

# Annual Policy Forum

## January – December 2009 Annual Work plan

**OBJECTIVE 1:** The implications and impact of policies and their implementation are analyzed, monitored independently, and the resulting information is used by a broad base of civil society and advocacy groups to improve the effectiveness and 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	Active and effective analysis of GoT policies				
	At least 3 Analytical Think pieces (Topics to be covered for each quarter identified at the beginning of the quarter and agreed with 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 and Budget Analysis	Last week of each quarter during quarterly monitoring meetings

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	<p><b>At least 4 Policy briefs</b> (written, produced, peer reviewed, published and distributed to relevant stakeholders according to agreed timetable). Topics from secretariat:</p> <ul style="list-style-type: none"> <li>- <i>Impact of CSO activity in Accountability process in Tanzania</i></li> <li>- <i>CDF</i></li> <li>- <i>Right to Freedom of Information</i></li> </ul> <p>PF Member topics to be decided at Monthly Meetings.</p>	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 and Budget Analysis	<p>QT 1 – 2 briefs</p> <p>QT 2 – 2 briefs</p> <p>QT 3 – 1 brief</p> <p>QT 4 – 1 brief</p>
<b>Produce preliminary analysis and commentaries on demand to assist members with advocacy</b>		1.2	<b>Consistent and rigorous NGO statements.</b>				
	<p><b>5 position statements prepared</b> (commentaries to be determined by working groups and monthly meetings, where the secretariat has specialist knowledge and capacity)</p>	1.2.1		<p>NGO statements</p> <p>Relevant government documents</p>	<p>This activity will primarily be member-led and supported by the secretariat.</p> <p>More than 5 position papers requests come forward</p>	<p>Manager – Media, Communications and Advocacy (with input from other managers)</p>	<p>As determined by members and working groups.</p>

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	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>- Annual PER Consultation</li> <li>- Annual Poverty Week</li> <li>- APRM</li> <li>- PMORALG on LG Elections</li> </ul>	1.2.2		NGO statements/pr esentations  Consultation reports/ minutes  Action taken on points raised by CSOs  Feedback from other participants	Policy Forum continues to be included in major stakeholder consultations	Manager-Policy and Budget Analysis (with inputs from other managers)	As determined by members and working groups.
<b>Proactive Participation in the budget process</b>		<b>1.3</b>	<b>Effective monitoring of public budget and expenditure processes</b>				
	Develop Budget Working Group Annual Plan for 2009	1.3.1		Minutes of monthly meeting where Strategic Plan was agreed.		Working Group Convenor and/or Manager-Policy and Budget Analysis	By end January 2009
	<ul style="list-style-type: none"> <li>- BWG monthly meetings held</li> <li>- Pilot project in Kibaha District done in conjunction with LGWG</li> <li>- Budget analysis (production of briefs)</li> </ul>	1.3.2		Minutes from the BWG meetings	The Budget Working Group will have active membership by PF members	Working Group Convenor and/or Manager-Policy and Budget Analysis	Throughout 2009

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Major governance-related study		1.4	Quality analysis of governance in Tanzania in respect of Policy Forum's focus areas				
	<p><b>One major governance related study</b> undertaken and published:</p> <ul style="list-style-type: none"> <li>- Peer review comments</li> <li>- develop indicators and benchmarks for assessing progress in governance over time</li> <li>- Study expanded to include Zanzibar</li> <li>- capacity-building component integrated into the 2008/09 governance report</li> <li>- Study disseminated to target audiences</li> <li>- Workshop/seminar on study results (for feedback, evaluation, etc)</li> </ul>	1.4.1			Peer reviewers will take time to read and provide critical feedback	Manager – Policy and Budget Analysis (with input from members, working groups and other managers)	Completed by December 2009
Policy analysis support provided to members undertaking policy activities		1.5	Effective support of civil society and advocacy groups in policy work				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	<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> <li>- Programme Assistant position made permanent</li> </ul>	1.5.1		Level of effectiveness of support	<ul style="list-style-type: none"> <li>- Suitable and interested candidates available</li> <li>- Board approval to PA position being made permanent</li> </ul>	Coordinator	Required positions filled by March 2009

