructure projects diverting funds from much needed social services have become a hallmark of the current administration. Such challenges make it extremely difficult for civil society to play its role in improving the quality of life of people in Tanzania.

Despite these difficulties, there is cause for optimism given the capacities available within civil society to tackle the challenges and the experiences garnered over the years. As a matured network of Tanzanian CSOs, PF has spent more than a decade and a half dedicated towards influencing policy processes that help in poverty reduction, equity and democratization with a specific focus on public money accountability at both central and local levels. In its previous strategic period, focus was on a theory of change geared towards three main thrusts of members capacity enhancement, policy engagement and internal institutional development to ultimately ensure improved service delivery through enhanced governance and accountable use of public resources.

Given its diverse membership that spans across the country, its collaborations with government MDAs and parliament and its work with like-minded international organisations, PF is uniquely placed to play a convening role aimed at achieving greater equitable and accountable use of public resources through inclusive governance. This could be achieved by enhancing the way the network builds upon its members ability to apply knowledge and improving on its ability to build coalitions and partnerships for advocacy to respond to the challenges.

Lessons learned during the implementation of the 2017-2020 offer opportunity to examine how the network's capacities can be enhanced to deal with the current realities and inform how PF can add value to efforts to reform policies and processes that open spaces for inclusive governance. For instance, in previous strategic periods, PF worked under the assumption that imparting knowledge to its members on how to monitor, analyse and influence policies would result in its actual application. Lessons inform that this in itself is not enough and that there is a need to include capacity enhancement for members

in the areas of ***navigating government systems and analyzing how political power is distributed***. Illustration of this was seen during the implementation of the previous strategic plan when it was noted that engaging government officials from the very initial stages when conducting social accountability monitoring, budget and other policy analysis work helps improve transparency, relationship and trust between stakeholders.

Hence PF not only draws a lesson on the importance of members' capacities being enhanced beyond policy analysis and introducing knowledge on government systems and navigating politics, but on the significance of sharing tacit knowledge acquired by both civic practitioners and government officials through practice and experience of interacting with one another. Implicit in this assumption is that demand side actors of accountability will engage more confidently, proactively and strategically in the processes once they have enhanced familiarity with these underground structures and dynamics.

As mentioned earlier, ***there is also a need to engage technocrats before or during drafting of policies and regulatory frameworks*** as in the current environment, targeting only parliamentarians seems like a circuitous way of influencing policies. The traditional approach of using platforms and tools to influence parliamentarians to accept and champion the PF's agenda can also be redirected towards targeting technocrats who are the epistemic community within the executive and used by the ministries to draft policies. This outlook will shorten the observed bureaucracy when it comes to responsiveness to civil society and increase the mutual understanding with the ministries as well as impact positively on the capacity of members. To achieve this, PF needs to look at different strategic platforms to enable interactions with the targeted group of technocrats.

Given that PF's orientation was limited to capacitating its members and the usefulness and benefits of scaling-up the councillors training to other districts are evident, there is a need to ***extend capacity enhancement mandate in the 2021-2024 strategic period to include councillors. More trained councillors*** will act as change agents in their respective LGAs in Tanzania. To effect this, and with an intent of ensuring sustainability, PF will partner with LGTI and PSAM to institutionalize SAM and discuss a modality that will ensure increased coverage of councillors training with assured quality of the trainings delivered.

In light of this and the lessons learned, PF presents a conceptual logic premised on the following:

- That while enhancing capacities and skills to monitor and analyse policies is an important prerequisite for impacting policies, this must be coupled with the ability to apply the knowledge and a robust understanding of the workings of the environment in which the expertise is to be applied;

- That while the demand-side of public money accountability is necessary for responsive and inclusive governance, it on its own is not sufficient for effective equitable and accountable use of public resources. Coalitions and partnerships must be built to create a critical mass that works together to solve collective action problems.
- That the ecosystem for inclusive governance must create learning culture to understand what contributes to positive changes in inclusive governance and accountability, what does not and why. The evidence should then be shared widely to help deepen sustainable impact.
- That the learning has to enable the PF network to be adaptive in its programming and be sensitive to the complexity of public money accountability challenges facing Tanzania.

