



**policy forum**



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## Annual Progress Report

January to December 2011

**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 effectiveness and quality of their advocacy.**

In keeping with objective 1 of the strategic plan for 2011/13 – as outlined above, the following is an update of the progress of implementation of activities agreed upon in the 2011 Annual Plan of the Budget Working Group (BWG).

- **The Budget Working Group Annual Plan for 2011.**

The 2011 Annual plan was drawn and approved by the Budget Working Group in February as their guide for the activities they would be implementing through the year.

- **Analytical think-pieces and Policy Briefs:**

We planned to produce two analytical think-pieces during the year. However we did produce one titled "***Privatization of 'Commons' and Implications on Reduction of 'Support and Reservation Wage' of the Most Vulnerable***". It focused on the issue of land rights and land grabbing and how land grabbing affects the living of the most vulnerable in the country. Through the course of the year we also participated in the preparation of a guide on the review of the constitution (*Mwongozo wa Katiba kwa Raia*) reported further below. The piece was initiated by the BWG but went on to be adopted by the LGWG.

We planned to produce four policy briefs this year. It was planned that the briefs focus on sectoral allocations in the national budget for the financial year 2011/2012. We managed to publish three briefs whose details are laid out here below:

- ***Agriculture sector allocations: What is the fate of small-holder farmers:*** This brief comprised an analysis of the agriculture budget for financial year 2011/2012. It examined whether District Agricultural Development Programmes are helping develop agriculture especially whether they were producing outcomes for poorer farmers.
- ***Why health is not a priority in the 2011/12 national budget:*** This brief comprised an analysis the health sector's budget for the year 2011/12 with special focus on value for money. It assessed how the meager resources that were available had been allocated and whether the allocations were appropriate to realize significant changes in the health sector.
- ***Whether the 2011/12 education sector budget allocation will lead to quality education:*** This brief comprised an analysis of the education sector budget allocations for 2011/2012 with general views as to whether the allocations would suffice to bring about significant development in the sector.

An additional two briefs were written. One focused on governance and the other on gender. We however felt that a lot more analysis needed to go into them before

they could be published. We therefore decided that they be circulated amongst the members of the BWG only for informative and learning purposes.

- Furthermore, our work on advocacy for the establishment of a Parliamentary Budget Office (PBO) required that we raise awareness on the rationale and importance of the office in question. It therefore necessitated that we prepare a brief in this regard. We prepared a brief titled "**Strengthening Parliament's Budget Oversight Function: The case for a budget office**". The brief comprised a general overview of the performance of parliament in playing its crucial oversight role, particularly its budgetary oversight function, and how that role could be reinforced by the establishment of a parliamentary budget office. Further detail regarding our advocacy for the PBO and how we used the brief in question are reported under Objective 4.
- **Enhancing BWG members' capacity to conduct budget analysis.**  
This year's annual plan included only one training event that aimed to strengthen the capacity of the BWG to conduct budget analyses. Accordingly, a four day orientation workshop on Social Accountability Monitoring (SAM) was conducted to a select team of BWG members in May. The objective was to update members on SAM with special focus on Strategic Planning and Resource Allocation, to enable members acquire skills on how to go about preparing and writing the briefs for this year. The team was also taken through the exercise of structuring and preparing a policy brief. At the end of the workshop, after the division of labour with respect to which member takes on what sector, it was agreed that the draft briefs be submitted to the Secretariat on 15<sup>th</sup> August, 2011. An evaluation at the end of the workshop revealed that the objectives of the workshop had been achieved.
- **Drawing a template for the citizen's budget.**  
The BWG continued following-up on the commitment Government made in December last year to collaborate with Policy Forum in the production of a Citizens Budget. Communication with the Ministry of Finance started early in February but it was not until June that we received a response from the Ministry of Finance. Follow-ups continued throughout July and August but it was not until early September that actual preparations started. The BWG was invited to four working sessions at which we sat, prepared and finalized the Citizens Budget template with the team from the ministry of Finance. Our intention was to have the citizen's budget ready for circulation in September, but this was not possible owing to the late commencement of the working sessions as well as the fact that the template had to undergo internal reviews before it could be sent to the printers. The review process took until the end of November after which we the Ministry of Finance informed us that they were only able to print five thousand copies hence defeating the whole purpose of producing the document. To sort out the shortage, we decided to procure the printing of fifty thousand more copies in Kiswahili in December. Due to the delays experienced, we plan to circulate the copies early January next year.
- **Policy engagement**  
This is an activity that we have usually engaged in through the years. We were invited by one of the country's development partners (The Royal Norwegian Embassy) to attend this years GBS day that was held in Dodoma in May. Besides witnessing the whole ceremony, our objective was to voice our concerns over government's use of foreign aid. However, we were not given the space to voice

