

# Policy Forum

## January – December 2012 Annual Work plan

**OBJECTIVE 1:** The effectiveness of the accountability system including planning, expenditure, performance, integrity and oversight of government at both central and local level is systematically analyzed and monitored, and the resulting evidence is used by a broad base of civil society and advocacy groups to improve the quality of their advocacy.

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Analytical Think pieces		1.1	<b>Active and effective analysis of GoT policies</b>			<b>Budget:</b>	
	<b>1 Analytical Think piece</b> (Possible topics to be identified by members)	1.1.1	Quality (satisfaction, usefulness, comprehension, relevance to CSO programming, timeliness) of policy documents. Improved capacity for BWG members	# 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
	<b>At least 4 Policy briefs</b> (written, produced, peer reviewed, published and distributed to relevant stakeholders according to agreed timetable). Topics to be determined by working groups.	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 briefs and provide comments.	Manager - Policy Analysis	QT 1 – 2 briefs QT 2 – 2 briefs QT 3 – 1 brief QT 4 – 1 brief

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Produce preliminary analysis and commentaries on demand to assist members with advocacy		1.2	Consistent and rigorous NGO statements.				
	At least 3 position statements prepared during Pre GBS meetings (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 3 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 at least 2 major stakeholder consultations (e.g. NGOs, media, Donors). <ul style="list-style-type: none"> <li>• National consultation on GBS/PER.</li> <li>• PMORALG on LG reform</li> <li>• Constitution</li> </ul>	1.2.2		CSO statements/pr presentations 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.
Proactive Participation in the budget process		1.3	Effective monitoring of public budget and expenditure processes				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	Review the 2011 BWG implementation and develop Budget Working Group Annual Plan for 2012	1.3.1	BWG Annual Plan 2012	Minutes of monthly meeting where Strategic Plan was agreed.		Working Group Convenor and/or Manager-Policy Analysis	By end January 2012
	2 training sessions for BWG/PF Secretariat: <ul style="list-style-type: none"> <li>• Writing lab for BWG/PF secretariat,</li> <li>• Training on tax advocacy plus preparing a draft strategy adopting tax advocacy activities.</li> </ul>	1.3.2	Enhanced capacity of members to integrate tax justice issues in budget advocacy	Training reports	BWG members make use of opportunity available	Working Group Convenor and/or Manager-Policy Analysis	Throughout 2012
	- BWG monthly meetings held (or held as needed)	1.3.3	Minutes	Minutes from the BWG meetings	The Budget Working Group will have active membership by PF members	Working Group Convenor and/or Manager-Policy Analysis	Throughout 2012
<b>OBI Localisation-Measuring Budget transparency at local level.</b>		<b>1.4</b>	<b>Effective monitoring of budget transparency in SAM LGAs</b>				
	<b>PILOT</b> - Explore possibility of using OBI indicators to assess budget <ul style="list-style-type: none"> <li>• Develop methodology for undertaking survey.</li> <li>• Undertake pilot in three districts – initially.</li> </ul> Prepare plan for undertaking fully fledged survey.	1.4.1	Methodology in place, results for the first survey registered.	Meetings held for orientation	<ul style="list-style-type: none"> <li>– Methodology will suffice use across several other districts</li> <li>– Intricacies of undertaking survey (quality control, developing index ) can be replicated and sustained.</li> </ul> Budget for undertaking survey can be easily sourced.	Manager-Policy Analysis with input from BWG members	Pilot done by end Qt. 4

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
<b>Major governance and accountability study</b>		1.5	<b>Quality analysis of governance in Tanzania in respect of SAM</b>				
	<b>One major governance &amp; accountability study</b> undertaken and published - capacity-development component integrated into the 2011 governance report to include SAM - Study disseminated to target audiences	1.5.1	2010-2011 Governance report	- Peer review comments - 7.30am BD on study results (for feedback, evaluation, etc)	Peer reviewers will take time to read and provide critical feedback  Results will influence the desired changes as far as transparency and accountability it concern	Manager – Policy Analysis (with input from members, working groups and other managers)	Completed by December 2012
<b>Policy analysis support provided to members undertaking policy activities</b>		1.6	<b>Effective support of civil society and advocacy groups in policy work</b>				

**OVERALL OBJECTIVE 2:** The body of evidence produced by Policy Forum through analyzing and monitoring the accountability system is widely used in targeted advocacy strategies to policy makers, the media, civil society, the academic community and the general public in a manner that is accessible, interesting, relevant and useful to the intended target audience.

