

Policy Forum

January – December 2011 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	Active and effective analysis of GoT policies			Budget:	
	At least 2 Analytical Think pieces (Possible topics; Constitution , Parliamentary Budget Office) also 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
	At least 4 Policy briefs (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 4 position statements prepared (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 4 position papers requests come forward	Manager – Communication s 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"> • <i>National consultation on GBS/PER and MKUKUTA</i> • <i>PMORALG on LG reform</i> • <i>Constitution</i> 	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.
Proactive Participation in the budget process		1.3	Effective monitoring of public budget and expenditure processes				
	Review the 2011 BWG plan and develop Budget Working Group Annual Plan for 2011	1.3.1	BWG Annual Plan 2011	Minutes of monthly meeting where Strategic Plan was agreed.		Working Group Convenor and/or Manager-Policy Analysis	By end January 2011

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	- BWG monthly meetings held (or held as needed) - BWG trained on SAM - Training (production of briefs)	1.3.2	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 2011
OBI Localisation		1.4	Effective monitoring of budget transparency in SAM LGAs				
	PILOT - Explore possibility of using OBI indicators to assess budget transparency in 8 SAM LGAs - establishing whether practices match legal requirements	1.4.1	Report measuring budget transparency in 8 SAM districts	Budget transparency indicators;	Study will be received positively by LGAs	Manager-Policy Analysis	Throughout 2011
Major governance and accountability study		1.5	Quality analysis of governance in Tanzania in respect of SAM				
	One major governance & accountability study 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 2011

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Policy analysis support provided to members undertaking policy activities		1.6	Effective support of civil society and advocacy groups in policy work				
	<ul style="list-style-type: none"> - Job descriptions of vacant positions in place, required recruitment completed and contracts signed - Required orientation given - Quarterly work plans in place 	1.6.1		Level of effectiveness of support	<ul style="list-style-type: none"> - Suitable and interested candidates available - Board approval to PA position being made permanent 	Coordinator	Required positions filled by March 2011

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
PF website evaluated and adjusted to maximise impact. Branding is used to promote the Policy Forum image		2.1	Increased accessibility of citizens and target groups to policy information and issues				
	- 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 2011
	Produce Promotional material (use it on stationery, business cards, tyre covers and promotional material)	2.1.2		- No. of stationery with PF Brand		Manager – Communication and Advocacy	Throughout 2011
Systematic documentation of advocacy experience		2.2					
	Documentation – lessons learned and case studies drawn up	2.2.1		- Case studies - No. of learning documents uploaded to website		Manager – Communication and Advocacy with help from intern	Throughout 2011

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Evaluation of usefulness, accessibility, and relevance of Policy Forum production		2.3	Recommendations for improvement of PF publications				
	Analytical assessment of feedback - Outsourcing of the polling and analysis of impact. - General public and members	2.3.1		PF reports Consultant reports.		Manager – Communication and Advocacy	By September 2011
Four policy documents/processes rendered in simplified form, printed, published and distributed to target audiences		2.4	Increased accessibility of citizens and target groups to policy information and issues				
	At least 3 simplified versions. Possible documents include: - MKUKUTA II document - Mining Act - Member's publications upon demand - Constitution	2.4.1		- No. of simplified versions. - PF Distribution list		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
Monthly Breakfast debates organised on the last Friday of every month from January to November 2011		2.5	Increased public debate on policy issues				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	11 public debates conducted 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 2011
Information regularly shared among PF members		2.6	Increased accessibility of PF members to the network's activities				
	12 Monthly information packs sent out to all PF members.	2.6.1		- Distribution records - Postal records -Feedback from members		Manager – Communication and Advocacy	Information pack to be sent out each month
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 and Radio Spots</i> - Radio and television spots developed - Spots on air	2.7.1		- No. of aired radio and television spots -Feedback records		Manager – Communication and Advocacy	By end of 2011

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	<ul style="list-style-type: none"> - Film that discusses policy and governance issues sponsored by PF (messages on SAM incorporated to sensitise citizens on accountability monitoring) - Film produced and launched - Evaluate at the end 	2.7.2		<ul style="list-style-type: none"> - No. of aired film programme -Market research reports 	People buy DVD to watch Film and tune into TV stations	Manager – Communication and Advocacy	Throughout 2011
Media, Communication and Advocacy Team.		2.8	Effective dissemination of analysis and monitoring information to target audiences				
	<ul style="list-style-type: none"> Job descriptions of vacant positions in place, required recruitment completed and contracts signed - Required orientation given - Quarterly work plans in place 	2.8.1		Level of effectiveness of disseminated information	<ul style="list-style-type: none"> - Suitable and interested candidates available - Board approval to PA position being made permanent 	Coordinator	By end April 2011

