



ANNUAL REPORT JANUARY - DECEMBER 2021



policy forum

Making Polies Work for People in Tanzania

Content

- Abbreviations 4
- Board Chairperson’s statement..... 6
- Executive summary 8
- 1. The state of Policy Forum Network..... 10
- 2. Outcome 1: Enhanced PF members’ influence in equitable use of public resources and inclusive governance through applied knowledge and adaptation 11
 - 2.1 Enhancing Oversight at the LGAs 11
 - 2.2 Sustaining SDGs discussion at the Parliament 11
 - 2.3 Reaching Communities through Members’ Knowledge Application 12
 - 2.4 Maximizing non-traditional members potentials 13
 - 2.5 People and Policies debates 13
 - 2.6 Information sharing as a conduit for change..... 16
- 3. Outcome 2: Strengthened efficient government engagement for inclusive decision-making that enhance equitable and accountable use of public resources 21
 - 3.1 Impacting public money accountability with Sikika..... 21
 - 3.2 PF calls for the Government to adequately invest on Agriculture Sector 21
 - 3.3 Public Audit Act amended to Provide room for the Government to Adequately Respond to Reports by the Controller and Auditor General 23
 - 3.4 Taxation in the Extractive Industry 24
 - 3.5 Economic Empowerment for the Marginalized 24
 - 3.6 Agreements between head of the organization to conduct Social Accountability to Councillors Training at LGTI 26
- 4. Outcome 3: Cultivated participatory learning and adaptation that promotes partnership for evidence-based advocacy to improve inclusive governance 28
 - 4.1 Increased Citizens Participation in Budget processes with Save the Children 28
 - 4.2 Enabling effective Citizen's engagement in Policy reforms 29
- 5. Outcome 4: Augmented PF institutional capacity to improve governance and management of resources..... 30
 - 5.1. Reinforce PF Network Relations through Member Visits 31**
 - 5.2. Joint efforts to improve CSOs compliance with legal frameworks 31**
 - 5.3. Institutionalization of the Board Charter 32**
 - 5.4. Leadership Development within PF Management 33**
 - 5.5. The 2021-2024 Strategic Plan Budget Implementation 33**
 - 5.6. Implementation of 2021 Annual Budget 34**
- 6. Policy Forum members work at a Glance 36
 - 6.1. HakiElimu launches a report on ‘the Education We Want’ 36

6.2.	Fostering Accountability at the Local Level by Availing Social Accountability Tools – A case of CODEFA.....	37
6.3.	ActionAid Tanzania push for public services provisions	37
7.	Lessons.....	38
7.1.	Partnering with Government Officials when producing publications increase credibility and reliability	38
7.2.	Involving Beneficiaries during Engagements with Policymakers is a catalyst for more Meaningful Discussions	38
7.3.	Strengthening Organizational Governance Structure is Key to sustain Advocacy Functioning ...	39
8.	Challenges and Conclusion	39
8.1.	Financial resources	39
8.2.	Conclusion	40

Abbreviations

AGM	Annual General Meeting
AMV	African Mining Vision
ANSAF	Agriculture Non-State Actors Forum
BOT	Bank of Tanzania
BWG	Budget Working Group
CADA	Community Active in Development Association
CAG	Controller and Auditor General
CODEFA	Community Development for All
COVID-19	Corona Virus Disease discovered in 2019
CSO	Civil Society Organisation
D by D	Decentralization by Devolution
DANIDA	Danish International Development Agency
DPs	Development Partners
DRM	Domestic Resource Mobilisation
ETP	Education & Training Policy
FRAC	Finance, Risk and Audit Committee
FYDP II	Five Year Development Plan II
GDP	Gross Domestic Product
GRB	Gender Responsive Budgeting
GRBA	Gender Responsive Budgeting Analysis
HaKE	HakiElimu
HR	HakiRasilimali
IBP	International Budget Partnership
ILO	International Labour Organization
LGAs	Local Government Authorities
LGTI	Local Government Training Institute
LGWG	Local Governance Working Group
MIICO	Mbozi Ileje & Isangati Consortium
MIS	Management Information System
MoHCDEC	Ministry of Health, Community Development, Gender, Elderly and Children
MoFP	Ministry of Finance and Planning
MoU	Memorandum of Understanding
MPs	Members of Parliament
NAOT	National Audit Office of Tanzania
NGOs	Non- Governmental Organisation
O&OD	Opportunities and Obstacles to Development
OMT	Open Mind Tanzania
PCCB	Prevention and Combating of Corruption Bureau
PETS	Public Expenditure Tracking Surveys
PF	Policy Forum
PGSD	Parliamentary Group for Sustainable Development
PMEL	Participatory Monitoring, Evaluation and Learning
PORALG	President's Office – Regional Authorities and Local Government
PPRA	Public Procurement Regulatory Authority
PWDs	Persons With Disabilities

REPOA	Research on Poverty Alleviation
SA	Social Accountability
SAM	Social Accountability Monitoring
SDGs	Sustainable Development Goals
SP	Strategic Plan
STAMICO	State Mining Corporation
TCDD	Tanzania Coalition on Debt and Development
TEITA	Transparency and Accountability
TEITI	Tanzania Extractive Industries Transparency Initiative
TRA	Tanzania Revenue Authority
TJWG	Tax Justice Working Group
TSDP	Tanzania Sustainable Development Platform
TTJC	Tanzania Tax Justice Coalition
UNAT	United Nations Association of Tanzania
UNICEF	United Nations International Children's Emergency Fund
VNR	Voluntary National Review
WDC	Ward District Commissioner
WEOs	Ward Executive Officers
WIPA	Wajibu Institute of Public Accountability
YPC	Youth Partnership Countrywide

Board Chairperson's statement

Dear Stakeholders,

2021 was the second pandemic year and as challenging as the previous one for Policy Forum as well as the wider CSO community. Resilience has become a buzzword as the sector continued to learn how to navigate and grapple with these tumultuous and extraordinary times. The effects of COVID 19 meant disruptions in operations but has also meant the sector has been provided with an incentive to turn these lessons into practical solutions for the future.

Despite pandemic-related challenges, it is reassuring that several milestones have been met in a year the 6th Strategic Plan for the period of 2021-2024 was kick-started with new themes on themes on inclusive governance, partnership, participation and gender equality. In the quest to augment the influence of PF members in the equitable use of public resources and inclusive governance, the forum's Local Governance Working Group (LGWG) led in the development of the tailor-made councilors self-learning modules on the areas of management skills particularly in the areas of procurement, budgetary guidelines/ financial regulations, and delivery of public services. These three areas came strong during the evaluation of SAM in three pilot areas whereby councilors earmarked areas which they need to be capacitated more in order to effectively oversee the council management. The tailor-made modules are designed in the manner that councilors in their own locality will be oriented themselves without necessary PF members of the LGWG to be available physically but where possible they can seek assistance from PF and this will be conducted using the available structures of councilors meetings and they will not be using the entire day of their time but rather some few hours after their usual normal time of conducting the meeting.

The monthly Breakfast Debates continue to attract a diverse audience to the policy sphere and discussions on each topic continue in the media and elsewhere for much longer beyond the actual event, making the space a generator of discourse and a disseminator of information and viewpoints related to topical policy issues.

The relationship with state-actors and legislators continued to improve and milestones on government engagement for inclusive decision-making were also witnessed. PF reconnected with Sikika to restart their Public Sector Cost Management campaign to reduce avoidable costs. With HakiRasilimali (HR), PF engaged the government to enhance transparency in the extractive industry as a vital prerequisite to a functioning extractive sector and accountability in the governance of revenues.

On the governance front, the Board spearheaded several reforms which should positively impact on the future performance of the organisation. The PF Board led on the finalization of the new constitution for the network last year following the amendment of the Companies Act, Cap 212, R.E 2002 and NGO Act, No. 24, R.E 2002 (as amended) through the written Miscellaneous Laws No 3 of 2019.

The institutionalization of a Board Charter for PF which sets out the roles and responsibilities of the Board of the Policy Forum has been finalised. Furthermore, it is my hope that as I find an exceptional working relationship between the Board and the Secretariat, I will not only help to sustain it but think of creative and innovative ways to improve the performance of the lean management of 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 network.

Christina Kamili Ruhinda

PF Chairperson

Executive summary

2021 has been an eventful year for the republic of Tanzania where president Samia Suluhu Hassan became the first female president in history let alone the death of the late president John Pombe Magufuli on March 17th in the same year. It is the year when the world had to accept and adapt to the realities of Covid19 following the second, third and now the fourth wave. It is the year that the country launched the Five-Year Development Plan III which seek to realize Competitiveness and Industrialisation for Human Development. To enhance quality of the outcomes, the FYDP III will focus on stimulating an inclusive and competitive economy, strengthening industrial production capabilities and service delivery and promoting investment and trade while emphasizing on coverage, equity and quality of services in order to attain inclusive economy. 2021 also marks the beginning of Policy Forum's sixth strategic plan that commits to advocate for "Inclusive Policy Ecosystems for Resilience and Change" while carrying forward policy issues that PF has been advocating for and opening up avenues for more engagement with both state and non-state actors.

In the spirit of building strong coalitions with the state actors while promoting public participation in matters pertaining their welfare, PF in collaboration with Ministry of Finance and Planning and United Nations Association of Tanzania developed FYDP III popular version. Reflecting on PF's agenda of promoting accountable and equitable use of public resources, the popular version will serve as a tool to raise public awareness on opportunities arising from FYDP III and the contribution they will offer in attaining developmental goals as demystified in the plan.