these concerns although we got to hold small informal meetings with donors and government heads separately regarding the issues that we intended to raise. In the same vein, this years PER/GBS meetings were conducted in November. However from informal communication, we got to learn that government was of the view that CSOs should not be invited to this years sessions. In digging deeper we discovered that the reason was because they were discussing the topic of corruption in the country and that CSOs would be very vocal in this regard. We are yet to receive an account of the deliberations and resolutions so we could make use of them for future advocacy.

- **Localisation of the OBI.**

This was a new activity that was added into this year's annual plan. It concerns a project that aims to measure the transparency of the budget process at local level looking specifically at the issue of access to budget information as well as the mechanism that are in place to influence citizen participation in the process. A concept note entitled "*Measuring budget transparency at local level*" was produced and circulated to members of the budget working group for comments. With only a few comments coming in, we sought expert assistance from the IBP on how to firm up the exercise of undertaking the project. At a meeting convened in October, at which the IBP expert was present, we resolved that the concept note be beefed-up – which we later on did. We were then invited by the IBP to submit a proposal on the project seeking technical assistance to carry forward the activity. For successful proposals, the IBP are willing to provide technical support as regards taking it forward successfully. We await their responses in that regard. The aim though is to assist develop the measurement tool and share experiences on how it has been undertaken elsewhere so we can better craft ours before we take it forward. The first phase of this project will be a pilot phase after which we will plan on the execution of a full scale survey.

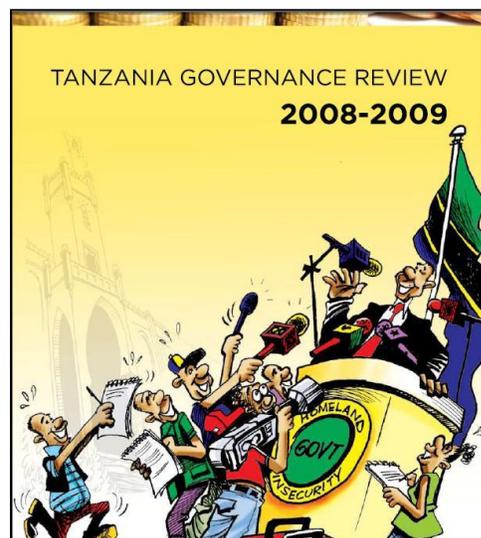
- **Other Activities:**

- **Analysis of 2011/12 National Budget.**

This is also another activity that undertaken every year. In June, the BWG prepared and analysis and made a presentation on the national budget for financial year 2011/2012 at the regular monthly Policy Forum breakfast debate. Presentations were made by SIKIKA on the health budget and Tanzania Gender Network Program on gender related aspects of the budget. The debate was well attended and deliberations of it can be found on our website ([www.policyforum.or.tz](http://www.policyforum.or.tz)).

- **Governance Study**

This is yet another annual publication that is produced by the secretariat. The governance study focused on governance issues for the period 2008-2009. It was launched in August at our regular breakfast debates. The breakfast debate was well attended and copies of the governance publication actually run-out.



**2.1 Policy Forum Website and branding:** Data continues to show that, at least 2000 people visit our website on a monthly basis and a greater part of users are from within Tanzania. We also continue to update and upload various documents including reports, studies and news items regularly as a way of broadening our dissemination. The result of our website uploads is beginning to show fruit. Recently, a report for the UN on CSO participation in the SADC Regional poverty Observatory and National Poverty Observatories commended Policy Forum's posting of MKUKUTA-related documents online (See inset, right). We also, created a space on our website for Social Accountability Monitoring information (SAM). This space, allows now our members and other stakeholder to access information related to Social Accountability Monitoring.