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
<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>				
	- Evaluation of website users - Weekly update of the website	2.1.1	Enhanced knowledge of website users by Secretariat	- Analysis of website hits - Feedback forms		Manager – Communication and Advocacy	Throughout 2012
	Produce Promotional material (e.g. business cards, tyre cover)	2.1.2	Increased visibility	- No. of stationery with PF Brand		Manager – Communication and Advocacy	Throughout 2012
<b>Systematic documentation of advocacy experience</b>		<b>2.2</b>	<b>Enhanced knowledge of advocacy implementation</b>				
	Documentation – lessons learned and case studies drawn up	2.2.1	Increased understanding of the activities that went well and the challenged (including what needs improvement)	- Case studies - No. of learning documents uploaded to website		Manager – Communication and Advocacy with help from intern	Throughout 2012

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
<b>Evaluation of usefulness, accessibility, and relevance of Policy Forum production</b>		2.3	<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 2012
<b>Four policy documents/processes rendered in simplified form, printed, published and distributed to target audiences</b>		2.4	<b>Increased accessibility of citizens and target groups to policy information and issues</b>				
	<b>At least 4 simplified versions.</b> Possible documents include: - Constitution (major weaknesses in the current constitution) - Member’s publications upon demand - CDCF “survey report” - TEITI law	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 2012</b>		2.5	<b>Increased public debate on policy issues</b>				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	<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]. - Extend BD atleast to two regions/ PF member	2.5.1		-List of debates facilitated - List of participants -Policy debate reports -Record of media coverage/articles		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 2012
<b>Information regularly shared among PF members</b>		2.6	<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
<b>Media used strategically to improve awareness, understanding and mutual responsibility in governance and accountability within the Tanzanian public.</b>		2.7	<b>Increased accessibility of citizens and target groups to policy information and issues</b>				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	Accountability monitoring promoted through the use of <i>Television Spots</i> - Television spots developed (constitution, Accountability to promote active citizens voice in planning) LGWG/BWG to suggest the focus of spot - Spots on air	2.7.1		- No. of aired television spots -Feedback records		Manager – Communication and Advocacy	By end of 2012
	- TV documentary that discusses policy and governance issues sponsored by PF (messages on SAM incorporated to sensitise citizens on accountability monitoring) - Documentary produced and aired - Evaluate at the end	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 2012

**OVERALL OBJECTIVE 3:** The capability of civil society organizations to understand and systematically monitor the accountability system is progressively enhanced, and the ability to engage more effectively in governance processes at both local and national level through evidence-based advocacy, is improved.

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
<b>Non Dar es Salaam members to effectively participate in quarterly meetings in 2012</b>		3.1	<b>Increased participation of non-Dar members and new members</b>				
	- 30 Non-Dar based members participate in 4 quarterly meetings  - Development of orientation pack for new members.	3.1.1		- No. of non-Dar members participating in PF activities  - % of agenda items originating from non-Dar members for quarterly meetings	Upcountry members make use of opportunities available	Managers	Throughout the year
	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	Through out the year 2012
<b>Institutionalization of SAM within GoT and its embedment in PF member activities.</b>		3.2	<b>Enhanced capacity of members and others to integrate SAM</b>				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumption s/Risk Indicators	Lead	Timeframe
	Continue working with PMO-RALG on SAM as an all inclusive method for accountability monitoring of public affairs.	3.2.1		- Feedback from Governance Task Force - Minutes from task force meetings	- There is adequate cooperation from PMO-RALG - Different levels of government will be open expenditure tracking	Manager – Capacity & Enhancement	November 2012
<b>Two additional partner networks/member CSOs/ NGOs identified for Social Accountability Monitoring during 2012.</b>		<b>3.3</b>	<b>SAM geographically expanded</b>				
	- revise criteria for the selection of implementing partners - Identification of two compatible networks/ CSO/NGO by members and the secretariat - member partners assessment - agreements signed	3.3.1		- No. of Signed agreements - criteria developed - number of implementation reports		Manager – Capacity & Enhancement	April 2012
	Expand use of SAM tools to a total of 10 networks (including improvement of SAM orientation and implementation packs)	3.3.2		- No. of CSOs within PF networks employing PF SAM tools - CSO contribution to the tools used		Manager – Capacity & Enhancement	December 2012
<b>Strengthening and monitoring of the 2012 SAM partnership implementation with TACOSODE &amp; ANSAF</b>		<b>3.4</b>	<b>Improved capacity of TACOSODE and ANSAF networks for SAM</b>				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	- Capacity building and backstopping for TACOSODE & ANSAF	3.4.1		- monitoring and recommendation reports		Manager – Capacity & Enhancement	December 2012
<b>Construct Capacity &amp; Enhancement strategy</b>		<b>3.5</b>	<b>Enhanced capacity of members and others to integrate SAM</b>				
	<ul style="list-style-type: none"> <li>- C&amp;E strategy formulated</li> <li>- Revised SAM Training Manual/Facilitators Guide</li> <li>- Revised Locally designed SAM course</li> </ul>	3.5.1		CD strategy; Manual/Facilitator Guide - Quality (satisfaction, usefulness, comprehension, relevance to CSO - training evaluation report	- more members and partners will participate in SAM training - members will implement SAM	Manager – Capacity & Enhancement	December 2012
<b>Documentation/M&amp;E</b>		<b>3.6</b>	<b>Documentation of SAM lesson learnt &amp; success stories</b>				
	- Documentation of SAM implementation activities (previous and current activities)	3.6.1		- Documented report - Posted to website -	Dissemination of documentation	Manager – Capacity & Enhancement	December 2012
	- Developing documentation strategies	3.6.2		- Strategy developed	Dissemination of documentation	Manager – Capacity & Enhancement	December 2012