To bridge the gaps observed from the previous strategic period and changes that has been occurring in government structures and systems, PF organized a training session to its members on the same to increase their knowledge for them to fully engage in policy and processes. Along with this, PF reviewed a detailed guide titled "Understanding the Budget Process in Tanzania" that was formally developed in collaboration with HakiElimu. Since 2008 when the guide got released, many changes have been occurring such as enactment of The Budget Act, CAP. 439 of the laws of Tanzania in 2014 and promulgation of the Guidelines of Improved Opportunities and Obstacles (O&OD) to Development in 2019 by the President's Office-Regional Administration and Local Government (PO-RALG) made the necessity for revising the guide. Resulting from that, few members such as NCA has clearly demonstrated the application of knowledge by conveying what they have learnt to communities targeting to increase public participation to monitor accountable use of public resources from the lowest level of engagement.

Apart from reaching the public through its members, Policy Forum designed spaces like community radio programmes to directly reach the communities and trigger discussions on different systemic issues. The program has been instrumental in voicing up challenges that communities are facing as well as raising awareness that promote accountability and good governance. Of recent, Policy Forum through Safari media witnessed a success story where the Government supported the completion of the health centre and now it works to serve the community. The host from a community radio program amplified the Newala community's agony and efforts to build a nearer health center targeting support from the government.

Over the years agricultural sector has remained to be the major employer in the country where 66.3%¹ of Tanzania's workforce are employed in the sector. Despite its notable contribution to the country's GDP² (27.7%) there are still challenges in accessing extension services for women smallholder farmers in Tanzania³. To address this, Policy Forum prepared a space that brought together Women small holder farmers from Chamwino, Kongwa and Kondo District Councils who are the primary victims and Members of Parliament from different committees including the Budget Committee to discuss challenges affecting agricultural sector. It was interesting to find out that some of the MPs that had participated in PF's session raised the issues discussed and advised the government on how best it could place its priorities in the sector. Apart from increasing agricultural research funds from TZS 6.5 billion to TZS 11 billion, it was also interesting to learn that the Government allocated funds meant for the commemoration of "Nane Nane" day to strengthen access to extension services.

While advocating for accountable use of public money through social accountability approaches, it was learnt that collective efforts and working in collaboration with likeminded institutions will bring larger impact rather than working in silos. In January 2022 Policy Forum and Local Governance Training Institute (LGTI) signed Memorandum of Understanding (MOU) to reaffirm the long-standing partnership between the two in supporting institutionalization of social accountability monitoring in the country. With the mandates, facilities and capacities that LGTI has to train public servants, PF will collaborate with LGTI in conducting trainings to councillors and other relevant actors to promote accountable use of public resources and good governance. The MOU between the two offers sustainability of the social accountability monitoring initiatives in government institutions while promoting systemic change. To facilitate this, PF urge for partners who are interested and work around social accountability monitoring to join the initiative and together eradicate the misuse of public money.

Despite the accomplishments made the network still suffers financial constraints following the shifting of funding landscape which was mainly due to the pandemic outbreak. This will largely affect the implementation of the 2022 plan going forward even with adaptation measures in place. The phasing out of one of our donors and ending of contract of the other has largely disrupted the funding horizon given the fact that PF implements under basket funding.

¹ Tanzania Five Year Development Plan III

² Ibid

³ Challenges in Accessing Extension Services for Women Smallholder Farmers in Tanzania

https://www.policyforum-tz.org/sites/default/files/2022-02/Challenges%20in%20Accessing%20Extension%20Services%20for%20Women%20Smallholder%20Farmers%20in%20Tanzania_0.pdf

1. The state of Policy Forum Network

Policy Forum (PF) is a network of 60 civil society organizations founded in 2003 registered as a Non-Governmental Organization (NGO) under the Non-Governmental Organizations Act, 2002 with registration number NGO/R2/00015. PF has diverse members that are 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. Its desired change is to improve service delivery through enhanced inclusive governance and accountable use of public resources.

The emergence of the global pandemic in the country has largely affected the network’s day-to-day policy engagement. Moreover, as of recent, Policy Forum is financially disrupted following the shifting of global funding which is partly triggered by the pandemic⁴. Despite the challenges facing, PF pursue to continue its advocacy work while mobilizing resources to facilitate the implementation of its new strategic plan. The new SP commits to advocate for inclusive Policy ecosystems for resilience and change and shall serve for four consecutive years (2021-2024). Among others, the SP seek to carry forward policy issues that PF has been advocating for and opening up avenues for more engagement with the state and non-state actors through collaboration to impact change. This is to 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 public needs.

To carry out its mandates, PF implements its strategic plan through four outcome areas as stated below;

OUTCOME ONE	Enhanced PF members’ influence in equitable use of public resources and inclusive governance through applied knowledge and adaptation
OUTCOME TWO	Strengthened efficient government engagement for inclusive decision-making that enhance equitable and accountable use of public resources
OUTCOME THREE	Cultivated participatory learning and adaptation that promote partnerships for evidence-based advocacy to improve inclusive governance
OUTCOME FOUR	Augmented PF institutional capacity to improve governance and management of resources

2021 marks the commencement of the sixth strategic plan for Policy Forum. The report articulates key achievements and milestones the network has reached in the year reported. It is clear that advocacy outcomes take time to be realized and sometime could be a result of multiple interventions contributed by a good number of stakeholders working in the field. Knowing that, the report presents key milestones achieved for the year 2021 while identifying the lessons learned in the course of implementing its programme.

⁴ Research on Impact and Implications of COVID-19 on Philanthropy Work in East Africa <https://globalfundcommunityfoundations.org/wp-content/uploads/2021/03/ReportOfEAPNPhilanthropySurvey2020.pdf>

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

This outcome seeks to showcase members capacity enhancement and how the knowledge and skills acquired are being applied to contribute into equitable and accountable use of public money. Building on the capacities and knowledge that members have been demonstrating, until the end of this year 2021, PF has continued enabling its members to showcase the application of the knowledge using analytical tools⁵ produced and availed spaces/platforms for policy engagement. Along with members, PF has worked with partners through existing platforms to bridge the public and potential actors responsible for policy processes.

2.1 Enhancing Oversight at the LGAs

As part of the Policy Forum efforts towards advancing accountability and transparency of the public money in the country the development of three tailor-made councilors self-learning modules has been completed. The modules focus on management skills particularly in the areas of procurement, budgetary guidelines/ financial regulations, and delivery of public services. The modules also cover salient features of management such as planning, administration, coordination, controlling, financial and information management. The Social Accountability Self Learning Modules developed will be used to enhance capacity of councillors through self-learning as well as used by PF members to continue with the Social Accountability Initiatives in their respective locality.

The expected learning outcome of this process is to increase knowledge and understanding of the leadership concept and how councilors can use their space to promote social accountability. Along with that, it is anticipated that councillors will effectively participate in local government processes to promote good service delivery and sustained oversight function at the LGAs. PF foresee to conduct validation of the modules in four councils to best fit the intended purpose before their consumption to the community

2.2 Sustaining SDGs discussion at the Parliament

Following the 2020 general election where new elected MPs joined the Parliamentary Group on Sustainable Development as members⁶, Policy Forum in collaboration with UNATz and TSDP organized a workshop to orient group members on how to monitor the integration of

⁵ These are information Education and Communication (IEC) materials involving analysis of sectoral policies, policy briefs, position papers and simplified versions.

⁶ The Parliamentary Group on Sustainable Development (PGSD) is a voluntary Parliamentary Caucus formed in 2018 by 30 founding members who champion Sustainable Development Goals (SDGs) in the parliament. The workshop involved a total number of 24 members of parliaments (16 female and 8 male) from different constituencies. The group is represented by a diverse number of participants including youth which is in line with the SDGs core principle of "leaving no one behind."

SDGs in the national budget focusing on goals 3, 4, 5, 8 & 16. To monitor the national budget with the SDGs lens the MPs were provided with tools and other learning materials⁷.

As part of sustaining SDGs discussions, PGSD members developed a Code of Conduct which entails partnership with CSOs with regard to SDGs engagement within the parliament. The developed Code of Conduct will be used as a tool to advocate for formalization of PGSD to become the parliamentary standing committee in the future. Furthermore, for the year 2021, the group came up with draft Strategic Plan which will be finalized during the parliamentary session of February 2022. The developed SP will be used as roadmap to guide PGSD initiatives on SDGs and a fundraising tool to minimize group's financial dependency from CSOs.

2.3 Reaching Communities through Members' Knowledge Application

PF improves capabilities through numerous ways including holding capacity enhancement sessions and publishing booklets that intend to enhance its members and citizens' understanding with the anticipation that it will enable them to effectively take part in the social accountability initiatives like the budget process.

In 2021, PF conducted a training on Government structures and systems, content that was derived from a review of the guide that broadly explored the budget process in Tanzania including major actors, key steps in the national and local budget processes, legal and policy frameworks as well as recommendations.

Mr. Pius Ngirwa from NCA Tanzania reported on the immense application of knowledge that took place in Kilosa District as a result of the session. He mentioned that after the orientation session that took place in Morogoro and before the budget deliberations in Parliament, NCA conducted 3 days capacity building session to the Interfaith Committee of Kilosa District which consist of inter-religious leaders/faith actors on the need to participate in the budget process but specifically the village meetings when priorities are being set. Thereafter the Faith actors shared the knowledge with their respective 7 wards namely Kasiki, Chisange, Zombe, Kitete, Dumila, Mbigiri and Magore. But also, 9 coordinators of the Community Financial Groups were trained as a result they capacitated 35 Inter-religious VICOBA Groups through quarterly meetings making a total of 2460 trainees.



The guide is in place and has been strategically disseminated to members through monthly information packs and to various stakeholders that PF engages with during interventions. The link to the guide: <https://clicklo.net/ti3wn>

⁷ Government & CSOs VNR report of 2019, Tanzania SDGs Baseline Report of 2017 and SDGs implementation report

2.4 Maximizing non-traditional members potentials

Despite having sixty members across the country, only 60% of Policy Forum members have been actively engaged and utilize the platforms provided by the network in the past strategic period. As one of the strategic initiatives informed by the internal reflection sessions, the network is committed to bring on board the non-traditional⁸ members to fully utilize existing opportunities within and beyond the network for this new SP. PF identified and engaged HAKIKAZI catalyst from Arusha and Ileje Environmental Conservation Association (IECA) from Mbeya in the network advocacy efforts.