*"it is worth noting the profusion of documents produced and made available by the Tanzanian CSO's sites, by far the best example of all the countries studied in this research [CASE STUDIES: MOZAMBIQUE, TANZANIA, DEMOCRATIC REPUBLIC OF CONGO, ANGOLA, SOUTH AFRICA & MAURITIUS]. The **Policy Forum** and the Foundation for Civil Society have been doing a remarkable job on the coordination of CSO towards MKUKUTA. It must also be noticed the relatively abundant and easily accessible information, studies and analysis of government structures on poverty alleviation policies, especially MKUKUTA I and II. It is also by far the best government information stock and flux of information provided in the context of the cases studied in this research."*

As part of our branding, we also produced a members' directory for 2011 and launched it at the AGM in May. The purpose of the directory is to provide a contact details list of the organizations who are members of PF for the convenience of horizontal communication within the network.

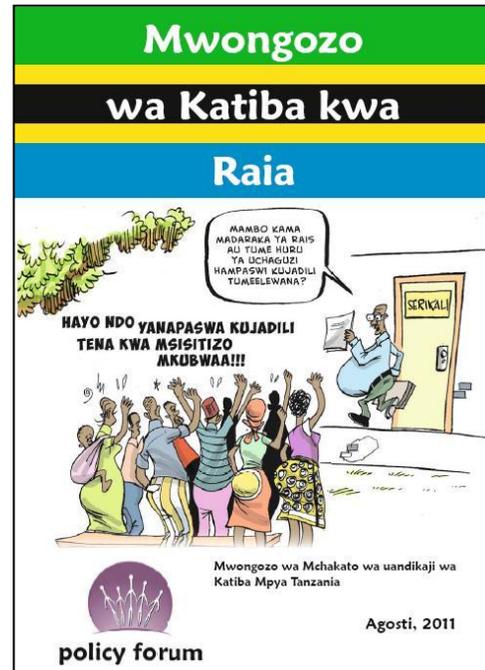
**2.2 Evaluation of Policy Forum Publications: Policy Forum commissioned an independent consultant toward the end of this year.** The activity is still underway and the report will be out by January 2012

**2.3 Popularization of Policy Documents:** This year we plan to produce popular versions of 4 publications. The agreed documents for popularization so far are:

1. A simplified and abridged version of the MKUKUTA II. This activity is done and 25,000 copies have been printed and has been disseminated to PF's members, public and different stakeholders.
2. A popular version of the new 2010 mining law. The first draft of the popular version is now complete 25,000 copies have been printed and plans are underway to distribute widely for general public consumption.
3. A popular guide for citizens on the Constitutional review. PF commissioned *Jukwaa la Katiba* (CSO Constitutional Forum) to prepare this document prior to the country-wide public hearings planned for the review of the Constitutional Review Bill. PF has printed 57,000 copies and disseminated to PF's members, the public and different stakeholders including participants of the Gender Festival. The objective of this publication is to enlighten citizens on the

propriety of the process of reviewing the constitution and giving background on previous constitutional amendments in Tanzania. It also provides expert opinion as to how the process could be carried forward based on experiences from neighboring jurisdictions that have undertaken successful constitutional reviews. We have received feedback from different people that this booklet has helped them understand and participation in the constitution making process

4. A simplified version of *Utawala wa Kidemokrasia*. Since its first publication in 2005, there has been an unending demand from PF members and other stakeholders of this document, despite regular reprinting. Hence PF decided to reprint 25,000 copies for this year for dissemination particularly to areas where members and different stakeholders have reported urgent need.



