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2008 Annual Report

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Abbreviations

AGM	Annual General Meeting
BWG	Budget Working Group (of Policy Forum)
CAN	Canadian
CDF	Constituency Development Fund
CIDA	Canadian International Development Agency
CSA	Centre for Social Accountability
CSO	Civil Society Organisation
DDT	Dichloro-Diphenyl-Trichloroethane
FemAct	Feminist Activism Coalition
GBS	General Budget Support
IBP	International Budget Project
IDASA	Institute for Democracy in Southern Africa
KNC	Kibaha Network of Civil Society Organisations
LGA	Local Government Authority
LGWG	Local Governance Working Group (of Policy Forum)
LHRC	Legal and Human Rights Centre
M/F	Male/Female
MCA	Media Communications and Advocacy
MKUKUTA	Mkakati wa Kukuza Uchumi ne Kupunguza Umaskini Tanzania or (National Strategy for Growth and Reduction of Poverty in Tanzania)
MOU	Memorandum of Understanding
MP	Member of Parliament
MPI	Mwanza Policy Initiative
NGO	Non Governmental Organisation
PBA	Policy and Budget Analysis
PELUM	Participatory Ecological Land Use Management
PF	Policy Forum
RWI	Revenue Watch Institute
SAM	Social Accountability Monitoring
SDC	Swiss Development Agency
TAMPS	Tanzania All Media Products Survey

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Policy Forum Report – January to December 2008

Introduction

2008 was an eventful year for Policy Forum as it began implementing the first year of its second strategic plan (2008-2010). The network's membership continued to grow and can now lay claim to 75 member organizations from diverse backgrounds manifesting our significance and relevance in our attempts to meet some of the policy and advocacy demands in the civil society sector in the Tanzania.

Most notably, the year saw Policy Forum commence on the implementation of the Social Accountability Monitoring Programme which included establishing and consolidating relationships with two partner networks namely the Mwanza Policy Initiative (MPI) and Kibaha Network of CSOs (KNC). This, together with other initiatives such as facilitating the attendance of non-Dar based members to PF meetings, has increased the involvement of our upcountry members in the activities of the network. This increased involvement has also meant that the advocacy experience is shared more broadly amongst PF membership, expanding the knowledge gained within the network.

Our Parliamentary work in collaboration with the Institute for Democracy in Southern Africa (IDASA) and Revenue Watch Institute (RWI) has continued in 2008 meaning we have kept up with our aspiration of becoming increasingly strategic and selective in our policy engagement. Our members have also indicated that they wish to continue this collaboration and therefore the Secretariat is moving towards finalizing an agreement with IDASA and RWI to enable our work with the Office of Parliament to become more regular. PF has also continued to work with other international partners, strengthening its network abroad. For instance, PF members took part in a Social Audit exercise in the Coast Region of Kenya which entailed looking at how Constituency Development Funds are spent in that area. The exercise, which was hosted by MUHURI, a human rights organization based in Mombasa, helped prepare PF members as they begun strategizing their opposition campaign to the introduction of the fund in Tanzania.

We have continued to concretize our communications strategy. This has been evidenced by the manner in which we have increased both the channels of dissemination, and the scope of information to the general public and our members. Feedback from our members suggests that they find the information, particularly the analyses of policies, useful as it assists them to improve on their advocacy work. Our website has gradually seen a tremendous increase in visitors and encouraging statistics show that a huge majority of users access the site from within Tanzania. This is promising as it illustrates the increasing accessibility of this channel and its potential to disseminate our analysis and monitoring information to policy makers, civil society and the general public.

In terms of governance of the Secretariat, this was a transitional year which saw Ms. Gertrude Mugizi complete her term as Coordinator at the end of 2008 and handover to Semkae Kilonzo, the former Manager for Media, Communication & Advocacy. To ensure the transition was smooth, Semkae was appointed as Deputy Coordinator for the last Quarter of the year to work closely with Ms. Mugizi and be oriented into the Coordinator position which was assumed effective January 1, 2009. The Board of Directors is also currently working closely with the new Coordinator to support him as he takes on this new role.

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.

1.1 Analytical think pieces:

In 2008, we distinguished between analytical think pieces, which are longer pieces of work that are largely analytical and aimed at a more technical audience, from policy briefs which are generally 2 to 4 pages and aimed at the literate general public. 2 analytical think pieces and 3 policy briefs were produced.