In achieving the above, it requires that Policy Forum focuses on the following vision and mission, remain guided by the shared values in achieving the desired change, as outlined in the Theory of Change (see Annex 1).

Policy Forum vision statement projects on what the network wishes to see in the long run while the mission statement provides a road map on how to reach where it is expected to.

Vision

Improved quality of life for the Tanzanian people.

Mission

'To influence policy processes for enhanced accountability and equitable use of public resources through improved partnerships'.

Core values

The sixth Strategic plan core values are adopted from the previous strategic period core values which served as cultural cornerstone for PF. These are the following;

Participation

- Policy Forum believe in participatory democracy and will work to promote democratic space for citizen voice and action

Accountability

- Policy Forum work to promote transparency and accountability in our organizations, partnerships and in society

Solidarity

- Policy Forum build coalitions with like-minded individuals and organisations committed to its mission

Independence

- The network members are autonomous and non-partisan organisations, answerable to own mission, values and governing bodies rather than the instructions of any local, national or foreign government

Equality

- Because all people are equal, Policy Forum shall actively promote human rights, dignity, equity and inclusion of all

Integrity

- Committed to high standards of honesty and strong moral principles

Learning

- The network strive for quality and excellence, and a culture of learning and reflection

3.1.1 Theory of change

The PF Theory of Change (ToC) builds on the above conceptual frame, vision, mission and core values.

Desired change:

Improved quality of life through equitable use of public resources and inclusive governance.

Long-term organisational impact:

Contribution to improved quality of life through equitable use of resources and inclusive governance by enhancing evidence-based advocacy and forging partnerships that open policy processes.

This desired organisational impact is what underpins PF's vision and mission of improved quality of life for the Tanzanian people by influencing policy processes for enhanced accountability and equitable use of public resources through improved partnerships.

Intermediate outcomes:

Based on mission of the Policy Forum, previous experience as well as the contextual analysis and desired change, the 2021 -2024 Strategic Plan will focus on the following four outcome areas:

Outcome 1: Enhanced PF members' influence in equitable use of public resources and inclusive governance through applied knowledge and adaptation

Outcome 2: Strengthened partnerships with stakeholders for inclusive decision-making that enhance equitable and accountable use of public resources

Outcome 3: Cultivated participatory learning and adaptation that promote partnerships for evidence-based advocacy to improve inclusive governance

Outcome 4: Augmented PF institutional capacity to improve governance and management of resources

Since this SP builds on the previous one which has aspects that need to be improved further, the following are the elements that existed in the previous strategic plan:

- PF will deepen its efforts to **mainstream gender** and other equity issues as it seeks to work with other like-minded organisations and forge partnerships that enhance

inclusive governance. PF will formulate a gender strategy for directing gender and social inclusion in its policy advocacy work and its own governance systems.

- Achievements in PF's **DRM** work will need to be consolidated and hence foreseen is continued analysis, partnerships and engagements with the TRA and TJNA among others as well as hosting of the TTJC working group.
- Having witnessed the benefits during previous SP implementation, a stronger focus on **learning** will enable improve advocacy efforts. Given the current context, **adaptation** and **flexibility** will be required to help the network and its allies navigate the everchanging spaces. Better means to identify the barriers preventing impact, the kinds of alliances and partnerships that work and the conditions that bring about success will help CSOs see how best to influence the acquisition, allocation and expenditure of public money.
- As is customary for PF, in each annual plan members will lead on the decision on where to prioritise within these strategic parameters that have been agreed. The Secretariat will continue with its advisory support and convening roles.

