

# Policy Forum

## January – December 2014 Annual Work plan

**Objective 1: The effectiveness of public resource management is analysed.**

- The resulting evidence is used by civil society.
- The quality of their advocacy improves.

<b>Policy Forum will encourage NGOs to open up and influence policy processes that improve the lives of Tanzanians, especially those who are disadvantaged and impoverished.</b>	<b>The accountability system is analyzed and monitored, and the resulting evidence is used by civil society and advocacy groups in their advocacy</b>		
<b>Targeted Partners</b>	<b>BP One: PF Members</b>	<b>BP Two: Ministry of Finance</b>	<b>BP Three: Members of Parliament</b>
<b>Outcome Challenge</b>	<b>PF analytical materials used by PF members to improve the quality of their advocacy</b>	<b>Ministry of Finance makes budget-related documents publicly-accessible in timely and user-friendly manner</b>	<b>Members of Parliament use PF materials in their oversight function (overseeing the executive)</b>
<b>Progress markers</b>	<b>PF Members use PF materials in their advocacy work, meetings and events</b>	<b>Ministry of Finance meets PF BWG to collect inputs for the CB for 2014/15)</b>	<b>Members of Parliament/Parliamentary Committees meet PF members to discuss policy briefs.</b>

<p><b>Allies</b></p>		<p><b>Donors</b>  <b>DPs will engage PF in GBS review processes and any other policy reviews as they may arise</b></p> <p><b>DPs meet or seek to engage with BWG and discuss policy related issues</b></p>	
<p><b>Verifiable indicators</b></p>	<p><b>Record of meetings of between PF members (or BWG) and other stakeholders. Feedback from members on the use of PF materials.</b></p> <p><b>PF Website stories</b></p>	<p><b>Record of meetings between PF members (or BWG) and MoF.</b></p> <p><b>Production of CB  CB published on MoF website</b></p> <p><b>Record of meetings between PF members and DPs</b></p> <p><b>PF Website stories</b></p>	<p><b>Record of meetings of between PF members and MPs.</b>  <b>Record of the Hansards</b></p> <p><b>PBO established.</b></p> <p><b>PF Website stories</b></p>

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Analytical Think pieces		1.1	Active and effective analysis of GoT policies			Manager – Policy Analysis	
	<b>At least 2 Analytical Think pieces in a simplified manner.</b> (Possible topics; Constitution, Extractive Industries) or other identified by members.	1.1.1	Quality (satisfaction, usefulness, comprehension, relevance to CSO programming, timeliness) of policy documents	# of policy-analysis related publications	Lack of consensus amongst members on PF focus issues (Low). Qualified peer reviewers and consultants will be available (Low).	Manager – Policy Analysis	Last week of each quarter during quarterly monitoring meetings
	Analysis of the five year Development Plan by BWG members based on the key sectors to be produced before the Bunge budget session to input into the budget discussions  Possible production of two policy briefs (1 on PBO and other to be determined by BWG members based on the area for intervention/advocacy.	1.1.2	Quality (satisfaction, usefulness, comprehension, relevance to CSO programming, timeliness) of policy documents	# of policy-analysis related publications	Peer reviewers will be available to read the analysis and briefs and provide comments.	Manager - Policy Analysis	2 <sup>nd</sup> quarter 2 <sup>nd</sup> & 3 <sup>rd</sup> quarter
Produce preliminary analysis and commentaries on demand to assist members with advocacy		1.2	Consistent and rigorous NGO statements.				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	<b>At least 2 position statements prepared</b> (commentaries to be determined by working groups and quarterly meetings, where the secretariat has specialist knowledge and capacity)	1.2.1		CSO statements Relevant government documents	This activity will primarily be member-led and supported by the secretariat. At least 2 position papers requests come forward	Manager – Communications and Advocacy (with input from other managers)	As determined by members and working groups.
	Initiating and /or contributing to preparation for <b>at least 2 major stakeholder consultations</b> (e.g. NGOs, media, Donors). <ul style="list-style-type: none"> <li>• <i>National consultation on GBS/PER</i></li> <li>• <i>Parliament on PBO</i></li> <li>• <i>Constitution</i></li> <li>• <i>Policy Week</i></li> <li>• <i>Joint Assistance Strategy</i></li> </ul>	1.2.2		CSO statements/pr esentations Consultation reports Action taken on points raised by CSOs	Policy Forum continues to be included in major stakeholder consultations	Manager-Policy Analysis (with inputs from other managers)	As determined by members and working groups.
<b>Proactive Participation in the budget process</b>		1.3	<b>Effective monitoring of public budget and expenditure processes</b>				
	Review the 2013 BWG plan and develop Budget Working Group Annual Plan for 2014	1.3.1	BWG Annual Plan 2014	Minutes of monthly meeting where Strategic Plan was agreed.		Working Group Convenor and/or Manager-Policy Analysis	By end January 2014