1. ***Analytical think piece 1.08:*** Demystification of Mining Contracts – This analytical think piece analyses 7 contracts that the Government of Tanzania has entered into with various mining companies operating in the Tanzanian mining sector. The contracts are discussed in the context of the existing mining policy and legislation; What Tanzania gets versus what the mining companies get; and some proposed areas where renegotiation may be of benefit to Tanzania.

2. ***Policy Brief 1.08: Public Participation in engendering transparent, accountable and responsive governance*** - This brief outlines the importance of public participation in transparent, accountable and responsive governance, mentions the challenges faced in effecting open and successful participatory processes, and proposes several measures that authorities can take to enhance community participation in their locales.

3. ***Policy Brief 2.08: Show Me the Money*** – This is a brief that analyses some of the key findings of the Controller and Auditor General's Report for the government financial year 2006/07. It discusses the opinions and some key recommendations for improving financial controls within the public sector.

4. ***Policy Brief 3.08: Improving Local Government Accountability, opportunities for civil society*** – The systems and processes of local governance at district council level are discussed here. The brief compares how these processes should work in theory with the reality of how they work in practice. It also highlights opportunities where CSOs can engage to improve the effectiveness of local governance. The leaflet outlines briefly the various entry points which include, planning, budgeting, performance monitoring, and expenditure tracking.

5. ***Policy Brief 4.08: The Quality of Consultation between Government and Domestic Stakeholders on the Implementation of MKUKUTA: A CSO Assessment*** – This brief emanated from the CSO evaluation of its engagement with the government on the implementation of MKUKUTA. It looks at issues around government transparency and the dialogue structure and makes recommendations on how to improve the MKUKUTA review process.

6. ***Analytical think piece 2.08:*** Constituency Development Fund in Tanzania: The Right Solution? – This analytical think piece discusses whether or not Tanzania needs an additional development fund like the CDF and looks at the dynamics of the relationship between MPs and their constituents that the introduction of the fund would raise.

Rather than focus on the content of the budget documents, in 2008 we decided to more closely examine the systemic and systematic issues that affect accountability within the planning and budget process, as well as transparency and integrity in the acquisition, allocation and use of public resources. The mining contracts that we acquired and analysed had been hitherto denied to the public and to their elected representatives for reasons of confidentiality. However, when we read them and examined the legal environment, we assessed that there was no legal requirement for confidentiality and none of the contracts contained a confidentiality clause. The Deputy Minister for Finance and Economic Affairs also openly praised the analysis in his speech opening a pre-budget workshop for the Finance and Economic Affairs Parliamentary Standing Committee.

Despite the positive feedback on all the analytical publications, there have been challenges in terms of timely production and printing versus maintaining the quality that people have come to expect from Policy Forum publications.

1.2 Analytical support to civil society policy engagement:

As in the past, analytical support to CSOs has been provided primarily through the working groups. During the first half of 2008, much time was spent orienting the new policy unit members, most of whom were recruited during the first half of the year, to enable them to assume this role. The Manager responsible for policy and budget analysis attended a training session on the extractive industry sector in February 2008, organized by the National Democracy Institute. This, in addition to on-going collaboration and support from Revenue Watch Institute has helped to enhance her ability to provide coordination and support to PF members working in this sector. Following a training session on monitoring revenues in the extractive industry sector, a CSO Group was formed from CSOs working in constituencies where mines exist. It is anticipated that this group, with support from the secretariat is now better equipped to follow up issues in the sector.

The Policy Forum Budget Working Group in collaboration with HakiElimu has developed A CSO Guide to the Budget Process in Tanzania. The purpose of this is to assist CSOs and other stakeholders who monitor the budget process or do budget analysis to understand how the process works in theory and in reality from a CSO perspective. At the end of June the Guide was in the final stages of editing and due to be pretested and finalized during July and August.

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Policy Forum also contributed substantively in several policy advocacy initiatives, including coordination of CSO participation in the Public Expenditure Review process through cluster working groups; the CSO input into the Africa Peer Review Mechanism (APRM) process led by Legal and Human Rights Centre in April 2008; and the CSO assessment of the General Budget Support (GBS).