**OVERALL OBJECTIVE 2:** Analysis and monitoring information produced by Policy Forum is widely disseminated to policy makers, civil society 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 (including updating of Frequently Asked Questions) - Weekly update of the website	2.1.1		- Analysis of website hits - Feedback forms		Manager – Media, Communication and Advocacy	Throughout 2009
	Develop Policy Forum brand recognition (use it on stationery, business cards and promotional material)	2.1.2		- No. of stationery with PF Brand		Manager – Media, Communication and Advocacy	Throughout 2009
<b>Evaluation of usefulness, accessibility, and relevance of Policy Forum publications</b>		<b>2.2</b>	<b>Recommendations for improvement of PF publications</b>				
	Analytical assessment of feedback - Outsourcing of the polling and analysis of impact.	2.2.1		PF reports Consultant reports.		Manager – Media, Communication and Advocacy	By September 2009

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Four policy documents/processes rendered in simplified form, printed, published and distributed to target audiences		2.3	Increased accessibility of citizens and target groups to policy information and issues				
	<b>At least 3 simplified versions.</b> Possible documents include: - CDF Act - Public Audit Act. - LG Election Regulation - Regulations for Village Government (reprint) - PCCA (reprint)	2.3.1		- No. of simplified versions. - PF Distribution list		Manager – policy Analysis and Budgets 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
Monthly Breakfast debates organised on the last Friday of every month from January to November 2009		2.4	Increased public debate on policy issues				
	<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].	2.4.1		-List of debates facilitated - List of participants -Policy debate reports -Record of media coverage/articles		Manager – Media, 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 2009
Information regularly shared among PF members		2.5	Increased accessibility of PF members to the network's activities				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	<b>12 Monthly information packs</b> sent out to all PF members.	2.5.1		- Distribu-tion records - Postal records -Feedback from members		Manager – Media, Communication and Advocacy	Information for each month to be sent out on the last day of that month
<b>Statutory monthly meetings held when members take the lead in setting the agenda. On a quarterly basis, these are expanded to become monitoring meetings.</b>		2.6	<b>Increased involvement of PF members in the network's activities</b>				
	For at least 10 months, Monthly meetings for PF members conducted on the last Thursday of every month.	2.6.1		- No. of meeting held - meeting minutes -PF advocacy statements and contributions to Policy dialogue		Manager – Media, Communication and Advocacy	Timetable for 2009 to be agreed with and communicated to members
<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>				
	-Radio soap opera that discusses policy and governance issues sponsored and PF messages incorporated to sensitise citizens on accountability monitoring. - Evaluate at the end	2.7.1		- No. of Radio soap opera episodes -Market research reports	People tune into radio stations	Manager – Media, Communication and Advocacy	Throughout 2009



Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	<b>1 photo essay</b> that tells a policy-related story for use at exhibitions, calendars, diaries, website & annual report. - Photographer commissioned.	2.7.2		- No. of policy related Photographs		Manager – Media, Communication and Advocacy	By end August 2009
	Accountability monitoring promoted through the use of <i>Television and Radio Spots</i> - Radio and television spots developed - Spots on air	2.7.3		- No. of aired radio and television spots -Feedback records		Manager – Media, Communication and Advocacy	First round of spots ready to air by end of March 2009
<b>Media, Communication and Advocacy Team.</b>		<b>2.8</b>	<b>Effective dissemination of analysis and monitoring information to target audiences</b>				
	- Job descriptions of vacant positions in place, required recruitment completed and contracts signed - Required orientation given - Quarterly work plans in place - Programme Assistant position made permanent	2.8.1		Level of effectiveness of disseminated information		Coordinator	Manager in place by March 2009
<b>Communication strategy concretised</b>		<b>2.9</b>	<b>Effective dissemination of analysis and monitoring information to target audiences</b>			<b>Budget:</b>	<b>0</b>

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	Communication strategy reviewed (Terms of reference for the review developed) by panel of PF members	2.9.1		<ul style="list-style-type: none"> <li>- PF Dissemination strategy</li> <li>- Review report</li> </ul>		Manager – Media, Communication and Advocacy	By end January 2008

**OVERALL OBJECTIVE 3:** The capability of civil society organizations to understand, to monitor, and to strategically, proactively and effectively engage with and influence national and local policy processes is enhanced.