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	<ul style="list-style-type: none"> <li>- BWG monthly meetings held (or held as needed)</li> <li>- BWG trained on Extractives</li> <li>- Learning and experience sharing sessions</li> </ul>	1.3.2	Minutes	Minutes from the BWG meetings and reports of the trainings	The Budget Working Group will have active membership by PF members	Working Group Convenor and/or Manager-Policy Analysis	Throughout 2014
<b>OBI Localisation</b>		<b>1.4</b>	<b>Effective monitoring of budget transparency in SAM LGAs</b>				
	<b>PILOT</b> – finalize the study report after collection of the remaining data for Mbeya Rural district and prepare report for sharing with the LGAs in the respective districts.	1.4.1	Report measuring budget transparency in 3 districts	Budget transparency indicators; Report of OBI	Study will be received positively by LGAs	Manager-Policy Analysis	2 <sup>nd</sup> quarter of 2014
<b>Major governance and accountability study</b>		<b>1.5</b>	<b>Quality analysis of governance in Tanzania in respect of SAM</b>				
	<b>One major governance &amp; accountability study</b> undertaken and published SAM component integrated into the 2013 governance report - Study disseminated to target audiences	1.5.1	2013 Governance report	<ul style="list-style-type: none"> <li>- Peer review comments</li> <li>- 7.30am BD on study results (for feedback, evaluation).</li> </ul>	<p>Peer reviewers will take time to read and provide critical feedback</p> <p>Results will influence the desired changes as far as transparency and accountability is concern.</p>	Manager – Policy Analysis (with input from members, working groups and other managers)	By September 2014.
<b>Gender sensitive budget analysis</b>		<b>1.6</b>	<b>Relevant staff trained</b>				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	Training on the topic Policy briefs to reflect gender budgeting analysis	1.6.1		-Training report -Policy brief produced	Government produces gender sensitive budgets Availability of budget documents	Manager GFP	Training: Quarter 2 Policy briefs: Quarter 4
<b>Gender mainstreaming training</b>		<b>1.7</b>	<b>All staff trained</b>				
	Staff skills in gender analysis, gender planning, budgeting gender in M&E; including appropriate tools	1.7.1		Relevant skills and tools available	Gender to be mainstreamed throughout all programmes and M&E All gender mainstreaming activities to be included in corresponding budget	All programme managers and officers	Training: Quarter 1 Mainstreaming: throughout the year

**Objective 2: The body of evidence produced by Policy Forum is widely disseminated.**

- The information is widely accessible, relevant and useful.
- The public, policy makers, the media, civil society and academia use it.

<p><b>Policy Forum will encourage NGOs to open up and influence policy processes that improve the lives of Tanzanians, especially those who are disadvantaged and impoverished.</b></p>	<p><b>Analysis and monitoring information on the accountability system produced by Policy Forum is used by the wider stakeholder community.</b></p>		
<p><b>Targeted Partners</b></p>	<p><b>BP One: PF Members</b></p>	<p><b>BP Two: Government Officials</b></p>	
<p><b>Outcome Challenge</b></p>	<p><b>PF Members share their specific documentation needs for advocacy and so that PF's Information, Education and Communication (IEC) materials are packaged according to those needs.</b> □</p>	<p><b>The number of participants from Government ministries, departments and agencies attending Policy Forum Breakfast Debates increases so as to improve the quality and balance of policy debates.</b></p>	
<p><b>Progress markers</b></p>	<ul style="list-style-type: none"> <li>- Evaluation of effectiveness and usefulness of PF publications is undertaken.</li> <li>- Working group members feedback sessions on publications take place.</li> <li>- Review of communication strategy undertaken.</li> <li>- PF internal M&amp;E report □</li> </ul>	<ul style="list-style-type: none"> <li>- PF BD mailing list improved to include more MDA contacts (target a total of 5,000 BD contacts – from 3,000).</li> <li>- Phone book of PF improved to include strategic government mobile phone numbers</li> </ul>	