We participated in the Annual CSO Exhibition in Parliament, led by the Foundation for Civil Society where over 200 CSOs from every region in the country met with the Chairpersons and Vice Chairpersons of all parliamentary committees and the Deputy Speaker in June 2008, presented proposals to improve a joint CSO/Parliament engagement with and contribution to a more effective oversight process. Policy Forum also took part in the 60th Anniversary of the Universal Declaration of Human Rights event organized by the Legal and Human Rights Centre.

1.3 Proactive participation in the Budget Process:

The Budget Working Group (BWG) of Policy Forum was visible and active in 2008. The primary areas of focus of the BWG were:

1. the preparation and printing of the CSO Guide to the Budget Process
2. in collaboration with the Local Governance Working Group, setting up a joint project with Kibaha Network of CSOs (KNC) to monitor the Social Accountability Cycle in Coast region. The monitoring of the cycle has is complete and currently, analysis is being done which should be ready for public sharing during the first Quarter of 2009.
3. Policy Forum collaboration with the parliamentary Standing Committee on Finance and Economic Affairs around the Budget Process and the extractive industries.

1.4 'Fuatilia Pesa' Public Expenditure Tracking (PETS) Project:

All copies of the PETS manual have been distributed. A study to obtain feedback and evaluate its usefulness in assisting CSOs to track expenditure began at the end of 2008 and should be complete by late February 2009.

1.5 Governance Study:

The study is complete and members of the Steering Committee responsible for reviewing it have given their inputs. Printing should begin as soon as consultant finalises the document.

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.

2.1 Policy Forum Website and branding:

The Policy Forum website, since its inception has continued to gradually register an increase in hits according to Google Analytics data. Comparing two time periods (the months of January 2008 and January 2009), data shows that there has 419.34% increase in visits to the site (212 visits in January 2008 and 1,101 visits in January 2009). These encouraging statistics also show that a huge majority of users access the site from within Tanzania. This is promising as it illustrates the increasing accessibility of this channel and its potential to disseminate our analysis and monitoring information to policy makers, civil society and the general public. Moreover, the secretariat will continue to look for ways to improve the organization of information on the website and to increase its content. A bibliography builder function has been added to the website and the intention for 2009 is to catalogue all off-line titles being held by us on the PF website. This should make it easier for our members and other stakeholders to check availability of documents remotely before coming to the Secretariat.

Several banners have also been designed for Policy Forum and have been used in a number of exhibitions and staff, have been issued with business cards. Policy Forum has entered into a collaborative agreement with Parsons School of Design who are assisting with its professional branding of its work and publications. An initial visit from Parsons took place in June which focused on design of publications. The next visit will aim at improving the PF communication strategy by enhancing its use of SMS technology to communicate with members.

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2.2 Evaluation of Policy Forum Publications:

This activity is complete and the findings will be included in the Communication Report for 2008.

2.3 Popularization of Policy Documents:

In 2008 we produced popular versions of 4 publications:

1. A CSO guide to the budget process – With funding for printing covered by HakiElimu, the guide is out and being distributed to various stakeholders.
2. A simplified version of the new village government regulations from a citizen's perspective. – Initially, 20,000 copies were printed. Demand for these were high hence after their depletion, we reprinted 80,000 copies in the second half of the year.
3. A simplified analysis of findings of the Household Budget Survey. – The draft is now complete and plans are underway to print and distribute as one of the activities carried over to 2009.
4. A simplified and abridged version of the Report of the Bomani Commission on the management of the mining sector in Tanzania. –This publication has been printed and shared widely.

2.4 Breakfast Debates:

11 Breakfast debates were held on the last Friday of the month from January to November. The topics discussed during that time have been:

1. **January:** State, Markets, and Cashewnuts
2. **February:** DDT Policy for Malaria Control in Tanzania
3. **March:** Budgeting for HIV/AIDS in Tanzania: Can a funding increment have an impact?
4. **April:** Working as One: UN reform in Tanzania
5. **May:** A Drop in the Bucket: How do we improve water supply to Dar es Salaam's poor?
6. **June:** Is what You See What You Get? Transparency and accountability in the budget process
7. **July:** Transparency & Accountability within Civil Society: An Opportunity for Self-reflection.
8. **August:** Constituency Development Funds: Should Legislators Finance Public Service Delivery?
9. **September:** Transparency & Accountability within the Construction Industry in Tanzania.
10. **October:** Does current wildlife conservation policy and law address economic and livelihood issues for all Tanzanians? A debate on the Wildlife Act 2008.
11. **November:** Afrobarometer: Citizen's Opinions on the Way Their Countries are managed Economically, Politically, and Socially.