## **2.4 Breakfast Debates:**

Breakfast debates have continued to take place on the last Friday of each month. During the first half of 2011, the topics discussed have been:

**1. January:** *How do we confront the Challenges in the Politics of Reducing Emissions from Deforestation and Degradation?*

**2. February:** *New Constitution: How do we enhance broad citizen participation?*

**3. March:** *Do Capitation Grants Reach Secondary Schools?*



**4. April:** *Is CSO- Government Collaboration critical to Good Governance in Tanzania?*

**5. May:** *The East African Community: Is it taking off?*

**6. June:** *The 2011/12 Government Budget: Does it address what people expect?*

**7. July:** *Agriculture budgeting in Tanzania: does it work for the small-holder?*

**8. August:** *Governance and Rent seeking in Tanzania: Beyond the corruption agenda?*

**9. September:** *The status of transparency in the Extractive Industry: trends, challenges and prospects for the future.*

**10. October:** *Contested Development: Social and other services through the eyes of young people.*

**11. November:** *Curbing Capital Flight from Africa.*

Moreover, one additional special debate was held in Mwanza towards the end of year. The debate, entitled 'Curbing Capital Flight from Africa' was an extension of the debate held in Dar es salaam on November and was intended to offer insights to civil society working in the lakes Region and public residing around mining areas on the issues of capital flight.

For 2011, attendance has generally been good and media coverage has been encouraging too. Most of participants have been from public sector, high learning institutions, academia, civil society, development partners and the private sectors. Also, requests from PF's members and other stakeholders for slots in these debates have increased considerably from last two years. This, signify the understanding and value of these discussions and influence and impact that can bring in the general public.

## Challenges:

For three years, Pf has been trying to influence its members to enumerate the debate and discussion that are held in Dar es salaam and conduct it at the local level but the response and interest to do it has not been encouraging, many citing lack of funds as the setback for them to implement it.

**2.5 Communication with Members:** The communication strategy developed in 2008 continues to guide us in our day to day activities. For six months, we have continued sending weekly updates after thorough selection to suit our objectives and which are more relevant to our members. We, also, continue sending information packs with key documents to members with information that may be of interest on a monthly basis and also to assist our members whose access to internet connectivity and mobile phones is limited. Such information packages are either PF related publications or different publications from our members that are of relevance.

**2.6 Strategic Use of the Media:** For six months, Policy Forum and its members have continued working with the media in the following ways:

1. Social Accountability Monitoring (SAM) – Film. Since the beginning of this year, PF were tight up looking for experts who would write script for the film of 1hr 30min providing governance related messages. Script writers were identified and towards the end of July they submitted the script (first draft) for review and comments. This activity is done, PF commissioned film maker for filming on November. It is now expected that the film will be out on January 2012. We also, plan to look for a slot on TV for airing.

Radio and TV spots: Since the start of the year, the major advocacy issues were the Constitutional Review Bill, 2011 which were drafted and released by the Government. Policy Forum, *Jukwaa la Katiba*, HakiArdhi and Legal Human Right Centre (LHRC) issued two press releases (in English and Kiswahili language) expressing their views and recommendations on the drafted bill. From November to December, we also ran a TV spot to pressurize the government to enact Tanzania Extractive Industry Transparency Initiative Law (TEIT-Law) as the commitment the government made early this year. Declaration on Budget Transparency Accountability and Participation: On November, together with SIKIKA and HakiElimu, we issued a joint statement of a global movement for budget transparency after the launch in Dar es Salaam. The launch drew activists from all over the world working on budget transparency and advocacy. Both statements were published in English and Swahili language.

5. The Ngurdoto FBO and CSO's Declaration: On 20th October 2011, the Inter-faith Standing Committee on Economic Justice and Integrity of Creation and members of Policy Forum, having gathered at the alternative Mining Conference in Arusha for two days, issued a statement calling to the Tanzania government and parliament to live up to their mandated roles by acting on behalf of communities who have not received tangible benefits from mining activities that have claimed chunks of their ancestral lands

**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.**

**4.1 Strategic and Selective Policy Engagement:** In seeking to influence Tanzania's governance structures and policy spheres, PF continues to coordinate the participation its members in these spaces. This year, we have engaged in the following ways:

- a) *Draft Constitutional Review Bill Public Hearing:* On the 7<sup>th</sup> of April 2011, Policy Forum supported the *Jukwaa la Katiba* to collate inputs from CSOs and present them during the public hearing. The inputs, including a Schedule of Amendments were well received by the the Parliamentary Committee on Constitution, Justice and Good Governance. CSOs asked for more time for the bill to be discussed amongst people. However, the bill was withdrawn from parliament amidst pressure from stakeholders and the public and is expected to be moved to parliament in November 2011.
- b) *MKUKUTA II monitoring platform for CSOs:* One of the outcomes of the 2010 CSO engagement in MKUKUTA II formulation that PF was coordinating, was the formation of a joint platform for engagement by CSOs (CSO-JPE). Policy Forum is part of this platform which aims to facilitate preparations for engagement dialogue in GBS, MKUKUTA, PER and the Aid Effectiveness Agenda amongst CSOs and with other stakeholders. This year Policy Forum has been participating in the activities of CSO-JPE with the view of strengthening CSO engagement in the Annual Policy Dialogue.
- c) *CDCF Litigation:* With technical support from the Legal and Human Rights centre (LHRC) the Litigation documents against the Constituency Development Catalyst Fund of 2009 have been lodged on the 15<sup>th</sup> of March 2011. Policy Forum, The Leadership Forum and LHRC are among the six petitioners who are being represented by Francis Stolla. The case is pending for proceeding before a panel of three judges. Namely, Hon. Judges Twaib, Utamwa and Mutungi. The case came for the first mention on the 4<sup>th</sup> of May 2011 of which the Respondent, the Attorney General, was required to file a reply to the petition. It was set for mention again on the 15<sup>th</sup> of June 2011 before judge Utamwa. The matter is coming again for mention before three judges on the 6<sup>th</sup> of October 2011.

The Petitioners request that the Court declare that the CDCF Act of 2009 contradicts the democratic principles and elements of constitutionalism under the Constitution of Tanzania, which uphold the rule of law and principles of accountability and good governance and provides for the principle of separation of powers amongst the three state organs under article 4 (2) of the said Constitution.

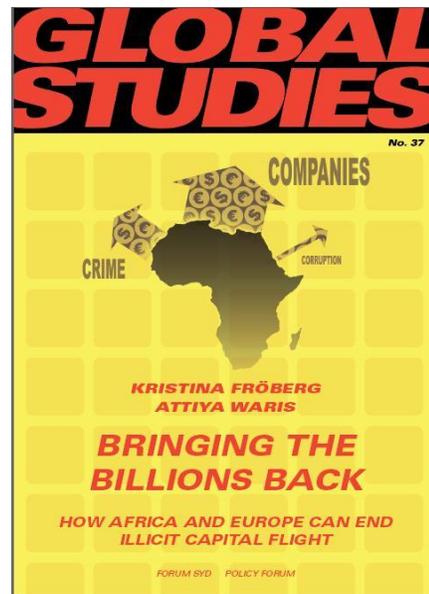
- d) *General Budget Support Day:* In May, we attended General budget support day in Dodoma at which we witnessed the signing of the Memorandum of Understanding (MoU) between Government and development partners. CSO's were not given space to air there opinions regarding the MoU and progress of

various government commitments. A few opportunities were chanced informally with government officials and donors at the end of the GBS day meeting. BWG members will otherwise continue engaging in the Public Expenditure Review (PRE)/General Budget Support (GBS) Annual Review, which impact on the Budget Process in Tanzania, whenever we are invited.

- e) *Parliamentary Budget Office Advocacy*: A brief on entitled “*Strengthening Parliament’s Budget Oversight function: The case for a Parliamentary Budget Office*” was produced with the view of advocating for the establishment of a Parliamentary Budget Office (PBO) in supporting Parliament’s Budgetary Oversight function. A presentation based on this brief was made to parliamentarians at a meeting in Dodoma on 6<sup>th</sup> June. The presentations was well received in view of the fact that the members of Parliament were aware of the importance of having a PBO established and had even gone further to prepare a draft bill in support of establishment of the office. At the end of the meeting it was agreed that the members get fellow members of parliament in support of the bill to sign it after which it be submitted to the speaker as a private members bill. They thanked the Policy Forum for the good work done and urged us to make a similar presentation to a larger parliamentarians workshop including the Chairmen of all committees of parliament and other interested parliamentarians – stressing the importance of the presence of committee responsible for finance and economic affairs. We await submission of the Bill and look forward to pushing this activity through.