		<input type="checkbox"/>	
<b>Allies</b>		<b>BBC Media Action To disseminate PF's policy advocacy issues at the local level</b>	
<b>Verifiable indicators</b>	<b>Evaluation report and recommendations on how to improve, Record of emails/letters from members on how they have used PF materials <input type="checkbox"/></b>	<b>BD Registration forms/records, BD mailing list, phonebook entry list, request for BD space, publications, etc. <input type="checkbox"/></b>	

<b>PF website evaluated and adjusted to maximise impact. Branding is used to promote the Policy Forum image</b>		<b>2.1</b>	<b>Increased accessibility of citizens and target groups to policy information and issues</b>				
	- Upgrading and Evaluation of website ( including updating of Frequently Asked Questions) - Weekly update of the website	2.1.1		- Analysis of website hits - Feedback forms		Manager – Communication and Advocacy	Throughout 2014

	Produce Promotional material (use it on stationery, business cards, tyre covers, bumper stickers, banners and promotional material)	2.1.2		- No. of stationery with PF Brands		Manager – Communication and Advocacy	Throughout 2014
<b>Systematic documentation of advocacy experience</b>		<b>2.2</b>					
	<b>Documentation – lessons learned and case studies drawn up</b>	<b>2.2.1</b>		<b>- Case studies - No. of learning documents uploaded to website</b>		<b>Manager – Communication and Advocacy with help from intern</b>	<b>Throughout 2014</b>
<b>Evaluation of usefulness, accessibility, and relevance of Policy Forum production</b>		<b>2.3</b>	<b>Recommendations for improvement of PF publications</b>				
	Analytical assessment of feedback - Outsourcing of the polling and analysis of impact. - General public and members	2.3.1		PF reports Consultant reports.	- Funds delay could hamper the implementation of this activity - Depending on one consultant	Manager – Communication and Advocacy	By November 2014
<b>Four policy documents/processes rendered in simplified form, printed, published and distributed to target audiences</b>		<b>2.4</b>	<b>Increased accessibility of citizens and target groups to policy information and issues</b>				

	<b>At least 4 simplified versions (including 1 document for blinds).</b> Possible documents include: -Counsellor Guideline -LGA Budget Planning Process - CDCF "survey report" - TEITI law - Oil and Gas law -A publication on LGA election	2.4.1		- No. of simplified versions. - PF Distribution list	-Not sure whether the government will enact TEITI law as committed	Manager – policy Analysis to coordinate (but inputs from or lead taken by member organisations, working groups and/or other managers as appropriate)	2 in Quarter 1 1 in Quarter 3
<b>Monthly Breakfast debates organised on the last Friday of every month from January to November 2011</b>		<b>2.5</b>	<b>Increased public debate on policy issues</b>				
	<b>11 public debates conducted</b> with key policy audience on topical issues on a monthly basis [breakfast talks 07:30-9:30 last Friday, except December].	2.5.1		-List of debates facilitated - List of participants -Policy debate reports -Record of media coverage/articulate		Manager – Communication and Advocacy to coordinate with input on content from members, other development stakeholders and other Secretariat members	Last Friday of each month – January to November 2014
<b>Information regularly shared among PF members</b>		<b>2.6</b>	<b>Increased accessibility of PF members to the network's activities</b>				
	<b>11 Monthly information packs</b> sent out to all PF members.	2.6.1		- Distribution records - Postal records -Feedback from members		Manager – Communication and Advocacy with help from Program assistant, Communication and Advocacy	Information pack to be sent out each month of 2014

Media used strategically to improve awareness, understanding and mutual responsibility in governance and accountability within the Tanzanian public.		2.7	Increased accessibility of citizens and target groups to policy information and issues				
	Accountability monitoring promoted through the use of <i>Television Spots</i> - Television spots (on Local Government Election Campaign) or LGWG/BWG to suggest the focus of spot - Spots on air and 1 radio spot/ TV spot to be broadcasted in community radios	2.7.1		- No. of aired television spots -Feedback records		Manager – Communication and Advocacy	By end of 2014
	- TV documentary that discusses policy and governance issues sponsored by PF (Messages on SAM incorporated to sensitise citizens on accountability monitoring or a documentary on tax justice and transparency) - Documentary produced and aired - Evaluate at the end -TV documentary to be broadcasted at community radios	2.7.2		- No. of aired documentary programme -Market research reports	People interested to watch documentary and tune into TV stations	Manager – Communication and Advocacy	Throughout 2014