While conducting the gap analysis to identify areas for assistance it was unveiled that the common hindrance factors to effective advocacy are not only limited to improper timing to channel advocacy agenda but also unclear advocacy goal, limited audience selection and inadequate capacity to draft advocacy messages. Subsequently, enhancing members capacities to effectively carry out advocacy work is equally consequential to strengthening organizational governance since achieving the former will be difficult if the latter is in question.

After the session it was of interest to see the non-traditional members are making commitment to join the working groups to transform what they have learnt into practice. They also took a step further by identifying focal persons who will be contact persons to engage and reporting progress.

2.5 People and Policies debates

As a platform for policy engagement, BD offered spaces to PF members and non-members to critically discourse issues related to public resources aiming at influencing inclusion in decision making and governance. A slot utilized by Wajibu Institute of Public Accountability (WIPA) to discuss the current trends of financial accountability in Tanzania reflecting on the 2019/2020 CAG's report resulted to the launch of three simplified accountability reports; Accountability Report on Central Government and Public Entities, Accountability Report on Local Government and Development Projects and Accountability Report on Efficiency, Corruption and Misappropriation in the Public Sector.

⁸ Non-traditional PF members are PF members who have not been actively participating in PF's activities.



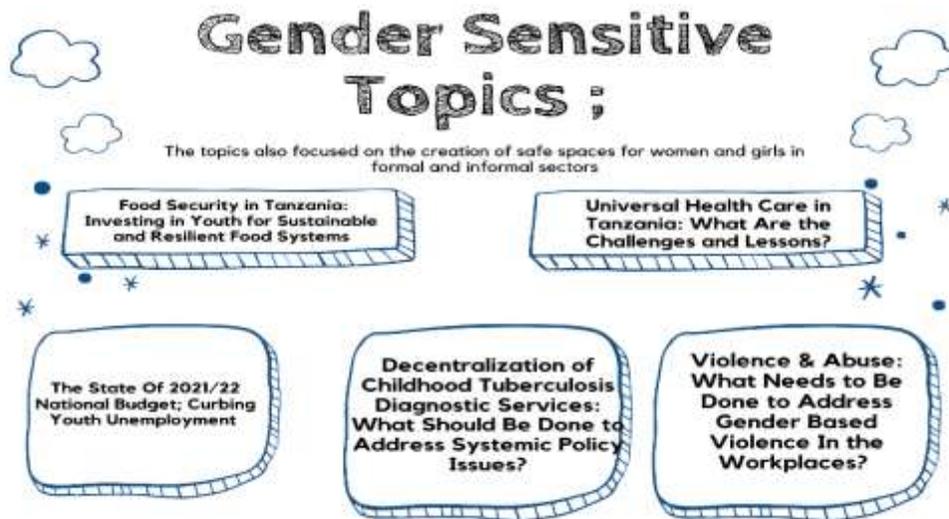
Richard Maballa presenting his thoughts on the state of 2021/22 National Budget: Curbing youth unemployment in Tanzania

The 2021 BD evaluation report revealed that, BDs have significantly improved the understanding of different systemic issues amongst beneficiaries, identify potential partners and priorities, build constituencies and resolve for policy change.

To demonstrate this impact a presentation made in October 2021 to call for a digital Policy in Tanzania helped the telecommunication companies understand what the pressing needs of their customers. The recommendations emanated from that BD sparked a discussion between telecommunication companies and members of parliamentary budget and infrastructure committees. On the same note, one of the respondents of the evaluation highlighted that:

"Days after the October BD session, we were invited by the members of the parliament in Dodoma. Among the agenda discussed between the members of the parliament forming the budgetary and infrastructure committees and the Mobile Network Service providers' representatives included insights that were obtained from the BD session we had in October"

In the efforts to advance gender equality and social inclusion in PF programmes, out of ten (10) BD topics, five (5) engrossed on raising dialogue on gender-sensitive issues which accentuate the effective participation of women, youth and other marginalized groups in decision making. The following figure highlights gender issues that took place in the 2021 BD



This year’s BD has successfully proven involvement of marginalized groups that target on human rights, women rights, and inclusion. This gave the impression that BDs determined to tackle policy issues that are gender diverse. The participation of people with disabilities has been noted despite the fact it is still minimal. One respondent from the evaluation report hinted that;

"Some topics were stretched to tackle gender and people with disabilities, e.g. the topic about C190 ratification which went further on touching issues related to women and people with disabilities at the workspace on violence and harassment. This shows that the platform has not left behind gender issues, and it goes further on social inclusion from the topics discussed but also on the emphasis of participation."

BD has proven to be the platform that voices for policy change. To elucidate, the February 2021 BD on the Ratification of the International Labour Organization Convention C-190 On Violence and Harassment in Tanzania was trailed by a follow up on interventions deployed by Action Aid Tanzania (AATZ) to further engage and raise awareness on the ILO C-190; awareness raising through media engagement on several TV and Radio programs including Malumbano ya Hoja, Ijue Sheria (ITV & Radio One), Kumekucha (TBC1), Busati (Magic FM) and Sema Kweli (Channel 10) , internal consultations with CSOs like WILDAF and other stakeholders who have invested efforts towards the advocacy for the reform of policies on prevention of violence and harassment against women.



Despite the successes, the BDs evaluation report identifies areas that needs improvement such as ensuring of satisfactory participation of government officials who would respond to the presentations done or ideas presented during the BD sessions and establishing a functional mechanism that gives the feedback or guarantees the participants of the sessions to know what transpired after the BD session.

Month	Total Number of participants	All Participants		New Participants		Government Officials	
		Females	Males	Females	Males	Females	Males
January	73	35	38	17	10	0	1
February	54	23	31	7	9	1	0
April	71	23	48	5	9	0	0
May	75	37	38	10	12	2	0
June	69	26	43	8	7	0	0
July	123	66	57	32	25	2	1
August	95	41	54	19	15	0	0
September	109	44	65	11	26	0	1
October	104	53	51	19	17	0	0
November	104	29	75	7	21	1	1
Total	877	377	500	135	151	6	4

Table 1 An Extract of the 2021 BD Attendance Segregated by Sex

2.6 Information sharing as a conduit for change

Addressing Health Crisis through Community Radio Program in Newala

One standing out success story from the community radio programs is about how the PF's radio programs played an important role in amplifying concerns about access to health services in Newala urban. Health is a pivotal foundation for human welfare and national development. Nevertheless, in Tanzania the health sector still lags in equitable provision of health services where availability of such services is profoundly in the urban vicinities than in the rural areas. Even in urban areas, access to quality health services is still limited to the poor compared to the affluent people.⁹

For several years communities in Newala experienced poor accessibility of quality health services where patients have trekked long distances to access such services. A distress was mostly for children and pregnant women. Through PF's community radio programs broadcast from Safari FM in Mtwara, the host amplified the Newala community's agony and efforts to build a nearer health center targeting support from the government. Eventually the government supported the completion of the health centre and now it works to serve the community.

⁹ <https://www.repoa.or.tz/wp-content/uploads/2021/07/SDI-Health.pdf>

Listenership of Policy Forum’s Community radio programs has been exponentially growing.

Data from an evaluation conducted in the past year indicates growth of Policy Forum’s community radio listenership. A three-year growth of the listenership is presented as follows, in 2018 PF’s community radio programs had a listenership of 865,800 while in 2019 the programs attracted 1,151,387 listeners. In 2020 a total of 103 radio programs from four (4) radio stations had 1,693,956 listeners and 111 programs of 2021 had 4,084,786 listeners



Image 1 Airing of the Policy Forum community radio programs at Dodoma FM

from five radio outlets. Listenership of Policy Forum’s Community radio programs has been exponentially growing which translates to increased community interest, relevance of the issues discussed and increased awareness of the agenda that is being advocated for by PF. It also provides opportunities for members and partners to reach a wider audience when communicating different systemic issues.

Significance of PF Publications Shared through Info packs

To disseminate information on current policy issues that affect Tanzanians while engaging a wider audience on the discussions related to accountability, governance, gender, inclusivity, public money, economic incentives (such as LGAs loans provision) and rights and responsibilities of the citizens, PF continues to employ various ways such as info-packs, website, social media contemporary and traditional media platforms. With regard to info-packs, Policy Forum has continued to produce and disseminate publications on monthly bases to members and stakeholders. The significance of these publications is articulated by recipients who have been utilizing and redistributing them to the grassroots, for instance;