Attendance has generally been good with some media coverage on a few debates. 2008 was the first year that Policy Forum began solely handling the debates without logistical or financial support from HakiElimu.

2.5 Communication with Members:

Results of the implementation of the communication strategy have begun to show as information to members becomes more organized. Weekly electronic news briefs have now replaced the ad-hoc emails that members formerly received. This has received positive feedback from members who see it as better information-management on the part of the Secretariat. We have begun to use Small Messaging Service (SMS) to send various alerts to members and for event reminders which has helped see a significant increase in attendance since the use of the technology began. We continue to send out information packs with key documentation on a monthly basis so that members with limited access to the internet and email can also receive information in hard copy.

We have continued with monthly member meetings except that from 2008 and onwards, we have opted to make them more issue-based rather than routine-based. Hence, meetings will be held on the first Thursday of the month depending on demand from members and with a member-led agenda at each meeting. This option was accepted as one way of dealing with the patchy attendance at these meetings. The Policy Forum Institutional Assessment completed in February 2008 also came up with suggestions for improving the quality and consistency of member participation of which we are looking into in order to make these meetings more useful to members.

For 2009, the priority is to focus on the feedback mechanisms in order to ensure that our communication it is more strategic, targeted, efficient and effective in reaching Policy Forum objectives.

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2.6 Strategic Use of the Media:

In 2008, Policy Forum and its members continued to develop close links with the media in the following ways:

1. Pilika Pilika Soap Opera: We continued to sponsor governance messages in Pilika Pilika Soap Opera during 2008, following a collaborative process of strategic planning at the end of 2007.
2. Radio and TV spots: We decided to focus on the CDF campaign for the year 2008 after the parliamentarians put back on agenda to introduce the fund in Tanzania after failing in 2007. These spots were produced during the last Quarter of 2008 and aired in January 2009 to coincide with the parliamentary session which was scheduled to discuss the issue (it did not, however, come up for mention in Parliament then). The spots aimed at sensitizing and educating the general population on the adverse effects of the proposed establishment of CDF.
3. Monitoring and Evaluation: The communication strategy introduces an element of better information to guide decisions on the use of media for advocacy. Selection of the media houses to use for the CDF spots campaign, and the airing times to opt for, was informed by the Tanzania All Media Products Survey (TAMPS) for 2007.

Objective 3: The ability 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.

3.1 More effective inclusion of PF members based outside of Dar es Salaam:

It was agreed that PF would facilitate the attendance of members based outside of Dar es Salaam to 4 meetings per year. These meetings will include a report to members on activities during the quarter, an orientation session for new members, an opportunity for all members to contribute towards planning for the following quarter, and an opportunity for members who do not normally participate in Policy Forum's regular activities to do so by combining this meeting with another PF activity taking place during this time. The first of these meetings was held at the time of the Annual General Meeting to combine the 2 activities and therefore increase value for money. The second one was held in July to correspond with the Breakfast Debate and the third one was done in December 2008 to coincide with Gertrude Mugizi's farewell.

3.2 Social Accountability Monitoring:

The tools for social accountability monitoring were finalized and pre-tested. A preliminary workshop was held with all applicants and from this workshop the organization to collaborate with PF on this initiative was selected. Policy Forum has begun work with Mwanza Policy Initiative (MPI). The writing team from the Pilika Pilika soap opera was also invited to the preliminary workshop as well to understand the social accountability monitoring concept and to include it in the Pilika Pilika radio soap opera storyline.

3.3 Systematic documentation of advocacy experience:

A section of the PF Website has been set aside for this activity. In 2008, several activities generated material for documentation of the advocacy experience. For instance, there are several lessons learned from our work in conjunction with the Revenue Watch Institute and IDASA. The two workshops we organized on revenues obtained from the mining sector with their support, further enriched our experience in parliamentary advocacy. Our participation in HakiElimu's 'Friends of Education' meeting in Dodoma in September was also an opportunity to draw lessons from others on how to build and engage grassroots movements for social change, how these movements can be capacitated to monitor policy implementation, work with the media and network amongst themselves. Policy Forum has also developed a performance monitoring framework to assist with self-evaluation which should make this documentation exercise easier.

Objective 4: Active 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.