<b>Media, Communication and Advocacy Team.</b>		<b>2.8</b>	<b>Effective dissemination of analysis and monitoring information to target audiences</b>				
<b>Mainstream gender in PF communications and media</b>		<b>2.9</b>	<b>Relevant staff has skills and tools</b>				
	Gender briefing document (gender awareness in PF.	2.9.1		Training report Skills and tools available	PF member mainstream gender in their communications strategy Gender disaggregated data is available for communications	Manager	Mainstreaming: throughout the year

**Objective 3: The capability of civil society organizations to understand public resource management is enhanced.**

- CSOs engage more effectively in local and national processes through evidence-based advocacy.

<p><b>Policy Forum will encourage CSOs to open up and influence policy processes that improve the lives of Tanzanians, especially those who are disadvantaged and impoverished.</b></p>	<p><b>The capability of civil society organizations to understand, to monitor and to strategically and proactively and effectively engage with and influence national and local policy processes is progressively enhanced.</b></p>		
<p><b>Targeted Partners</b></p>	<p><b>BP One: PF Members</b></p>	<p><b>BP Two: LGA's</b></p>	<p><b>BP Three:</b></p>
<p><b>Outcome Challenge</b></p>	<p>Capability of CSOs to understand and systematically monitor the accountability system is progressively enhanced</p>	<p>LGA create space for communities to participate in planning at the local level</p>	
<p><b>Progress markers</b></p>	<ol style="list-style-type: none"> <li>1. Establish two new SAM partnership with PF members to improve their ability to engage more effectively in governance processes.</li> <li>2. Pressure groups developed at local level</li> <li>3. Number of PF members using SAM tools</li> </ol>	<ul style="list-style-type: none"> <li>• PF meet with PMO-RALG at least two times a year to feedback on SAM lessons learnt</li> <li>• CIT working with councillors to improve their oversight role</li> <li>• CIT working with pressure groups at local level</li> </ul>	

<b>Allies</b>		ALAT & PMORALG	
<b>Verifiable indicators</b>	<ul style="list-style-type: none"> <li>• Number of PF members partner in SAM intervention</li> <li>• Reports &amp; case studies</li> <li>• SAM documentary</li> <li>• Number of pressure groups formed</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting minutes and Report findings shared</li> <li>• Feedback from the pressure groups and councilors on the use of SAM for their oversight role</li> <li>• PF members registration forms</li> </ul>	

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumption s/Risk Indicators	Lead	Timeframe
Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumption s/Risk Indicators	Lead	Timeframe
<b>Non Dar es Salaam members to effectively participate in quarterly meetings in 2014</b>		<b>3.1</b>	<b>Participation of non-Dar members and new members</b>				
	<p>- 30 Non-Dar based members participate in 4 quarterly meetings</p> <p>- Development of orientation pack for new members.</p>	3.1.1		<p>- No. of non-Dar members participating in PF activities ( Both Women and Men)</p> <p>-Number of agenda items originating from non-Dar members for quarterly meetings</p>	Upcountry members make use of opportunities available	Managers	<p>1<sup>st</sup> QM</p> <p>2<sup>nd</sup> QM</p> <p>3<sup>rd</sup> QM</p> <p>4<sup>th</sup> QM</p>
	Orientation session for new members and networks	3.1.2		No. of new members completing orientation	New members will get to know better the PF activities and will contribute to network mission & vision	Managers and Coordinator	<p>1<sup>st</sup> QM</p> <p>2<sup>nd</sup> QM</p> <p>3<sup>rd</sup> QM</p> <p>4<sup>th</sup> QM</p>
<b>Institutionalization of SAM within GoT and its embedment in PF member activities.</b>		<b>3.2</b>	<b>Enhanced capacity of members and others to integrate SAM</b>				