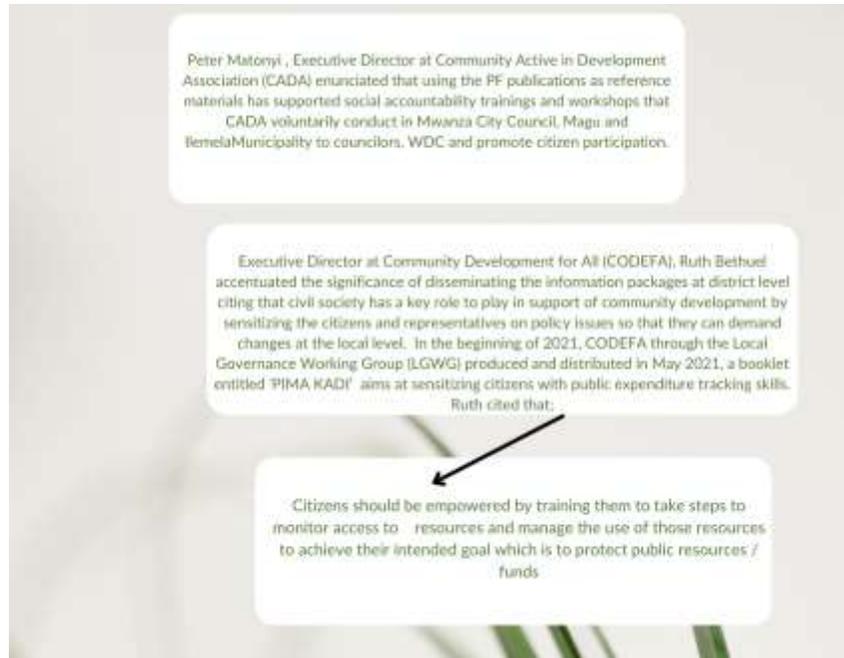
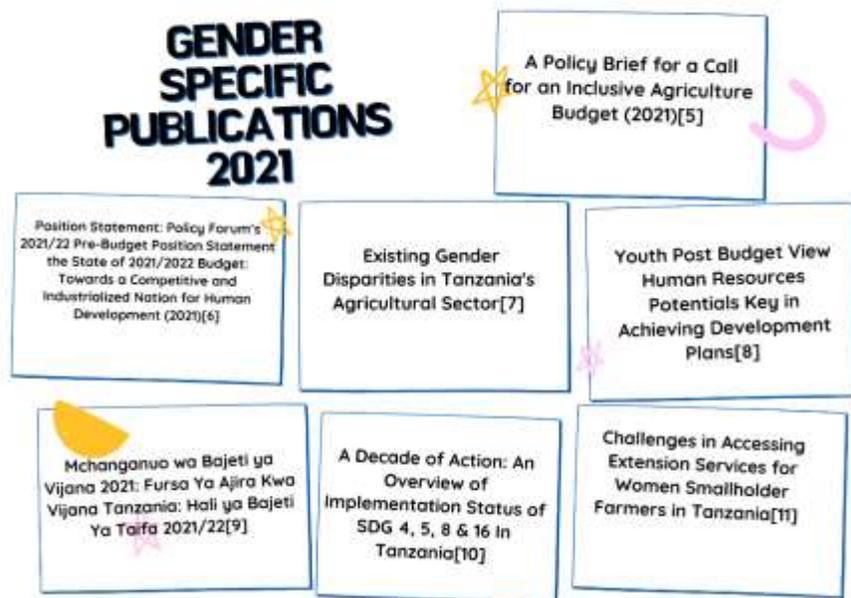


Image 2 Quotes from Members on Relevance of Info packs at Community Level

Over fifteen (15) publications have been produced and disseminated to different stakeholders for the year 2021. These publications are products of analyses done by PF members from different working groups.

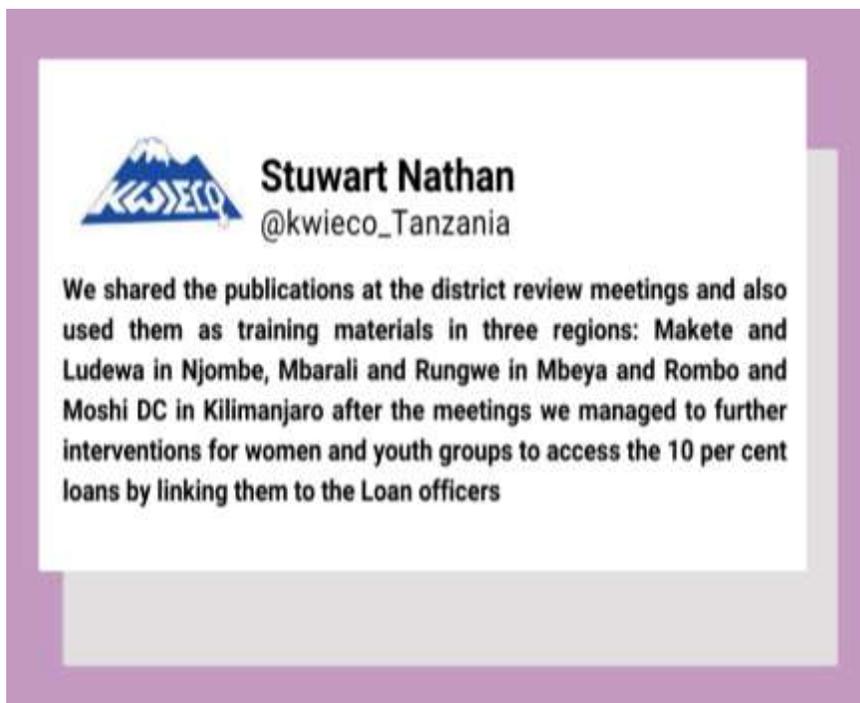


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¹⁰ <https://www.policyforum-tz.org/node/5749>
<https://www.policyforum-tz.org/node/5704>

Nevertheless, 1000 gender specific policy briefs were produced in 2021, 800 copies have been disseminated to different stakeholders through events such as the CSO Week Exhibition, Monthly Breakfast Debate, and the monthly information packages, 200 copies on Tax & Gender are yet to be disseminated. Completion of the remainder will be conducted in 2022 through the different channels including the community radios.

Furthermore, Kilimanjaro Women Information Exchange and Consultancy Organization (KWIECO) as one of the PF members who was a beneficiary of the GRBA training confirmed reception of the policy publications disseminated and further utilized them in the implementation of their organizational projects with youth and women *to promote economic empowerment at LGA level*. Additionally, KWIECO in partnership with TANLAP, WILDAF and TAWLA are also implementing a project called "Mwanamke Imara Project" which aims to produce a Business Registration Guide which is derived from a PF publication "Kanuni Za Utoaji Mikopo Na Usimamizi Wa Mikopo kwa Vikundi vya Wanawake".



Evidently, the information packages continue to be highly informative as they help deliver training and evidence-based advocacy. PF persists on follow up to its members for changes and impacts that occur at community level after the utilization of the IEC Materials.

Table 2 Extract of Activity 1-2.02 Disseminate IEC materials to members and stakeholders Progress Tracking from PFMIS
<https://www.policyforum-tz.org/node/5652>
<https://www.policyforum-tz.org/node/5663>
<https://www.policyforum-tz.org/node/5766>
<https://www.policyforum-tz.org/node/5768>
<https://www.policyforum-tz.org/node/5769>

IEC materials disseminated to members and stakeholders in 2021	# of info packs distributed to PF members	12	10
	# of info packs distributed to Developing partners	12	2
	# of info packs distributed to MDAs	4	4
	# of info packs distributed to PF partners	8	3

1.7 PF at the forefront in forging partnerships

Following the official launch of the Third National Five-Year Development Plan, PF simplified the plan in collaboration with UNA Tanzania and the Ministry of Finance and Planning (MoFP). The triple implementation not only deepened the relationship between the three institutions but also demonstrated the importance of forging partnerships that enhance the country's development.



A snapshot of the FYDP III Popular Version

The simplification aimed at supporting the government's aspiration of involving communities (citizens) as the country embarked in implementing the plan. By popularizing the plan into simple language, PF anticipates easy comprehension by ordinary citizens which will enable their voices being amplified thus demonstrating Civil Society role in supporting the government towards raising awareness to the public on opportunities arising from FYDP III and the contribution they will offer in attaining development goals as demystified in the plan.

3. Outcome 2: Strengthened efficient government engagement for inclusive decision-making that enhance equitable and accountable use of public resources

Under this outcome, PF intends to make use of the partnerships and collaboration built to open spaces and use the body of evidence to influence policies and processes for inclusive governance so that there is an increase in interest and buy-in from policy makers. This is where series of engagements with technocrats and policy makers are highlighted focusing on progress and results. For the year 2021, PF has engaged both state and non-state actors to channel its agenda for inclusive governance.

3.1 Impacting public money accountability with Sikika

PF reconnected with Sikika to restart their 'Unnecessary Expenditures' campaign to free public funds to meet priorities and needs that first began in 2010. Now coined "Public Sector Cost Management," the reinvigorated push aims at reducing avoidable costs through a sound budget preparation process that delivers quality services at the lowest possible costs by ensuring economy, efficiency, and effectiveness in the allocation of resources.

To this end, PF facilitated a closed-door session in June 2021 organized by Sikika where representatives of NAOT, PO-RALG and MoFP attended to learn of a study that analyses the allocation trends of six selected budget items including training, travel, discretionary allowances, acquisition of vehicles, fuel, and hospitality supplies. The study by Sikika concludes that the trend analysis of aggregate expenditures indicates and overall reduction implying that the sum of individual/discretionary "expenditure and cost reduction measures" resulted in significant cost savings.¹¹

The meeting resulted in several actionable points including the need for Sikika to liaise with the research division in the MoFP to enhance research work and to also connect with the PPRA to discuss the issue of "force accounts." Also in attendance was a representative from the DPs, UNICEF, who offered to contact the PFM RP group to discuss public sector cost management. UNICEF also suggested conducting unit costs analysis (e.g. establish the costs per student).

3.2 PF calls for the Government to adequately invest on Agriculture Sector

In promoting inclusive decision making in the agricultural sector, PF brought together its members, Members of Parliament from different committees including the Budget Committee

¹¹ Every fiscal year, the Ministry of Finance and Planning issues Guidelines for the Preparation of Plans and Budgets that include "expenditure control and cost reduction measures" that are aimed at improving the cost-effectiveness of public expenditures and the elimination of all unnecessary spending. Sikika's analysis of six selected budget items over the fiscal years from 2011/12 to 2017/18 shows that the Government's cost reduction measures have been effective.

and Women small holder farmers from Chamwino, Kongwa and Kondoa District to debate on equity in public spending given the significant contribution of the sector to the economy. The dialogue had rich contributions around the analysis of the agriculture sector budget in preparation of the 2021/22 budget and challenges the sector is facing such as inadequate financing of the sector by the government, effects of climate change, delays in disbursement of funds, inadequate extension services, post harvesting loss and lack of reliable markets for the produce.