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 4 monthly monitoring meetings in 2009</b>		<b>3.1</b>	<b>Increased participation of non-Dar members and new members</b>				
	- Non-Dar based members participate in quarterly monitoring meetings - Development of documentation 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 monthly meetings	Upcountry members make use of opportunities available	Managers	Timeframe to be agreed with and communicated to members
	Orientation session for new members and networks	3.1.2		No. of new members completing orientation			
<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>				
	Introduction of SAM to PMO-RALG as an all inclusive method for accountability monitoring of public affairs (including PETS at LG level)	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 – Accountability Monitoring	November 2009

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
<b>Two additional partner networks identified for Social Accountability Monitoring during 2009.</b>		<b>3.3</b>	<b>SAM geographically expanded</b>				
	- Identification of compatible networks by Steering Committee, members and the secretariat, agreements signed	3.3.1		- No. of Signed agreements		Manager – Accountability Monitoring	May 2009
	Expand use of SAM tools to a total of 4 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 – Accountability Monitoring	November 2009
<b>Strengthening and monitoring of the 2008-09 SAM partnership implementation with MPI and KNC</b>		<b>3.4</b>	<b>Improved capacity of MPI and KNC networks for SAM</b>				
	- Capacity building and backstopping for MPI and KNC	3.4.1		- monitoring and recommendation reports		Manager – Accountability Monitoring	November 2009
<b>Systematic documentation of advocacy experience</b>		<b>3.5</b>	<b>Improved access to lessons learned and tools to improve members advocacy</b>				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumption s/Risk Indicators	Lead	Timeframe
	Document advocacy experiences in brief. - monthly visits to members (all secretariat) - SAM lessons compiled - Rapportoire commissioned	3.5.1		- No. of learning documents uploaded to website - Quality (satisfaction, usefulness, comprehension, relevance to CSO programming, timeliness) of learning documents		Manager – Accountability Monitoring coordinates with inputs form others	November 2009
	- Reviewal of Lessons learned during the 2009 Annual General Meeting	3.5.2		- AGM report - Compilation of lessons learned in the last strategic period		Coordinator	April 2009
	- Regular updating of lesson learned on website. - Regularly send out lessons learned documents to members.	3.5.3		- No. of learning documents uploaded to website - Quality (satisfaction, usefulness, comprehension, relevance to CSO programming, timeliness) of learning documents		Manager - Media, Communications & Advocacy	Throughout 2009
<b>3.6 Manager who leads on Accountability Monitoring.</b>		<b>3.6</b>	<b>Effective SAM implementation in networks and PF membership</b>				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumption s/Risk Indicators	Lead	Timeframe
	- Quarterly work plans in place	3.6.1		Policy and Advocacy Officer File		Coordinator	Manager in place by January 2009

**OBJECTIVE 4:** Participation by Policy Forum as a network in national policy processes is 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>- Parliament</li> <li>- Prime Minister's Office – Regional Administration and Local Government (PMORALG)</li> <li>- MoFEA</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 PER Consultation</li> <li>- Poverty Policy Week</li> </ul>	4.1.2		<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 Steering Committee, Secretariat and members are proactive and consistent in engaging with the chosen areas of focus.	Management Team	<p>Throughout 2009</p> <p>Membership and active participation on the PMORALG Governance Task Force.</p>
Greater collaboration of PF with other networks and more meaningful participation in the activities of its 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> </ul>		Manager – Policy and Budget Analysis	<p>One major written input by August 2009</p> <p>Active engagement throughout the year.</p>
To develop relations with		4.3					

<b>international partners in a way that contributes to two-way learning and helps influence on policy decisions in Tanzania</b>							
	<ul style="list-style-type: none"> <li>- Strategic Partnerships e.g. with International Budget Partnership, Centre for Social Accountability, and IDASA.</li> <li>- PF to participate in and/or present at 2 International Fora relating to PF objectives during 2009 <ul style="list-style-type: none"> <li>· PETS / Constituency Development Funds</li> <li>· Freedom of Information/ Social Accountability Monitoring</li> </ul> </li> </ul>	4.3.1		<ul style="list-style-type: none"> <li>- Networking File</li> <li>- Email correspondence</li> <li>- No. of International For a attended</li> </ul>		Management team	Throughout 2009



**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 SC 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>		Steering Committee (with support from Coordinator)	

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>- PF administration and finance regulations consistently adhered to</li> <li>- Performance &amp; development plans in place for all staff containing "SMART" objectives &amp; success criteria</li> <li>- Bring PF Admin policies in line with Labour Laws</li> <li>- Quarterly job discussion 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)	
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							
	<ul style="list-style-type: none"> <li>- Required assets procured in accordance with policies, regulations and guidelines, with value for money ensured for all procurement.</li> <li>- Procured items recorded onto assets register within one week of delivery and together with others, maintained according to high quality standards as per policies.</li> </ul>	<p>S2.1</p> <p>S3.1</p>		<ul style="list-style-type: none"> <li>- Inventory/ assets register</li> </ul>		<p>Finance and Administration Officer (with guidance from Coordinator)</p>	