	Continue working with PMO-RALG, PO-PSM and NAO and LGAs on SAM as an all inclusive method for accountability monitoring of public resources.	3.2.1		<ul style="list-style-type: none"> <li>- Feedback from Governance Task Force</li> <li>- Minutes from task force meetings</li> <li>-No of SAM lessons learnt as shared to PMO-RALG &amp; LGAs</li> </ul>	<ul style="list-style-type: none"> <li>- There is adequate cooperation from PMO-RALG, PO-PSM, NAO &amp; LGAs</li> <li>- Different levels of government will be open on Public Resource Management</li> <li>-lessons learnt shared by PF taken on board by PMO-RALG &amp; LGAs</li> </ul>	Manager – Capacity Enhancement	2014
<b>Two additional partner networks/member CSOs/ NGOs identified for Social Accountability Monitoring during 2014.</b>		<b>3.3</b>	<b>SAM geographically expanded</b>				
	<ul style="list-style-type: none"> <li>- revised criteria for the selection of implementing partners</li> <li>- Identification of two compatible networks/ CSO/NGO by members and the secretariat</li> <li>- member partners assessment</li> <li>- agreements signed</li> </ul>	3.3.1		<ul style="list-style-type: none"> <li>- No. of Signed agreements</li> <li>- criteria developed</li> <li>- number of implementation reports/case studies documented,</li> </ul>	<ul style="list-style-type: none"> <li>-Partner networks/CS Os/NGOs continue to implements SAM related activities</li> </ul>	Manager – Capacity Enhancement	2014

	Expand use of SAM tools to a total of 13 networks (including improvement of SAM orientation and implementation packs)	3.3.2		- No. of CSOs within PF networks employing PF SAM tools - CSOs contribution to the tools used		Manager – Capacity Enhancement	
<b>Strengthening and monitoring of the 2013 SAM partnership implementation with WATER AID</b>		<b>3.4</b>	<b>Improved capacity of WATER AID for SAM</b>				
	- Capacity building and backstopping for TNRF & WATER AID	3.4.1		- Monitoring and recommendation reports	Continue partnership to implement SAM	Manager – Capacity Enhancement	2014
<b>TOT SAM training</b>		<b>3.5</b>	<b>More members and partners trained on SAM</b>				
	- Conducting Localized SAM training to PF members/Partners/Councillors	3.5.1		-Number of members/partners trained --Number of councillors trained	- Members will attend and implement SAM --Improved oversight role to the councillors	Manager – Capacity Enhancement	April-May 2014
	- SAM member technical assistance upon request	3.5.2		-No. of request from PF members	PF members to continue use SAM tools		
<b>Systemic Documentation of SAM Initiatives at Local Level</b>		<b>3.6</b>	<b>Sustainability of SAM is Enhanced</b>				

	<ul style="list-style-type: none"> <li>-outcome Mapping Training to all SAM partners</li> <li>-Developing simplified Outcome Mapping Journal</li> <li>- Developing Simplified SAM manual to be used at LLG</li> </ul>	3.6.1		<ul style="list-style-type: none"> <li>-Outcome Mapping report &amp; Registration</li> <li>-No. of pressure groups involved in Planning Process</li> <li>-simplified OM Journal and SAM LLG Manual</li> <li>- No. of OM Journal Filled</li> </ul>	<ul style="list-style-type: none"> <li>- PF SAM partners understand and use OM journals</li> </ul>	Manager – Capacity Enhancement	2014
	Review of SAM manual to integrate gender budgeting tool	3.6.2		Gender budgeting tool integrated in the manual	LGAs produces gender sensitive budgets	Manager/ Consultant	Quarter 4
<b>Gender is mainstreamed in the SAM manual</b>		<b>3.7</b>	<b>Reviewed manual</b>				
	<b>Review of SAM manual to integrate gender budgeting tool</b>	<b>3.7.1</b>		<b>Gender budgeting tool integrated in the manual</b>	<b>LGAs produces gender sensitive budgets</b>	<b>Manager/ Consultant</b>	<b>Quarter 4</b>
<b>Participation and contribution of male and female PF members in decision-making</b>		<b>3.8</b>	<b>Increased female participation (in numbers and contribution)</b>				
	<b>Female participation and contribution in meetings (e.g. annual, quarterly meetings, Working Groups, feedback meetings, Breakfast Debates) is encouraged in invitations</b>	<b>3.8.1</b>		<b>Registrations Reports of meetings</b>	<b>Willingness, confidence, skills to contribute, acceptability to contribute</b>	<b>Manager</b>	<b>Throughout the year</b>