It was interesting to find out that after the tabling of the budget by the Minister for Agriculture some of the MPs that had participated in PF's session raised the issues and advised the government on how best it could place its priorities in the sector. Amongst these MPs was Hon. Joseph Kizito who made meaningful contribution during the discussions of the budget. Hon. Kizito advised the government to allocate adequate financial resources as well as ensuring there is reliable market in place to motivate more people to engage in agriculture. His contribution can be found [here](#).¹² It is evident that the engagement with MPs contributed to making the discussions more informed and livelier, making the proceedings healthy.

"...one major area that we think it is important for the Government to invest is on market infrastructure. We believe that if the Government invests tremendously in accessibility of markets for the farmers, then there will not be any problem in this sector."

An excerpt from the submission made by Hon. Joseph Kizito highlighting the need for the government to invest in market infrastructures to help farmers to sell their produce.

On the same note, Policy Forum through the Local Governance Working Group produced a brief on the challenges in accessing extension services¹³. The analytical piece produced seek to advocate for adequate funds in the sector particularly in hiring adequate extension officers. As PF was monitoring the milestones that emanated from the discussions in the advocacy engagement and the policy brief, Anna Marwa from PELUM Tanzania had the following to say:

"The Government cancelled the commemoration of Nane Nane day and allocated the funds to purchase motorcycles as well as hire extension officers who will support farmers on the ground. This is a thoughtful gesture towards recognizing importance of extension services to smallholder farmers. Furthermore, the Government increased agricultural research funds from TZS 6.5billion to TZS 11 billion aimed at supporting farmers with the information on seed and other outputs that are relevant within their localities. The government Established research committee which will be responsible for carrying out all agriculture research, the committee is composed of experts from the ministry of agriculture and private sector. To facilitate outside market, the government established "collection market center" in Kenya and Sudan. The centers will help to increase markets for agricultural production from Tanzania "

¹² <https://www.youtube.com/watch?v=BJUiRcekfoo>

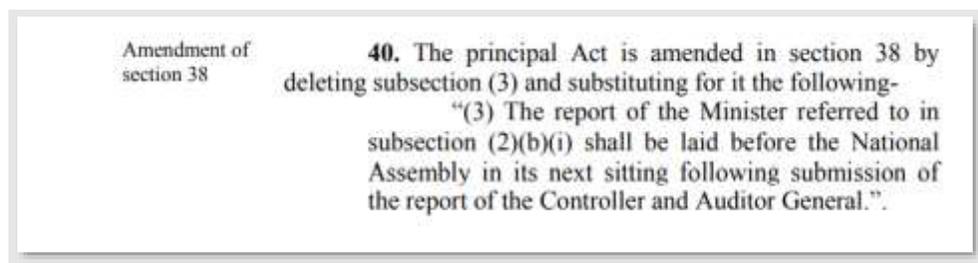
¹³ <https://www.policyforum-tz.org/node/5769>

3.3 Public Audit Act amended to Provide room for the Government to Adequately Respond to Reports by the Controller and Auditor General

For quite some time now, Policy Forum through the Tax Justice Working Group has been carrying out interventions geared towards improved mobilisation of domestic resources. Some of these interventions have included but not limited to research, production of position statements and engagements with policy makers to advocate for tax justice. Despite the observed improvement in revenue generation, reports by the Controller and Auditor General manifest serious mismanagement of public funds by public institutions. For example, the 2020 audit report indicates that seven (7) entities had conducted between 9 and 13 Board meetings during the financial year 2019/20 contrary to Circular No. 12, 2015 of the Treasury Registrar.

Following the concerns raised by the CAG regarding mismanagement of public funds which will in a long run affect Domestic Resource Mobilisation, Policy Forum called for discipline and accountable use of public resources. A session with few MPs with interest on the agenda mapped out by PF was organized to present TJWG views on revenue collection and the associated misuse of funds coupled with governance gaps, and finally suggest policy recommendations to be considered before and after the approval of the national budget.

PF is impressed with the amendments to the Public Audit Act in June this year that give power to the Minister responsible for Finance to respond to the CAG's report in the next Parliamentary session after its submission unlike the usual practice where all reports are tabled on the same Parliamentary session denying the government adequate time to respond and clarify on the issues presented.



Excerpt of the Finance Act 2021 that stipulate the changes made in the Public Audit Act.

The actual implementation of the amendments to the Public Audit Act will be observed during the deliberations of the CAG Report for the FY 2020/21. PF through the TJWG intends to make a follow up to see whether there will be improved management of public resources through enhanced accountability mechanisms. This will also involve engaging the National Audit Office of Tanzania (NAOT) and call for implementation of its recommendations by government institutions.

3.4 Taxation in the Extractive Industry

Through the Tax Justice Working Group (TJWG), Policy Forum engaged Government officials from Tanzania Revenue Authority (TRA), Tanzania Extractive Industries Transparency Initiative (TEITI), Ministry of Minerals and State Mining Corporation (STAMICO) to present the study findings that provides recommendations to the improvement of DRM in the extractive sector. The study objective was to examine the role of extractive sector and its contribution to DRM given the current growth of the sector in the country. The Deputy Commissioner of the Commission for Minerals recommended that the Ministry be involved in the early stages of doing studies related to extractive industry so that they can be part of the work for an easier follow up of the issues that will be raised.

Following up on the one of the recommendations of the study which required the Minister of Finance to speed up the creation of the office of the Tax Ombudsman to reduce tax dispute and improve integrity in tax collection in short term, the responsible ministry responded that,

“The process of setting up a Tax ombudsman is underway. Its structure is awaiting approval by the authorities...”

Policy Forum through TJWG will continue to engage and follow up on the completion of the Tax Ombudsman office which will be responsible for administration of tax affairs in the country.

3.5 Economic Empowerment for the Marginalized

PF through its members have been engaging to address economic challenges that affect marginalized groups especially women, youth and PWDs at both national and local level. This year’s approach for GRB analysis was to gain not only knowledge but also skills to explicitly analyze the national in Water, Health, Agriculture and Youth sectors that have a bigger impact on the population and cement on PF’s position on these issues.

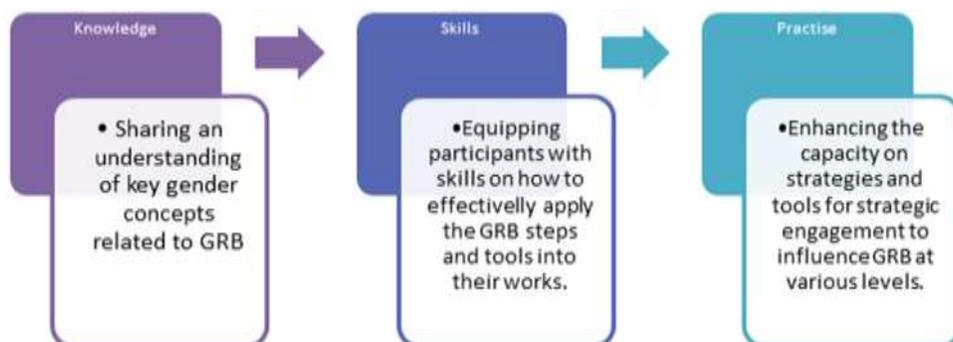


Figure: Objectives of the 2021 training

Regarding the youth sector, the 2012 population census indicates that 77% of Tanzanians are below the age of 35 and 19% are between 15-24 years. Despite many interventions that the Government has put in place such as provision of soft loans, youth unemployment is still a critical problem in Tanzania. Looking at the analysis on the 2020/2021 budget, the government had allocated a total of TZS. 64.5 billion to cover 18,244 groups of women, youth, and people with disabilities. Of the amount, TZS. 25.8 billion, TZS. 25.8 billion and TZS. 12.9 billion was allocated for women, youth and people with disabilities, respectively. Until February 2021, a total of TZS. 26.8 billion which is 41.6% of the allocation, had been disbursed.

Findings from the youth analysis were presented in the position statement¹⁴ and was published by the Guardian and the Citizens newspapers on 14th May 2021 followed by a public dialogue during the Breakfast Debate held on 28th May 2021. The dialogue focused on the National Budget entailing youth unemployment and how the 10% loans promote economic empowerment to reduce poverty and inequalities in Tanzania. Following the dialogue, the public continued to engage on the issue for example The Citizen Newspaper continued to get insights from PF members (Open Mind Tanzania) that made a presentation on the topic. This demonstrates the continuity of issues that emanate from the debates as well as playing a role of helping PF members to impart knowledge to the communities through media.

These efforts have helped to showcase the issues to the public and decisions makers as evidenced by a number of commitments by the government in the 2021/22 budget if adequately implemented will contribute significantly to reducing the problem of youth unemployment in the country.

37. Honourable Speaker, in skills development, the Government will finance programmes that develop knowledge and skills at all levels of education, including enabling environment for self-employment among the youth. In addition, the Government will continue to improve the vocational trainings and impart rare skills to increase productivity and competitiveness to foster social-economic development. A total of 50.5 billion shillings has been allocated.

Figure: Excerpt of MoF Budget Speech 2021/22

Policy Forum through its members in collaboration with PO-RALG have been involved in the formulation of the 10% regulations for WYPWD since 2019. To operationalize the regulations which incorporated inputs from several non-state actors, Policy Forum (WAJIBU, YPC, OMT, ANSAF and UNAT) in partnership with PO-RALG, initiated the validation meeting for 10% Guidelines. This meeting involved Community Development Officers (CDOs) representatives from 10 regions, representative from MoFP, PMO and MoHCDGEC and PORALG.

Among the views and recommendations during the validation were such as; there should be regulations to guide the repayment of loans, WEOs should be the ones following up loan repayments from groups present in their wards and they should be given incentives when performing this task, People with disabilities to access loans individually given that they prove to have an assistant who will facilitate some of the needed requirements, LGAs should

¹⁴ <https://www.policyforum-tz.org/node/5704>

consider allocating at least 1% of the 10% set aside for loans to cater for administration costs and since most of loan defaulters are youth groups thus it was recommended prior to giving loans to youth group a thorough due diligence should be performed.