If the above outcomes are attained, PF posits that important milestones will be reached on issues of enhancing inclusive governance for equitable and accountable use of public money. Should Members ability to apply knowledge in actual contexts improve, coalitions and partnerships for their engagement are advanced and their ability to learn and adapt progresses, more spaces that impact policies will be opened. Embedded in the ToC is the following results chain linking the Intermediate outcomes with the organizational impact (see the Schematic Representation on page 30):

Enhance the ability of PF members to apply knowledge and learn from practice and adapt to environment on issues pertaining to accountable and equitable use of public resources

so that

PF members' understanding of government systems and processes is enhanced

so that

they can navigate political systems and build mutual trust and form coalitions with stakeholders to create strategic partnerships

so that

the partnerships open spaces and use the body of evidence to influence policies and processes for inclusive governance

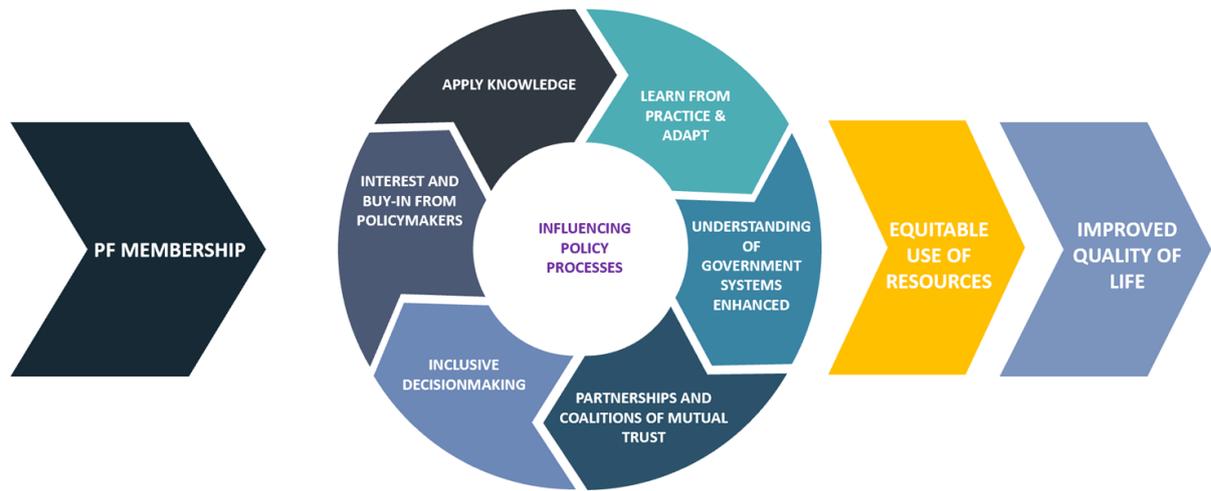
so that

there is increase in interest and buy-in from policy makers

so that

there is transformation of thinking on resource mobilization geared towards equitable and accountable use of public resources
 and
 With support and contribution from other actors
 there is
 Improved quality of life

(For the Schematic Representation of the Theory of Change, please see Annex 1)



4. KEY STRATEGIC INTERVENTIONS

4.1 Description

In achieving the planned impact of *“improved quality of life through equitable use of public resources and inclusive governance”* this Strategic Plan is intended to contribute to the positive realization of the following three programmatic outcomes and one internal supportive outcome:

Outcome 1: Enhanced PF members’ influence in equitable use of public resources and inclusive governance through applied knowledge and adaptation

1.1 Equipped PF members are adaptively applying knowledge to influence policies and processes

Building on the capacities that members have been equipped, this output will be achieved through application of knowledge by members of the working groups who will be analyzing sectoral policies while taking into account gender aspects. This will involve production of policy briefs, position papers and simplified versions. Furthermore, this output anticipates that in the course of applying the knowledge members will be willing to learn and be flexible to adapt to changes. Any gaps identified through needs assessments and after implementation will be bridged by imparting members with the relevant knowledge or skills.