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	Assumption s/Risk Indicators	Lead	Timeframe
Non Dar es Salaam members to effectively participate in quarterly meetings in 2011		3.1	Increased participation of non-Dar members and new members				
	- 30 Non-Dar based members participate in quarterly monitoring 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	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	New members will get to know better the PF activities and will contribute to network mission & vision	Managers and Coordinator	Through out the year 2011
Institutionalization of SAM within GoT and its embedment in PF member activities.		3.2	Enhanced capacity of members and others to integrate SAM				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/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 2011
Two additional partner networks/member CSOs/NGOs identified for Social Accountability Monitoring during 2011.		3.3	SAM geographically expanded				
	- Identification of two compatible networks/CSO/NGO by members and the secretariat - agreements signed	3.3.1		- No. of Signed agreements		Manager – Capacity & Enhancement	May 2011
	Expand use of SAM tools to a total of 8 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	November 2011
Strengthening and monitoring of the 2010 SAM partnership implementation with UNGO, MIICO		3.4	Improved capacity of UNGO and MIICO networks for SAM				
	- Capacity building and backstopping for UNGO, MIICO	3.4.1		- monitoring and recommendation reports		Manager – Capacity & Enhancement	November 2011

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	- Training journalists on SAM	3.4.2		- # of journalists trained - # of articles, documentaries, TV and Radio news items	- Journalists would want to publish & air stories on SAM	Manager – Capacity Enhancement	April 2011
Construct Capacity Enhancement strategy		3.5	Enhanced capacity of members and others to integrate SAM				
	<ul style="list-style-type: none"> CE strategy formulated SAM Training Manual/Facilitators Guide Locally designed SAM course 	3.5.1		CD strategy; Manual/Facilitator Guide - Quality (satisfaction, usefulness, comprehension, relevance to CSO)			
3.6 Staff who leads on Capacity Development Manager Program Officer		3.6	Effective SAM implementation in networks and PF membership				
	-Job descriptions of vacant positions in place, required recruitment completed and contracts signed - Required orientation given - Quarterly work plans in place	3.6.1		Level of effectiveness of support		Coordinator	By April 2011

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>Policy engagement (possible areas):</p> <ul style="list-style-type: none"> - Constitution; - Parliament - Prime Minister's Office – Regional Administration and Local Government (PMORALG); - MoFEA; CAG <p>Substantive input into 2 major annual policy consultations led by PF.</p> <p>Possibilities include:</p> <ul style="list-style-type: none"> - Annual National Policy Dialogue; - MKUKUTA II Implementation monitoring 	4.1.1		<ul style="list-style-type: none"> - Evaluation report - Annual report - AGM report - Advocacy <p>experience 4 Seminars with Parliament focusing on the budget</p> <ul style="list-style-type: none"> - report 	PF Board Members, Secretariat and members are proactive and consistent in engaging with the chosen areas of focus.	Management Team	Throughout 2011
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"> • Event Programme • Event report • Event invitation 		Manager – Policy Analysis	<p>One major written input by August 2011</p> <p>Active engagement throughout the year.</p>
To develop		4.3					

relations with international partners, contributing to cross-learning and influencing policy in Tanzania							
	<ul style="list-style-type: none"> - 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 2011 (e.g. Social Accountability Monitoring; Others to be determined) 	4.3.1		<ul style="list-style-type: none"> - Networking File - Email correspondence - No. of International For a attended 		Management team	Throughout 2011

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
PF Institutional Governance Development		5	Improved Policy Forum governance plan, structure and process				
	<ul style="list-style-type: none"> - Annual strategic meeting and Board retreat; - Annual plan produced & agreed with members and Board - Technical Assistance sought when required - Mid-year Progress report to members & partners produced & circulated, Annual report to members & partners produced & circulated - Annual Evaluation for programme & organisation undertaken 	5.1		<ul style="list-style-type: none"> - Annual plan - SC meeting minutes - Mid-year progress report. - Annual report - Quarterly reports - External audit of accounts - External evaluation report - External audit report for year two. 		Board with support from Coordinator	Through out the year 2011

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"> - PF Secretariat functions are consistent with its current composition - PF Staff contracts in place - Performance & development plans in place for all staff containing "SMART" objectives & success criteria - Team Development Plan in place <ul style="list-style-type: none"> • Feedback mechanisms • Monthly Social Events • Orientation Board & Staff - Quarterly job discussion reports assessed against work plan Document advocacy experiences in brief. - monthly visits to members (all secretariat) - SAM lessons compiled 	S1.1		<ul style="list-style-type: none"> - Assessment of progress against agreed indicators in six-monthly & annual reports - External evaluation report 		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)	