Successfully, PO-RALG documented views from stakeholders to improve the guideline and all the inputs from stakeholders in the final guideline was incorporated. Furthermore, the final 10% guideline was approved by the management in November 2021 however it is yet to be printed and disseminated due to the ministerial reshuffles that have been happening of recent.

Despite all these initiatives, it is important to acknowledge the ongoing mismanagement of these funds in various councils like the recent one in Temeke Municipal, Da es Salaam. PF anticipates that once the guidelines are effectively put into action the GoT will offer the necessary orientation to relevant Actors that are involved in managing loans including beneficiaries which will in a way help curb the problem.

3.6 Agreements between head of the organization to conduct Social Accountability to Councillors Training at LGTI

As part of the initiatives to institutionalize SAM into government institutions, after some consultation engagements with Local Government Training Institution on the adaptation of the Social Accountability Monitoring, whereby Councilors and other LGAs staff will be receiving SAM training at the institution, head of the organizations from LGTI, PSAM and Policy Forum have initially agreed to collaborate in conducting SAM. This came after the meeting between them to provide their input and indorsement on the Collaboration Strategy which was presented by the task force members from LGTI and Policy Forum. The Strategy will be guiding the relationship as far as Councilors Training on Social Accountability Monitoring is concerned.



Dr Mpamila Madale (left), LGTI Rector and Semkae Kilonzo (right), Executive Director of Policy Forum signing a Memorandum of Understanding

After agreeing on the strategy, the task force members are now in the process of developing the training manual after harmonization of the Social Accountability Manuals among partners which will be completed in March 2022, also the parties signed the MoU for which it clearly stipulates the roles of each partner and as a formalization tool for our collaboration. Moreover, the general intent of this Memorandum of Understanding is to establish a framework through which the Parties can foster and develop collaboration through activities relating to conducting short-term training to administrative staff and political leaders, undertaking research and consultancy on such matters pertaining to Local Government. The training is expected to kick-off in 2022 after the task force team finalizes the SAM Manual

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

Outcome three focuses on documenting learnings and the best practices emanated from PF's program in a long run. It also reports on members progress in capturing learnings and best practices emanating from interventions and how the learnings are shared within and beyond the network.

4.1 Increased Citizens Participation in Budget processes with Save the Children

From early 2020 to the end of the year 2021 Policy Forum together with Save the Children International (SCI) have been jointly implementing a 2-year project "Economic and Fiscal Governance in Tanzania_2020_2021" aiming to inform and promote evidence-based dialogues on matters relating to economic and fiscal governance in Tanzania. The project was implemented at both national and local level in three LGAs (Mbozi, Shinyanga and Zanzibar) in Tanzania. Policy Forum implemented at the national level while Save the Children implemented at the LGAs. To PF the project came as an extension to what the network has been doing through members' engagement in the pre and post budget analyses conducted.

The project learning forum held in early 2021 revealed that after capacity building sessions held to CSOs, LGAs Government officials, Community representatives and Junior councils, some are now involved and actively participating in policy and budget processes from the lowest level of engagement such as stating their priorities and proposing development projects during village meetings which was not mostly the case. Findings from an endline evaluation shows that; The project contributed greatly to active and meaningful engagement of citizens in public inclusive dialogue and debates on economic and fiscal governance especially at local level; The project improved knowledge among LG officials (VEO, WEO, at municipal levels) and CSO as compared to community representatives on local government planning, budgeting and monitoring processes as evidenced by FGDs and KIIs. Again, of 31 children (M 17: F14) interviewed only 18% (from junior council¹⁵ and Tuseme Clubs¹⁶) demonstrated higher level of knowledge on LGAs planning, budgeting and monitoring, as well as the right to children participation.

PF still urge for individual member organizations to extend these efforts to other LGAs with no similar interventions to increase Citizen's awareness and participation from the lowest level where the gap is still substantial. Alongside, practice shows Junior councils are not fully operating in most places despite their good intentions.

¹⁵ Child-led organisations/structures that exist at council level to facilitate children participation in local governance

¹⁶ Clubs that enhance safe environment for adolescent girls in schools. The clubs provide students a platform to air out their views in matters which in one way or other act as a barrier in achieving their education goals.

4.2 Enabling effective Citizen's engagement in Policy reforms

The 2021 Policy Forum's annual learning event discussion focused on whether the state and non-state actors are doing enough to enable effective Citizen's engagement in policy making processes. The event was held during the CSOs week for it to provide a broad spectrum of stakeholders from all over the country to participate. Distinctively 2021 ALE brought on board an ordinary citizen from Mbozi as one of the panelists who presented his views and experience from his village Isalalo on the role of Citizens in shaping policies. The idea behind was to get Citizens' feeling which was revealed during the session rather than speaking on their behalf.

Limited awareness amongst citizens on their role in policy reforms, when and how to engage in the process was stated as the key factor hindering engagement in the process. On the other hand, poor timing when calling for public meetings was also stated to be hindering Citizen's engagement in policy processes given the fact that these are their primary entry which resulted from miscommunication and inaccessibility to information. The session recommended for stakeholders to invest more in raising public awareness on the importance of citizens' participation, the appropriate time and ways to engage in policy processes.

On the same note, the discussion revealed the use of normal terminologies while communicating to the public is more beneficial and make it easy for the public to understand the message rather than technical ones. For instance, "Participating in policy processes" is a common term that many like to use when communicating to the public. This was claimed to be unclear to some while actual point is for them to state their needs since "Policies are made from Peoples' needs". This concern was raised by one of Policy Forum members working in education sector and urge for civil societies working in advocacy to package their advocacy messages more friendly as per targeted audience in order for the message to be clearly communicated.

Along the same discussion arose a public concern on the role of Citizens to monitor and question the execution of development projects. The discussion stressed on the disbursement of funds and extension of incomplete projects marking the end of financial year. A representative from the MoFP who was a panelist provided clarity to the audience by stating that these funds can be reimbursed when applied for extension for it to be utilized within the next three months. *"It is the duty of an accounting officer to apply for a permit for extension with a justification that the funds will be utilized within the next three months"*. Hence Citizens have the right to question such matters.



Panel 1 discussants and audience during the 2021 PF annual learning event

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

The outcome intends to enhance governance and management of PF resources by building the necessary capacity of staff, conveners, board members and selected leaders of member organization for effective and efficient delivery of the mission. Along with this, the outcome aspires to strengthen network's compliance to relevant regulatory bodies, PF Board functioning and efficient resource management.

5.1.Reinforce PF Network Relations through Member Visits

To further efforts for strengthening network's governance, in August 2021, Policy Forum Secretariat and the Board of Directors conducted visits to members with the aim of strengthening the relationship between the Secretariat, Members and the Board of Directors for the improved network coordination and deepening understanding of the member's operations and interventions.

A total of 6¹⁷ members were visited. Some of the observations from the visit were; there is existence of different needs and capacities among members - some are strong in compliance and fundraising skills (like Restless Development) while others need to be capacitated on organisation development, documentation skills and online compliance procedures for example CODEFA and MWACOD. All members recommended a need of enhancing synergies and collaboration with them when implementing activities by establishing linkages to realise members' contribution towards achieving the overall PF Strategic goal.



Representatives from the PF Board of Directors, Secretariat and ANSAF during member visits.

The visit informed the decision to conduct a thorough network's Organisational Capacity Assessment (OCA) focusing on PF members. Thus, in the year 2022 OCA is one of the priority areas to be implemented.

5.2. Joint efforts to improve CSOs compliance with legal frameworks

Following the review of the Non-Governmental Act and Regulations done by the Ministry of Health, Community Development, Gender Elderly and Children, in 2020 the Ministry issued a new guideline for coordinating Non-Governmental Organization in Tanzania Mainland. The review of the act introduced several compliance requirements that ought to be adhered by CSOs which resulted to CSOs difficulty on understanding the compliance requirements and thus facing compliance hurdles. To address these challenges, Policy Forum, during its 2021 Annual General Meeting organized a session for awareness raising on Tanzania's NGO legal framework changes following the numerous amendments of different laws relating to NGO operation and governance.

¹⁷ ANSAF, Restless Development, WACOD, CODEFA, NCA and WISE

To advance this initiative, Policy Forum in collaboration with Foundation for Civil Society developed CSOs Compliance Manual which has described the procedures and processes which CSOs need to adhere to when complying to relevant authorities. The overall objective of the manual is to fill critical gaps in the procedural requirements of compliance in order to serve NGOs (and other CSOs) from eminent danger of being incriminated on violation of the relevant laws. The manual has seven parts: part one covers general introduction while parts two, three and four are on requirements under the laws governing NGOs, Societies and Registered Trustees respectively. Part five is on taxation law. Part six contains laws governing operations of categorized CSOs including on matters pertaining to research, statistics, information sharing, online contents, etc. and Part seven is on the CSOs Compliance Support Services (CCSS). The manual was validated with participation of different stakeholders including representatives from the NGOs, Trustees and Societies Registrar offices. Views and comments to improve the manual were collected and incorporated within the manual. Stakeholders' views were positive and pledged that the manual will be useful in facilitating compliance obligations. When finalized the manual will be printed and disseminated to PF members and other stakeholders.

5.3. Institutionalization of the Board Charter

2021 saw an important step made in terms of improving governance processes. A Board Charter for PF was adopted setting out the duties, roles and responsibilities of the Board of the network. As the Board bears ultimate responsibility for Policy Forum, several responsibilities have been outlined in the charter. Most notably, for instance, is the requirement for Board of directors to disclose to other directors any perceived or actual conflicts of interest (including any affiliations with actual or potential suppliers of goods and services, recipients of grant funds and organisations with competing or conflicting objectives).