1.2 Policy Forum members have access to and use tools, platforms, and open spaces to effectively engage on budget and policy issues

In achieving this output, Policy Forum will open spaces and make use of tools and platforms accessible in order to enable members to effectively influence policies and processes related to public resources and inclusive Governance. Simplified versions of relevant policies and guidelines will be shared for advocacy through media, information packages, formal and informal meetings with decision makers and monthly debates on budget and policy issues.

Outcome 2: Strengthened partnerships with stakeholders for inclusive decision-making that enhance equitable and accountable use of public resources

2.1 Enhanced coalitions building for supportive stakeholders and committed champions working together to advocate for inclusive decision-making

In order to attain equitable and accountable use of public resources, Policy Forum will build upon the existing relations with members of parliament, committees, MDAs, LGAs and like-minded organizations while keeping in mind the need to identify champions who will escalate the agenda. Furthermore, new partnerships will be formed to advocate for

inclusive decision making.

2.2 Enhanced Opened Spaces that interest policy makers to collaborate on improved DRM and equitable and accountable use of public resources

Policy Forum will continue to maintain and strengthening the available spaces such as parliamentary caucus, MDAs, LGAs and CSOs platforms and create new ones that will absorb new interventions to support partnerships agenda.

2.3 Policy makers support partnerships' agenda that enhance equitable and accountable use of public resources

This output will be achieved by ensuring the partnerships' agenda on Domestic Resource Mobilization and equity is integrated by policy makers including Gender and social inclusion strategy for inclusive programming. Moreover, interventions to improve the acceptability of public access to budget, extractive revenue and tax information as well as to improve participation in public resource management will be carried out. With the intent to scale up SAM, at the local level, its institutionalization in the PO-RALG/ the Local Government Training Institute (LGTI) Hombolo will enhance the capacity of councilors so that they effectively execute their mandate.

Outcome 3: Cultivated participatory learning and adaptation that promotes partnership for evidence-based advocacy to improve inclusive governance

3.1 Strengthened internal learning capacity and organizational culture

Under this output, PF will conduct a baseline, mid-term and final review of this Strategic Plan to monitor milestones reached which will cross check the efficiency in the execution of the PMEL strategy as a strong feedback mechanism to strengthen learning culture of the network. PF will continue with its culture of holding quarterly reflection sessions, semi-annual, annual reviews and WGs meetings to measure implementation, identify gaps/challenges and adapt to changes in annual plans including flexibility in the use of digital technology.

3.2 Improved participatory collecting evidence, learning and adaptation with partners to advance sustainable reforms for inclusive governance

Evaluations (BDs, WGs, Community radios, publications) will be done from time to time to continuously document lessons, lessons learned and success stories. PF will also conduct monitoring visits (community radios and members) to monitor program implementation and learn from them.

3.3 Increased use of community of practice spaces to exchange lessons learned on successful policy reform strategies

PF will continue to utilize the existing platforms/spaces (PSAM, ZRM, ALE, CSOs week, IBP and TJNA Academy) to promote organizational learning culture.



Outcome 4: Augmented PF institutional capacity to improve governance and management of resources

4.1 Policy Forum governance and compliance strengthened

This output will be achieved by ensuring timely organization of the Annual General Meeting (AGM), all planned Board meetings, as well as the implementation of both AGM resolutions and Board recommendations. Board members will attend training on effective policy decision-making and board governance, and the secretariat will set aside resources for conducting annual retreats (and mini-retreats in the middle of the year) that is intended to invite members of the board, conveners and staff. Deliberate efforts will be made to enhance the accountability and facilitate conduction of an Annual External Audit.