**4.2 Collaboration with others:** In continuing to build constructive alliances and relationships that help further our advocacy objectives, Policy Forum collaborated with the following:

- *Tax Justice Network (TJN)*: In February, Policy Forum participated in the Annual Meeting of the TJN which was held during *World Social Forum* in Dakar, Senegal. The meeting involved a Pan Africa Seminar on Tax Justice where Policy Forum presented its work on advocacy in the extractive industries particularly its intervention during the 2010 legislation of the new Mining Act. During the TJN meeting Policy Forum, in collaboration with Forum Syd launched a report on how Civil Society and decision-makers in Europe and Africa can reduce or end illicit capital flight. Entitled “*Bringing the Billions Back*”, the report explains the problem of illicit capital flight, how it happens, its magnitude, consequences for the poor, and measures needed to end it. It also presents illustrative case studies from Kenya, South Africa and Tanzania. The Tanzania case study comes from the work of the Budget Working Group (BWG) of Policy Forum.



This year we also held a session in November with Forum Syd at which we were enlightened on the issue of Capital Flight. The topic was presented at both a meeting conducted at the secretariat and the breakfast debate in November. The result of these was that we decided that we will be taking on the issue of capital flight. It was decided that we collaborate with Forum

Syd and Tax Justice Network to build our capacity first before we could start implementing activities around the topic.

- *International Budget Partnership (IBP)*: Policy Forum is continuing its collaboration with the IBP. This year, together with SIKIKA and HakiElimu, we plan to work closely with IBP to co-host the launch of a global movement for budget transparency in Dar es Salaam in October. The launch will bring together activists from all over the world working on budget transparency and advocacy and draft a declaration of principles for budget transparency.
- *Centre for Social Accountability (CSA)*: PF continues to work with the CSA based at Rhodes University in South Africa on building the capacity of CSOs in Tanzania to implement a rights-based approach to public accountability tracking at the local government level. This year, 10 CSO representatives including will be trained. In May, PF took part in CSA's strategic planning process, as part of helping them aligning their learning programme with the work of their stakeholders.

## Financial Issues

The total approved annual budget for 2011 is Tsh. **1,221,840,589/=**. The fundraising was late due to finalization of the 3-year strategic plan (approved at the AGM on 06 May 2011) and 2010 Audit. We began the year with a balance brought forward from previous year of **Tsh. 324,046,920**.

During the year, we received disbursement amounting to **Tsh. 1,499,480,188.25** from **HIVOS, CIDA, American Jewish, SDC, Revenue Watch, IBP and PF member KEPA**. Of the total disbursement **US\$ 112,827 (Tsh. 169,579,282)** and **US\$ 35,500 (Tsh. 53,498,500)** from **CIDA** and **HIVOS** respectively were disbursements relating to contributions of the previous Strategic Plan. As at 31<sup>st</sup> December 2011, Policy Forum had an equivalent bank and cash balance of **Tsh. 944,353,482.62**

### Disbursements only

<i>In Tanzanian shillings</i>			
Year	Amount Budgeted	Amount disbursed	Amount spent
2011	1,221,840,589	1,499,480,188	1,021,016,296

### Budgeted Disbursements and pledges

These are revised total pledges that have been realized in the 2011 financial year. As shown in the table below the total budget is equivalent to **US\$ 814,560** compare to **US\$ 999,653**, amount obtained and budgeted for the year 2011

<i>In Tanzanian shillings</i>			
Year	Amount Budgeted	Amount obtained and pledged for year 2011	Surplus

<b>2011</b>	1,221,840,589	1,499,480,188	277,639,599
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A total amount of Tsh. 1,021,016,296 was spent making 68% of the amount pledged/obtained which is equivalent to 84% of the total budget for the year 2011.