The Board Charter also crucially paves the way for the establishment of the Finance, Risk and Audit Committee (FRAC) which will help the Board to ensure that Policy Forum operates within a sound ongoing financial situation and effectively manages risks. This includes reviewing and assessing reporting to the Board on the steps taken by management to protect PF's financial position, make financial forecasts and oversee financial performance, look at internal control and risk management systems, including the risk register and examine remedial actions taken by management to address concerns raised by internal or external audits.

Towards the end of 2021, both the board and management reported improved governance functions because of the use of the Board Charter with immediate outcomes in finance oversight, risk management and compliance, better communication of board expectations to management, and usefulness of the document as a board induction tool. This communication improvement resulted in better networking and stakeholder communication. For instance, the Board and management organized visits to six (6) selected member organisations to deepen the understanding of the members' work, collect views on better ways to enhance communication within the network and forge partnerships for collective advocacy interventions that align with the network's strategic goals.

Moreover, PF has continued with the tradition of board training for new board members to enhance their oversight role in the organisation. In July, the board were trained on the role

of board members including guiding performance, strategy, overseeing management, ensuring compliance and overseeing disclosure and communications.

5.4. Leadership Development within PF Management

Policy Forum has been a beneficiary of the International Budget Partnership's 2-year online course on leadership, 'The Leadership Development Initiative' whereby one member of its senior management team members attended and completed its fellowship programme offered by Thunderbird School of Global Management at Arizona State university this year. The initiative aimed at strengthening the knowledge, understanding and skills of individual leaders and the leadership as a whole within organisations and prepare PF for leadership transition so that there is greater likelihood that senior management in the organisation will be able to step into vacant top leadership positions.

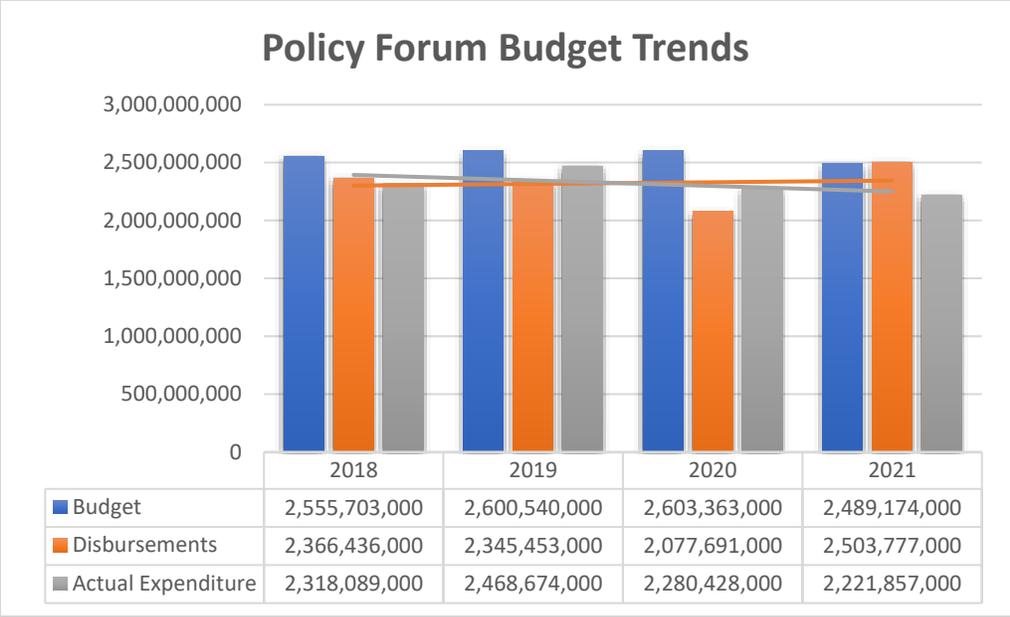
Other benefits of the fellowship are that the individual now has a deeper and more understanding of and skills around fiscal accountability and the role of public budgets in improving people's lives and the fiscal transparency and accountability field in Tanzania benefits from the individual who now has tools and approaches that we hope will help him navigate and lead through future challenges.

It is expected that the gained skills will enable the individual in managing all assigned tasks including managing better the work of all working groups under his portfolio. Also, since the individual sits in the management team, more valuable contribution is expected so that there is improved implementation of day-to-day business at Policy Forum.

5.5. The 2021-2024 Strategic Plan Budget Implementation

December 2021 marks the end of the first year of implementing the Sixth Policy Forum Strategic Plan approved in April 2021 by the AGM. The required four-year budget for implementing and fulfilling its impact is around US\$ 4.113 million, for this to be true a timely, effective, predictable and sustainable financing is necessary. Of recent PF is experiencing funding challenge this is partly due to shifting of the funding landscape mostly caused by the pandemic. Not only that but also two of our principal core funding donors DANIDA and Swiss for Development Corporation (SDC) will be pulling out which will have negative impact PF's interventions. This will affect around 60% of expected funding support and bring some doubt on strategic plan implementation especially for the third and fourth year.

Over the period expenditure has been consistent and this was due to stability in funding. Though there was inconsistency in the level of disbursements, but this was merely due to fund timing i.e., depending on the time PF receive its fund for prior period. Below is recent budget and funding trend



Graph 1: Trend of Policy Forum Budget, Disbursement and Level of expenditure.

5.6. Implementation of 2021 Annual Budget

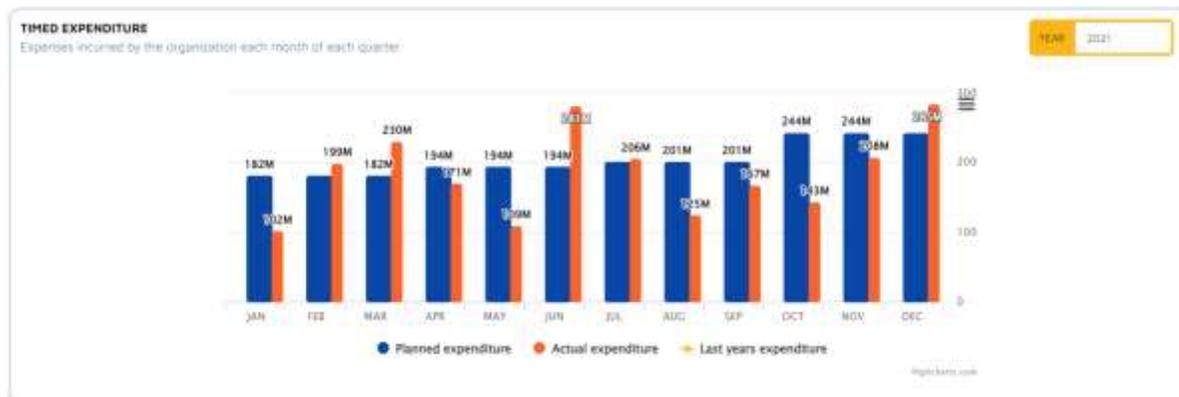
The 2021 Annual budget approved by the Board was TZS 3,369,487,400 equivalent to US\$ 1,458,500. This budget was reduced to TZS 2,489,173,700 or US\$ 1,077,300 during the mid-year review to be in line with available funds. As of December 2021, a total of TZS 2,503 million had been received, mainly from our partners this equals approximately US\$ 1.89 million. One activity model that PF managed to do in 2021 is by sharing costs for policy engagement with policy makers. This was positively done with UNA Tanzania a Policy Forum member and cut the activity cost by a half. Despite these positive results during the period management is increasing efforts to secure and bring new partners that will help reducing gap and make outlook for 2022 to 2024 to be more positive. Below is the chart that include the level of funding for financial year 2021.

FUNDING FOR 2021 ANNUAL BUDGET
2021 PARTNER FUNDING STATUS

	Agreed Funds	Received Funds	%age Received
SDC	\$ 100,000	\$ 100,000.	9%
DANIDA	\$ 551,500	\$ 551,500.	50.7%
WELLSPRINGS	\$ 300,000	\$ 300,000.	27.6%
SAVE THE CHILDREN	84,523	84,523.	7.8%
FOSI	50,000.	49,945.	4.6%
TOTAL	1,086,070.	1,086,015	99.7%

Chart: Showing Partners Funding Disbursements for 2021

Some of the funds were received near the end of financial year therefore relative impact on the level of spending for the period. Despite this overall, the level of spending for 2021 was up to **89%** of the total revised budget equaling TZS 2,222 million or US\$ 966,866.



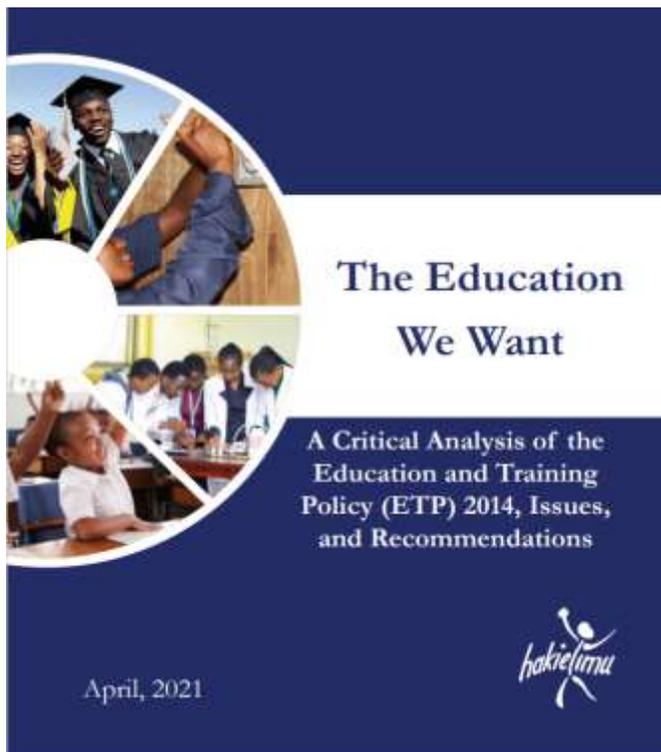
During last annual General Meeting, both 2021 Annual Report and its Audited Financial Statement audited by **HLB Mekonsult** were approved. Starting 2022 a new appointed and approved auditing firm known as **RSM Eastern Africa** will be auditing Policy Forum financial statements from the year ending December 2021 and potentially for the whole period of current strategic plan implementation.