4.2 Policy Forum effectively and efficiently manages its resources for sustainability

During this strategic plan period, the following main activities are planned for implemented in achieving this intended output: review the fundraising strategy, and semi-annual joint donor meetings. Network members' annual subscription fee management and membership contributions, and the organization will establish a database on sources of funds/potential

donors. Importantly, in ensuring its financial sustainability, Policy Forum is aiming at securing its own plot of land for development purposes.

5. RISK MAPPING AND MANAGEMENT

| Risk factor | Impact and Likelihood Rating | Assessment of risk and potential impact -the rating | Response | Residual Risk |
|-----------------------------------|---|---|---|--|
| National level | | | | |
| Government change | Weak (Unlikely) | Scope for government change in 2-3-year horizon, either through elections or successive cabinet reshuffles leading to a more favorable operating environment for CSOs | Building relationship and Understanding whenever there is a change of personnel in the institutions PF works with. PF will position itself as a knowledge sharing partner in the number of levels | Towing party line and not being receptive or openly forthcoming to Policy Forum agenda |
| Policy Commitment | Strong (Very Likely) | State of PFs aims and extent to which this represents a key government Concern | PF needs to sustain the existing mutual working relationship with the government through the respective institutions to realise policy changes. Also engage in the long-term Policy agenda such as FYDP-III. | The fact that decision making seems to be more centralised, our agenda will be successful basing on positive perception of top government officials |
| Institutional level | | | | |
| Governance and Corruption - risk | Weak (less likely) | Depth of governance issues, corruption and the treatment of the CSO sector by government, and their impact on development partners | Advocating for more transparency and enhancing partnership between the government, CSOs and Development Partners | Government exerting more power/pressure on the work of CSOs and hence lack of full control of CSO interventions |
| Leadership | Moderate (less likely) | Caliber, vision and empowerment of the responsible Ministers and any other key officials (note that some Ministers will change positions post-election) | PF needs to structure its engagements with both individuals and their institutions and leverage its members proximities with respective sectorial structures such that when there are changes of individuals in the institutions it doesn't affect the relationship significantly | Ministers in the current context may not be able to fully exercise their authority and therefore our engagement with them may not result into desired outcomes. |
| Reform commitment - opportunity | Moderate (less likely) Strong (Likely) | Prioritization of policy reforms in relation to public finance accountability and extent to which this translates into increased budget / government attention | Policy Forum should structure its interventions in a way that promotes public resource agenda to enhance mobilization and advocate for efficient and effective allocation and use of the resources. | COVID-19 might have a long-term implication on the public finance beyond at near future & that may impact resource mobilization. Possible decrease in funds might have more impact on accountability structures as recent trends show decreased on the accountability budget |
| Structural capacity - opportunity | Moderate (Unlikely) | Institutional capacity to support policy interventions and achieve sustainable outcomes | Policy Forum to widen the existing partnerships with government institutions in its capacity support programmes in which it builds long-term partnerships that will influence change in the long run | Internally there might be less sustainable capacity building and resources will be limited to sustain such drives from external actors |