Furthermore the pledges and Disbursement for 2011 are summarized in the table below. The disbursement from American Jewish for 2011 and 2012 was received at the end of year 2010 and 2011 and reported as a deferred income (other payable) on 2010 and 2011 Financial Statements respectively.

### **Summary of Disbursement Status for year 2011**

<b>Funding Agency</b>	<b>Amount Agreed in 2011 (in currency of agreement)</b>	<b>Status of Pledges for year 2011</b>
<b>Canadian International Development Agency</b>	CAN\$ 225,000	CAN\$225,000 disbursed (Tsh 343,284,068)
<b>HIVOS</b>	USD 35,500	€25,000 (USD 35,500) disbursed
<b>Swiss Development Cooperation</b>	Tsh. 563,600,000	Tsh. 563,600,000 disbursed
<b>American Jewish World Service</b>	US \$ 100,000	\$ 100,000 disbursed (Tsh 146,200,000)
<b>European Union (Partner)</b>	Tsh. 144,527,600	Tsh 144,527,600 Disbursed
<b>IBP</b>	US\$ 135,000	US\$ 90,000 Disbursed
<b>Revenue Watch</b>	US\$ 45,000	US\$ 45,000 Disbursed
<b>Kepa (PF Member)</b>	Tsh. 21,315,400	Tsh. 21,315,400 disbursed
<b>Total disbursed for 2011</b>		<b>Tsh. 1,499,480,188</b>

External Auditor for 2011 Financial Statements are RSM Ashvir and INNOVEX are the Internal Auditing and Financial Accounting support firm for year 2011.

### **Monitoring and Evaluation**

Although PF continues to conduct detailed evaluation of its work, it is now looking to bolster how it does this. Subsequent to assessments of the previous strategic plan, in June 2011 we sent a staff member to a one-month course to the International Program for Development Evaluation Training (IPDET) in Ottawa, Canada. This was done with sponsorship from our donors, the Swiss Development Cooperation (SDC). We had no one from the secretariat with formal knowledge in this area. The staff in question has now initiated regular training to other members of the Secretariat since his return.

We are also working towards engaging a consultant with expertise in documentation, research and learning processes to draft a proposal or develop a framework that would enable us to systematically generate empirical evidence on accountability outcomes.

### **Governance Issues**

Policy Forum held its AGM in May 2011. Among other things, the AGM selected the auditor for the financial year ending 31st of December 2011 and elected a new Board of Directors. The list below details the composition of the new Board:

- i. **Audax Rukonge** – Chairperson (Director, Agricultural Non-State Actors forum (ANSAF))
- ii. **Esther Mongi** – Vice Chairperson (Policy Analyst, World Vision Tanzania)
- iii. **Semkae Kilonzo** – Secretary (Coordinator - POLICY FORUM)
- iv. **Julie Adkins** – Member (Senior Advisor – Local Governance, SNV Tanzania)
- v. **Ben Taylor** – Member (Director, Daraja)
- vi. **Emmanuel Kallonga** – Member (HAKIKAZI Catalyst)
- vii. **Kellen Mngoya** – Member (Director, HAFOTA)
- viii. **Sr. Rita Toutant** – Member (Director, The Tanzania Network of Community Health Funds - TNCHF)

### **Conclusion**

PF is continuing to make headways as a CSO network working towards influencing policy processes. The engagement in the draft Constitutional Review Bill public hearing and subsequent popular guide on how the process should be conducted shows that PF intends to remain relevant not only to its members but other stakeholders at large. The publication launched at the World Social Forum with a Tanzania case study emanating from the work of the Budget Working Group (BWG) of Policy Forum shows the appreciation of our work outside Tanzania and our commitment to work with like-minded partners internationally. The work on Parliamentary Budget Office advocacy reflects our intention to work with other arms of the state and recognition that independent analysis is needed to help oversight bodies better oversee the executive as it carries out its duties. There is still a long way to go and many challenges lie ahead. For instance, PF needs to come up with better strategies to document impact as part of a broader objective to improve on long-term and continuous organisational learning. These are issues the Secretariat and the Board will be strategizing in the years ahead.