6. Policy Forum members work at a Glance

As much as there are key achievements resulted from the collective efforts within PF network, there are also milestones that individual members have accomplished through their organizations. This section highlights only few outcomes that members have attained for the year 2021 sampling one from each working group. The purpose is to acknowledge members initiatives while motivating others on updating the network on their interventions for a wider audience to see. Apart from opening up other opportunities for collaborations among members and partners working in similar projects/programmes, this could also minimize duplication of efforts and maximize the available resources to achieve greater impacts.

6.1. HakiElimu launches a report on ‘the Education We Want’

HakiElimu is one of the prominent members of the network and has over the years been the convener of the Budget Working Group. This year marks 20 years of their significant progress and challenges encountered in the education sector. HakiElimu remains focused and adaptive in setting education agenda for equitable quality education for all grounded-on research, policy analysis, community engagement, and advocacy. With the great zeal to impact the

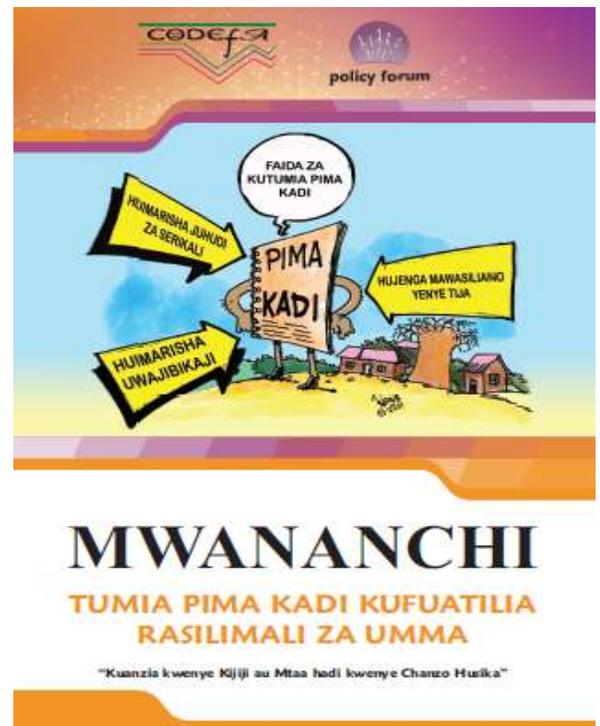


the policies and practices of the government, on 29th April, HakiElimu launched a report titled "The Education we want" which is a critical analysis of the Education & Training Policy (ETP) formulated and adopted by the Government of Tanzania in 2014. This report is a concrete contribution of HakiElimu to the ongoing debate on what is the best and more relevant education system for Tanzania in a rapidly changing world. It holistically addresses education in all its aspects to ensure all enjoy their right to education. It further provides a concrete analysis of the current policies and recommendations on how the new ones ought to be framed, for instance: the need for participation of other stakeholders in the preparation of policies since everyone is at the end of the day a victim of poor education systems which was one of the weaknesses of the previous policy in order to achieve inclusion, equity, and quality education.

6.2. Fostering Accountability at the Local Level by Availing Social Accountability Tools – A case of CODEFA

Community Development for All (CODEFA) is one of the long-time serving members of the Policy Forum Local Governance Working Group. Being a Community Based Organization (CBO), the organization has been advocating for citizen participation in policy processes including holding the duty bearers into account through conducting Public Expenditure Tracking (PETs) interventions for improved service delivery in Kisarawe District. As part of continuing with these efforts in 2020/21, the organization produced a PIMA CARD booklet with a title "**Mwananchi Tumia Pima Kadi Kufuatilia Rasilimali za Umma**". The booklet describes the processes within which ordinary citizens should follow to monitor the use of public money and service delivery within their locales.

PIMA CARD (Score Card) is one of the social accountability tools which is widely used at the village and local level because it does not require much expertise as compared to other social accountability tools. It is a simple tool that ordinary citizen can prepare and use to monitor the quality of services delivery. Thus, the produced booklet will be a guide to citizen when monitoring the use of public resources that are allocated for service delivery.



6.3. ActionAid Tanzania push for public services provisions

In its efforts to explore and advise the Government on potential areas where additional revenue could be generated, one of the TJWG members, ActionAid Tanzania, conducted a study titled '*How the Government is losing in taxes: Need to work on closing loopholes leading to losses in tax revenue in Tanzania*'. The study uncovers several areas where the government is losing significant amount of revenue in the form of internal inefficiencies, tax evasion, harmful tax treaties, double taxation agreements, etc. It is based on the above study that Policy Forum in collaboration with ActionAid Tanzania convened a session with a number of Technocrats to share findings of this study for possible adoption and thus increase the government's ability to finance provision of public services including basic social services like education and health.

The session was honored enough to have quite a good number of Government Officials invited



Sealing the Gaps

An analysis of revenue forgone within the Tanzania tax system and how it could be used to fund public education

NOVEMBER 2021



namely the Tanzania Investment Centre, Ministry of Finance & Planning, Bank of Tanzania, National Audit Office of Tanzania, and the Tanzania Revenue Authority. Few copies of the report have also been delivered to the President of the United Republic of Tanzania, Economic Advisor to the president of the United Republic of Tanzania, Speaker of the National Assembly, Chairpersons of the two parliamentary committees-Budget committee and Social Services and Community Development, Minister of Finance and Planning, the Permanent Secretary and Director of Budget from the Ministry of Finance. TJWG through ActionAid Tanzania has obtained positive reactions from the Government regarding the report. The most recent one is that MoFP had specifically written to ActionAid (AATz) requesting for a session so that they could hear more about the findings of the report.

7. Lessons

7.1. Partnering with Government Officials when producing publications increase credibility and reliability

For several years, Policy Forum has been producing popular version of different government policies and guidelines. The produced publications have proved to be useful to not only PF members but also to citizens. Despite the usefulness, PF in the recent years has learned that to increase the relevance and reliability of the government popular version produced, it is important to involve the relevant government ministries. This has proved to be the case when the LGWG produced the simplified version of the Improved Opportunity & Obstacles to Development booklets and involved the Local Government Department officials under PORALG in the taskforce. Going forward PF foresees to continue with this approach when undertaking such activity.

7.2. Involving Beneficiaries during Engagements with Policymakers is a catalyst for more Meaningful Discussions

PF in the course of carrying out its interventions resorted to inviting beneficiaries on the ground during one of the engagements. The engagement was meant to share findings of the

2020/21 budget analysis on agriculture with the relevant policy makers and also present during the dialogue were small scale farmers from Chamwino, Kongwa and Kondoa District Councils. This particular engagement had a more realistic feature due to the fact that the beneficiaries shared vivid examples of the challenges they encounter and would want to be addressed. PF learned that it was more meaningful for the beneficiaries to speak for themselves because they are the actual victims unlike when NGOs represent them who are at times not as familiar with what is happening on the ground as they are. PF also observed and were impressed on how the beneficiaries amplified the discussion to an extent that policy makers were moved to assist in curbing the sectoral challenges. Moreover, it was a platform created by PF for the beneficiaries to directly convene with the policy makers to air out their views concerning the sector.

7.3. Strengthening Organizational Governance Structure is Key to sustain Advocacy Functioning

While building capacities to CSOs to conduct effective advocacy to enhance service deliveries many overlook to strengthen organization governance structures. PF's initiative to bring the non-traditional members on board to maximize their full potential in voicing for systemic change discovered that enhancing members capacities to effectively carry out advocacy work is equally important to strengthening organizational governance since achieving the former will be difficult if the latter is in question. This was partly revealed during the gap analysis conducted to two members when identifying areas for assistance to inform the capacity enhancement. Experience shows amongst others, stable governance structure contributes to the proper functioning and sustainability of civil society organisations¹⁸ let alone their advocacy initiatives.

8. Challenges and Conclusion

8.1. Financial resources

Overall, during the 2021 PF program implementation, a significant challenge observed was the financial constraints. This was in terms of delayed agreement with one of the major funders that had impacted cashflows predictions due to delayed disbursements. Delays from the outgoing auditor's reports had a culminating impact on the responses and cashflows practicability as well. But after one year of implementation of new strategic plan one major long-term challenge has emerged which is dwindling support, hence need to secure more basket funding donors to make a more predictable advocacy environment on its agenda. This evident as two of the funders DANIDA and SDC will no longer commit for the longterm partnership compare to the last strategic plan.

¹⁸ Okorley, E. (2012), "Organisational factors influencing sustainability of local non-Governmental organisations" available at International Journal of Social Economics Vol. 39 No. 5, 2012 pp. 330-341

8.2. Conclusion

Despite the challenges resulting from the pandemic, PF continues to persist in its broad-based efforts to contribute to enhanced accountability on public money. This is coupled with the conviction that deeper engagement and coordinated collaboration amongst those in the policy ecosystem offer an opportunity to enhance governance. The humble milestones recorded above show that a well-equipped CSO community and like-minded champions can incrementally help secure more efficiency by engaging in such processes.

As the network and other organisations in the public money advocacy field continue to grow in legitimacy and effectiveness, so too does the energy to push farther for inclusivity in the spaces where budget and other policy decisions are made. This vigor will go together with cognizance that the progress can be patchy and irregular with some achievements being undone abruptly and that is why the quest for a deeper understanding of the systemic issues at play will remain an important aspect of advocacy work.

The financial concerns that come with the existing situation will have an impact with regards to support of the current SP. This will mean being more realistic and prudent in planning and spending and further advancing creativity in operating costs reductions. Continued, proactive and improved risk management headed by the Board will also be an important aspect of this and a collective endeavor and engagement across the network and funders will be required.