| Risk factor | Impact and Likelihood Rating | Assessment of risk and potential impact -the rating | Response | Residual Risk |
|---|------------------------------|---|---|---|
| Dialogue with non-government actors | Moderate (Likely) | Government institutions' appetite for and receptiveness to consultation with actors from the development community, academia and civil society more broadly | PF has to ensure it brings meaningful contributions in the table and become an inclusion agent in the policy dialogues engagements | Non-state actors making insignificant contributions during dialogues with government institutions and thereby minimizing government institutions appetite |
| Sectoral level | | | | |
| Contribution of CSO's | Strong | Extent of opportunity in this segment, highlighting key underpinning dynamics, existing initiatives, current accountability and any notable limitations | PF to use the potentiality existing in the network to make notable contribution in the CSOs sector by positioning itself as a strong network | In the current CSO operation context, there is a risk that other CSOs might not be up to task in strengthening their compliance and hence reduce those that might compliment PF work as a result of de-registration or ceasing operations |
| Resource Mobilization opportunity | Strong (Very Likely) | Extent of opportunity in this segment, highlighting key underpinning dynamics, existing initiatives, current accountability and any notable limitations | Since domestic resource mobilisation is government agenda that coincide with PFs' and its partners this incentivize to continue pushing for favorable policies including improved transparency and participation in all efforts that aim at increasing domestic revenue | Tax collection at the expense of good business practices. Revenue collection and decision making that will still be concentrated at the central level |
| Women and youth participation in policy reforms - opportunity | Very strong (Very likely) | Extent of opportunity in this segment, highlighting key underpinning dynamics, existing initiatives, current accountability and any notable limitations | Both advocacy and participation of interventions by Policy Forum should target youth and women as way to maximize sustainable impact | As PF intervenes from national level, impact of its interventions might be limited and only through members local interventions which could be unreliable |
| Internal Operating Environment | | | | |
| Member-led network with functional structures | Strong (Very Likely) | PF is a member-led network of civil society organizations comprising of professional secretariat with minimal staff turnover and strong organizational governance structure that predominantly executing interventions through working groups | Secretariat continuing with convening role that strengthens implementation and feedback mechanism through participatory monitoring and evaluation learning (PMEL) framework | Only members that might feel PF network strongly complement their work might be willing for commitments |
| Clear Strategy, Reputation and Learning Culture | Very Strong (likely) | Strategic plan that is well articulated, and PF name that has been built on trust and much respect. Well-built learning culture. Other CSOs which are not part of PF are willing to partner with PF | Strengthening monitoring and evaluation learning framework that will collect evidence and lessons and sharing them in the community of practices | NGO and regulatory compliance aspect that may be beyond control from unclear communication from authorities |

| Risk factor | Impact and Likelihood Rating | Assessment of risk and potential impact -the rating | Response | Residual Risk |
|---------------------------------|------------------------------|---|--|---|
| Regulatory Compliance -risk | Strong (Very likely) | | PF in partnership with other CSOs to progressively work with government institutions including the registrar of NGOs to advocate for favorable policies that govern the sector | Individual local leader perception of individual CSOs might have impact to other players as well |
| Funding | Moderate (Very likely) | NGO act at its current form and its regulations do not accommodate Covid -19 has brought even large concerns of diminishing donor funding further as partners realign priorities therefore increase competition among grantees on the limited available funds. Governance, accountability and transparency will be key issues that will work remains an area to support | Policy Forum will continue using Basket funding as strategy for fundraising which allows sustainability of PF activities. Further trust with donor and global agendas that Policy Forum will be involved with partners will open up new funds streams. | Untimely execution of interventions as a result of restrictive measures by authorities that's impacting fund flows and implementation |
| Effective Members participation | Strong (likely) | Policy Forum has different kind of members with different strength and weakness. Inconsistences and incomplete member participation in program activities with proactive strong feedback which proper implementation of MEL participatory strategy | As PF experienced during pandemic lockdown as means of increase member participation technology will be key. Reflections that members' learning will enhance impact of their interventions | Lack of understanding of technology and limitation of access to medium and devices that will help with remote meeting for members |

6. BUDGET

5

FIVE BUDGET PROJECTIONS FROM 2021 TO 2024

| | 2021 BUDGET US\$ | 2022 BUDGET US\$ | 2023 BUDGET US\$ | 2024 BUDGET US\$ | 2021-2024 BUDGET US\$ |
|--------------|---------------------|---------------------|---------------------|---------------------|--------------------------|
| OUTCOME 1 | 255,550. | 255,550. | 255,550. | 255,550. | 1,022,200. |
| OUTCOME 2 | 376,600. | 376,600. | 376,600. | 376,600. | 1,506,400 |
| OUTCOME 3 | 363,150. | 363,150. | 363,150. | 363,150. | 1,452,600. |
| OUTCOME 4 | 107,600. | 107,600 | 107,600. | 107,600. | 430,400. |
| SUPPORT | 242,100. | 242,100. | 242,100. | 242,100. | 968,400. |
| TOTAL | 1,345,000 | 1,345,000 | 1,345,000. | 1,345,000. | 5,380,000. |