<b>Staff who leads on Capacity Development</b> - Manager - Program Officer		<b>3.9</b>	<b>Effective SAM implementation in networks and PF membership</b>				
	- Job descriptions of vacant positions in place, required recruitment completed and contracts signed - Required orientation given - Quarterly work plans in place	3.9.1		Level of effectiveness of support		Coordinator	2014

**Objective 4: Engagement by Policy Forum improves national policy processes.**

- Selective and strategic engagement focusing on areas where impact is most achieved.
- Improved public resource management.

<p><b>Policy Forum will encourage NGOs to open up and influence policy processes that improve the lives of Tanzanians, especially those who are disadvantaged and impoverished.</b></p>	<p><b>Active participation of Policy Forum as a network in national policy processes is selective and strategic in order to engage where impact is most likely to be achieved.</b></p>		
<p><b>Targeted Partners</b></p>	<p><b>BP One: PF Members</b></p>	<p><b>BP Two: Local Government Authorities</b></p>	<p><b>BP Three: Members of Parliament</b></p>
<p><b>Outcome Challenge</b></p>	<p><b>PF members are actively engaging in a chosen engagement area.</b></p>		
<p><b>Progress markers</b></p>			
<p><b>Verifiable indicators</b></p>			

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
PF to engage strategically and selectively in the following policy areas:		4.1	Strategic and selective engagement in policy processes				
	<b>Policy engagement</b> (possible areas): - Constitution; - Parliament - Prime Minister's Office – Regional Administration and Local Government (PMORALG); - MOF; <b>Substantive input into 2 major annual policy consultations led by PF.</b> Possibilities include: - Annual National Policy, Joint Assistance strategy.	4.1.1		- Evaluation report - Annual report - AGM report Statements by CSo's	PF Board Members, Secretariat and members are proactive and consistent in engaging with the chosen areas of focus.	Management Team	Throughout 2014
Strategic collaboration of PF with other networks and more meaningful participation in the activities of PF members		4.2	Enhanced quality of engagement in national policy processes				
	Active participation of PF in major activities of others (to be decided by members and the secretariat)	4.2.1		<ul style="list-style-type: none"> <li>• Event Programme</li> <li>• Event report</li> <li>• Event invitation</li> <li>• Statement from Cso's</li> </ul>		Manager – Policy Analysis	One major written input by Nov.2014  Active engagement throughout the year.
To develop relations with international		4.3					

<b>partners, contributing to cross-learning and influencing policy in Tanzania</b>							
	- Strategic Partnerships e.g. with International Budget Partnership, Centre for Social Accountability, RWI and Tax Justice Network. - PF to participate in and/or present at 2 International Fora relating to PF objectives during 2014 (e.g. Social Accountability Monitoring; Others to be identified	4.3.1		- Networking File - Email correspondence - No. of International Fora attended Report.		Management team	Throughout 2014
<b>PF makes use of gender mainstreaming skills and expertise of members</b>		4.4	<b>Identification of members/ partners to collaborate with on gender issues</b>				
	Mapping of gender mainstreaming skills and expertise of members	4.4.1		ToR and concept note for collaboration	There are members/ partners with overlapping interests in gender and the core areas of PF Continuity of member/ partner collaboration	Manager	Mapping: End of Quarter 2 Engagement: strategically

## Monitoring and Evaluation

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Training on Outcome Mapping for Council Implementation team	Outcome mapping skills imparted to CIT		Documentation of SAM Activities	Training report Outcome mapping filled in journals	CIT may not adopt the methodology and readiness to share the journals report.	M&E Capacity Enhancement Manager	Throughout the year 2014
Gender mainstreaming is included in external evaluation/ review (ToR)	Review programme and budget	6		External evaluation/ review report Sex-disaggregated data Gender sensitive indicators in programmes	There is sufficient progress to be able to measure gender mainstreaming in PF Sex-disaggregated data, gender sensitive indicators and gender analysis data are available through mainstreaming in the programmes (as gender mainstreaming in progress)	M&E Officer	Quarter 4 2014

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Staff who leads on M & E		6	Effective M & E				
	<ul style="list-style-type: none"> <li>-Job descriptions of vacant positions in place, required recruitment completed and contracts signed</li> <li>- Required orientation given</li> <li>- Quarterly work plans in place</li> </ul>	6		Level of effectiveness of M & E support		Coordinator	2014

**Institutional Governance,** To ensure governance at Policy Forum is functioning effectively and efficiently in support of organizational objectives and that it conforms to the highest levels of ethical integrity and accountability.