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
<b>Localised SAM training &amp; TOT</b>		<b>3.7</b>	<b>More members and partners trained</b>				
	- Conducting TOT for members and secretariat staff	3.7.1		-Numbers members and secretariat staff trained -Training report	Members will be willing to train	Manager – Capacity & Enhancement	April 2012
	- Two localised SAM training	3.7.2		-number of members & partners trained -Training report	- Members will attend and implement SAM	Manager – Capacity & Enhancement	December 2012
<b>SAM Implementing Organisations Lessons Learnt Conference</b>		<b>3.8</b>	<b>Members sharing experience and Lessons Learnt</b>				
	- Developing mechanism/ strategies on how best to share the experience - Convening a conference	3.8.1		-Numbers of lesson learnt shared -Conference report -Numbers of participants attended	-Social accountability initiatives improved	Manager – Capacity & Enhancement	December 2012

**OBJECTIVE 4:** Engagement by Policy Forum in national policy processes particularly on issues pertaining to the implementation of effective accountability systems is systematic, selective and strategic in order to enhance the quality of engagement and to engage where impact is most likely to be achieved.

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				
	<p><b>Policy engagement</b> (possible areas):</p> <ul style="list-style-type: none"> <li>- Constitution; - Parliament</li> <li>- Prime Minister's Office – Regional Administration and Local Government (PMORALG); - MoFEA; CAG</li> </ul> <p><b>Substantive input into 2 major annual policy consultations led by PF.</b></p> <p>Possibilities include:</p> <ul style="list-style-type: none"> <li>- Annual National Policy Dialogue; - MKUKUTA II Implementation monitoring</li> </ul>	4.1.1	Quality and effective engagement in policy processes	<ul style="list-style-type: none"> <li>- Evaluation report</li> <li>- Annual report</li> <li>- AGM report</li> <li>- Advocacy experience 4 Seminars with Parliament focusing on the budget</li> <li>- report</li> </ul>	PF Board Members, Secretariat and members are proactive and consistent in engaging with the chosen areas of focus.	Management Team	Throughout 2012

	Parliamentary Budget Office Advocacy <ul style="list-style-type: none"> <li>Organise press conference for PBO-supporting MPs,</li> <li>Disseminate Bill together with PBO check-list (<i>after first reading</i>) and register concerns, comments, opinions.</li> </ul>		Government commitment to establish PBO	Feedback on advocacy message	<ul style="list-style-type: none"> <li>Press conference will arouse awareness around the PBO hence increase support.</li> <li>Comments and concerns registered will be incorporated before the Bill is tabled for a second reading.</li> </ul>	Manager for PBA with input from BWG members PF members	Qt.1
<b>Strategic collaboration of PF with other networks and more meaningful participation in the activities of PF members</b>		4.2	<b>Enhanced quality of engagement in national policy processes</b>				
	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> </ul>		Manager – Policy Analysis	One major written input by August 2012  Active engagement throughout the year.
<b>Further relations with international partners for cross-learning and influencing policy in Tanzania</b>		4.3	<b>Enhanced quality of engagement in national policy processes</b>				
	<ul style="list-style-type: none"> <li>Strategic Partnerships e.g. with International Budget Partnership, Centre for Social Accountability, RWI and Tax Justice Network.</li> <li>PF to participate in and/or present at 2 International Fora relating to PF objectives during 2012</li> </ul>	4.3.1		<ul style="list-style-type: none"> <li>Networking File</li> <li>Email correspondence</li> <li>No. of International Fora attended</li> </ul>		Management team	Throughout 2012

**Institutional Governance, Planning, Monitoring and Evaluation:** 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>5</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>5.1</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	Throughout the year 2012

**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
<b>PF staff contracted and managed in accordance with agreed arrangements</b>		<b>S1</b>	<b>Improved management capacity</b>				
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 (Feedback mechanisms; Monthly Social Events; Orientation Board &amp; Staff &amp; Quarterly job reports assessed against work plan)</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)	
<b>PF rented and owned assets procured, used and managed efficiently</b>		<b>S2 and S3</b>	<b>Effective and efficient use of resources</b>				
	<ul style="list-style-type: none"> <li>- 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 as per policies.</li> </ul>	S2.1		<ul style="list-style-type: none"> <li>- Inventory/ assets register</li> </ul>		Finance and Administration Officer (with guidance from Coordinator)	