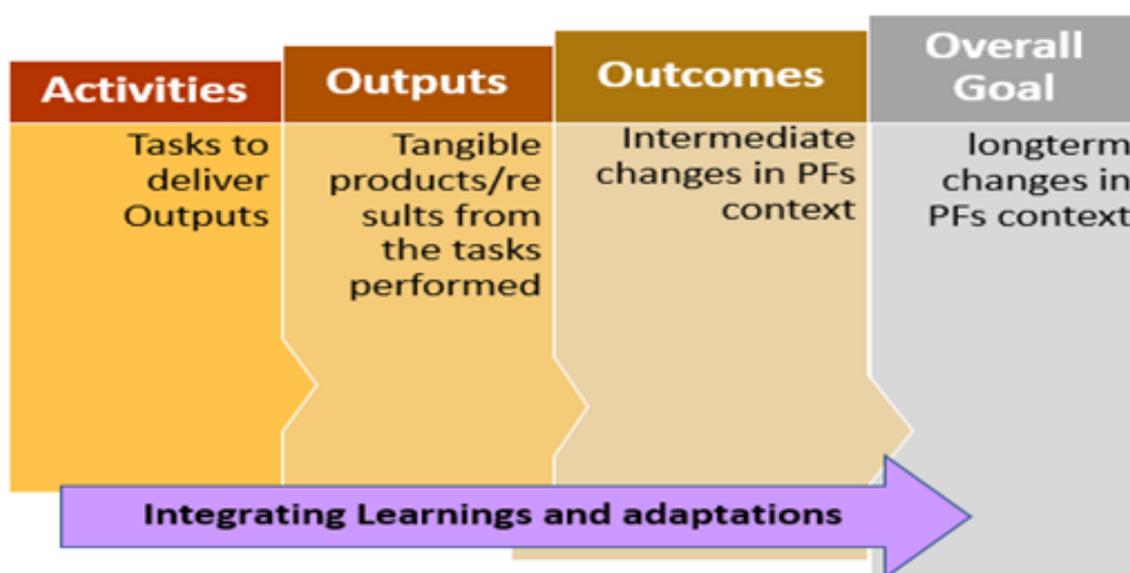
7. IMPLEMENTATION FRAMEWORKS

7.1 Participatory Monitoring Evaluation and Learning

Experience shows that measuring advocacy work where change can be hard to measure has always been tricky. Policy processes are influenced by many factors and involve a large number of players often working in coalition of which might be beyond Policy Forum control. Responding to this, the network has built a MEL system that is guided by a participatory monitoring evaluation and learning (PMEL) strategy to effectively realize its theory of change that intends to contribute to improved quality of life through equitable distribution of resources and inclusive governance by enhancing evidence-based advocacy and forging partnerships that open policy processes.

To strengthen organizational learning culture through coalitions with other parties, PF shall reinforce active feedback mechanism between members and other likeminded stakeholders as part of PMEL to cultivate lessons from successful policy reform for enhanced evidence-based advocacy. The system will guarantee the availability of data/evidence collected and well documented by the network and partnerships where both parties are willing to actively engage hence identify the attribution of outcomes in the advocacy arena. With the support from MEL Officer results will be harvested by Result Based Management Framework (attached as Annex 2) to provide coherence from strategic planning and management based on learning by defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performances.