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions /Risk Indicators	Lead	Timeframe
<b>PF Institutional Governance Development</b>		<b>6</b>	<b>Improved Policy Forum governance plan, structure and process</b>				
	<ul style="list-style-type: none"> <li>- Annual strategic meeting and Board retreat;</li> <li>- Annual plan produced &amp; agreed with members and Board</li> <li>- Technical Assistance sought when required</li> <li>- Mid-year Progress report to members &amp; partners produced &amp; circulated, Annual report to members &amp; partners produced &amp; circulated</li> <li>- Annual Evaluation for programme &amp; organisation undertaken</li> </ul>	<b>6.1</b>		<ul style="list-style-type: none"> <li>- Annual plan</li> <li>- SC meeting minutes</li> <li>- Mid-year progress report.</li> <li>- Annual report</li> <li>- Quarterly reports</li> <li>- External audit of accounts</li> <li>- External evaluation report</li> <li>- External audit report for year two.</li> </ul>		Board with support from Coordinator	Through out the year 2011

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions /Risk Indicators	Lead	Timeframe
Gender awareness included in job descriptions and job performance criteria	Job description reviewed Gender aware job performance criteria included	7		job description gender aware job performance criteria	Senior management promotes, supports and takes responsibility for gender equality	Coordinator	Quarter 2
Written policy to affirm commitment to gender	staff policy reviewed	7.1		Staff policy or separate gender policy	Senior management promotes, supports and takes responsibility for gender equality	Coordinator GFP	Quarter 2

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions /Risk Indicators	Lead	Timeframe
Participation and contribution of male and female PF staff in decision-making	Female participation and contribution in meetings (e.g. staff meetings, donor meetings, evaluation meetings)	7.2	Improved female participation and contributions	Meeting reports	Willingness, skill, confidence, acceptability to contribute	Coordinator	Throughout the year
Male and female staff are given equal opportunities for trainings	Equal opportunities to attend trainings (e.g workshops, short and long term courses)	7.3	Female and male staff have a more positive perception on gender equality in the organization	Staff perceptions Distribution of organizational development budget	Staff proactively look for training opportunities Coordinator proactively promotes training	Coordinator	Throughout the year

**Secretariat Functioning:** To ensure proper management of financial, administrative and human resources.

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/ Risk Indicators	Lead	Timeframe
PF staff contracted and managed in accordance with agreed arrangements		S1	Improved management capacity				
S1.1	<ul style="list-style-type: none"> <li>- PF Secretariat functions are consistent with its current composition</li> <li>- PF Staff contracts in place</li> <li>- Performance &amp; development plans in place for all staff containing "SMART" objectives &amp; success criteria</li> <li>- Team Development Plan in place                             <ul style="list-style-type: none"> <li>• Feedback mechanisms</li> <li>• Monthly Social Events</li> <li>• Orientation Board &amp; Staff</li> </ul> </li> <li>- Quarterly job discussion reports assessed against work plan</li> <li>Document advocacy experiences in brief.</li> <li>- monthly visits to members (all secretariat)</li> <li>- SAM lessons compiled</li> </ul>	S1.1		<ul style="list-style-type: none"> <li>- Assessment of progress against agreed indicators in six-monthly &amp; annual reports</li> <li>- External evaluation report</li> </ul>		Coordinator (with input from Management Team)	
PF rented and owned assets procured, used and managed in a way that promotes and safeguards efficiency, effectiveness		S2 and S3	Effective and efficient use of resources				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/ Risk Indicators	Lead	Timeframe
and value for money							
	- Possibility of own premises examined; Required assets procured in accordance with policies, regulations and guidelines, with value for money ensured for all procurement; - Procured items recorded onto assets register within one week of delivery and together with others, maintained according to high quality standards as per policies.	S2.1		- Inventory/ assets register		Finance and Administration Officer (with guidance from Coordinator)	