To operationalize PMEL strategy systematic approach of capturing progresses shall be enhanced to collect evidences from the activity/process level, output level, outcome level, to the program's goal level as described in an illustration below;

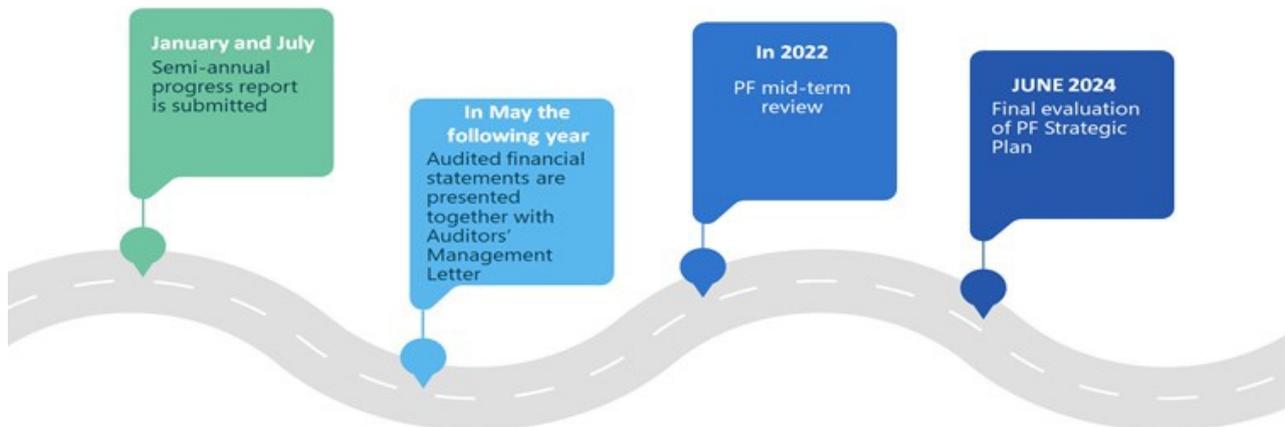


7.2 Financing Modalities and Management

Accounting, auditing and reporting will be undertaken by the PF using International Reporting Standards such as IAS, IFRS or IPSAs. On annual basis statutory auditing by international affiliated firm shall take place and its report submitted to the Board. Preferably one agreed accounting and reporting mechanism for all donors would satisfy fund accountability. This would bring a more rigorous reporting enough to satisfy the strictest of the PF donors but would not require multiple accounting and reporting procedures to save transaction costs for the PF Secretariat and Board.

From recently concluded risk assessment one of the challenges that face PF include acquiring strategic plan commitments from donors, competition from its own members for limited resources, therefore during this strategy Policy Forum will pursue new stream of funds and put further attention on areas that will attract further support (e.g. infrastructure contracting, etc.). Policy Forum does not engage in sub granting and has preference for a basket-funding approach in which donors and members contribute to the Policy Forum Strategic Plan. The PF Secretariat will prepare an Annual Plan and Budget at the beginning of each financial year which would be submitted to the Board for critique and comment and the final version would then be submitted to PF members for endorsement.

REPORTING AND REVIEW TIMELINE



7.3 Governance

Annual general meeting is the highest decision-making body especially on strategic direction. The board of directors headed by chairperson oversees secretariat's day to day responsibilities of managing and implementing of the engagement and its outcomes. PF will assume the responsibility of holding dialogue meetings with funding partners. As per recent development in the regulatory aspect, Policy Forum expect to incur more cost and time relating to compliance as burden of operating NGO has increased and there is more likelihood of that burden increasing.

7.4 Gender Strategy

A gender strategy is necessary to reflect the changing social and economic realities in Tanzania. To steer the understanding of PF's strengths, weaknesses and opportunities underlying in relations to gender. The strategy will expound the nature of programs, issues related to human resources with a gender lens and the gender backstopping mechanisms to inform the implementation of the Strategic Plan 2021-2024 by illustrating the gender results in all its outcome areas and the inclusion of relevant indicators to measure the success.

8. ANNEXES

Annex 1: Theory of Change

Annex 2: Result Based Management Framework

Annex 3: Detailed Budget

Annex 4: Staff Structure

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