4.1 Strategic and Selective Policy Engagement:

Policy forum continues to engage strategically with various government and non-government policy-making bodies:

1. Budget Analysis Seminar with Finance and Economic Affairs Committee: With support from the Institute for Democracy in Southern Africa (IDASA), the Australian High Commission, and Revenue Watch Institute,

Policy Forum co-organized 3 Seminars in collaboration with the office of Parliament for various parliamentarians, parliamentary staff, and parliamentary Finance and Economic Affairs Committee. The following seminars were conducted:

a. Monitoring Revenues in the Extractive Industries –for Parliamentary Staff – 5-9 May 2008
b. Monitoring Revenues in the Extractive Industries –for MPs – 12-14 May 2008
c. The Budget Process and MKUKUTA implementation – for MPs -26-27 May 2008

The purpose of the seminar was to begin the process of deeper collaboration between MPs and CSOs on budget issues and to increase both parties' understanding of budget issues both on the expenditure side and on the revenues side (with a focus on the extractive industry sector, to share the analysis done by various members of civil society, government and the private sector, and to build greater trust between civil society and Parliament. Much positive feedback continues to be received from parliamentarians, parliamentary staff and CSOs on the usefulness of these seminars. Parliamentarians have used the material from the training on a number of occasions to support parliamentary questions and committee discussion. The last workshop was opened by the Deputy Minister for Finance and Economic Affairs who praised the work that Policy Forum was doing in this area. The most notable achievement is that Parliament is now requesting Policy Forum and its members to contribute substantively to other areas of its work, including draft Bills. These requests are unsolicited and do not form part of this agreement.

2. Annual Accountability Conference: Policy Forum coordinated CSO participation at the Annual Accountability Conference that took place in June 2008. The theme this year was accountability in local government financial management. This included organizing attendance of 10 CSOs and coordinating the CSO presentations made. Policy Forum also had a display table where the audit analysis and some other relevant material was exhibited.
3. Research and Analysis Working Group: Policy Forum has been invited to join the government-led Research and Analysis Working Group of the MKUKUTA Monitoring System. This is the group responsible for producing a number of useful policy documents, including the Poverty and Human Development Report. It is anticipated that participation in this group will improve the rigour and depth of Policy Forum analytical work as well as providing an opportunity for work done by members to feed into the wider government monitoring system.

4.2 Collaboration with others:

Policy Forum continues to collaborate with other development stakeholders wherever possible. Policy Forum substantively participated in the CSO response to the APRM process, specifically how it is being conducted in Tanzania and to raise CSO issues. Policy Forum also contributed substantively to the CSO Proposal to Members of parliament during the Annual CSO exhibition at Parliament in June 2008. Furthermore, PF took part in marking the 60th Anniversary of the Universal Declaration of Human Rights, an event organized by LHRC in Dodoma.

Finally, Policy Forum contributed substantively and either actively participated or made presentations during several member events including a regional conference on the Fight against Corruption organized by ForDIA; A press conference to protest unacceptably poor service delivery that resulted in an unnecessary maternal death at Mwananyamala Hospital organized by Feminist Activist Coalition – FemAct; a Strategic Planning workshop organized by Tanzania Aids Forum; and the Annual general Meeting of an agricultural member network – PELUM.

4.3 Local and International Networking:

The Secretariat and Steering Committee have contributed to various reports and studies by participating in interviews and meetings on a regular basis. In addition to our collaboration with IDASA which aims to strengthen our work with Parliament, Policy Forum has also entered into a collaborative relationship with the Civil Society Budget Initiative (CSBI) of the International Budget Project (IBP). This collaboration has already begun to enhance our budget work through the information shared and through increased linkages with CSOs in other countries doing similar work, such as MUHURI and Parsons School of Design. We also have begun to establish links with the Centre for Social Accountability (CSA) based at Rhodes University in South Africa and have incorporated their methodology for Social Accountability Monitoring into our work. CSA has been doing resource tracking and rights based public accountability work at local government level for the last 10 years. We anticipate that this collaboration will continue to add to mutual learning and will enable us to share lessons to improve our mutual effectiveness in this area.

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Challenges

Consistent and strategic use of policy spaces continues to be a problem. As advocacy organizations mature, we anticipate that this problem will decrease and signs of this are beginning to show. However, the secretariat and members will need to think more strategically about how to build this capacity within civil society if we are to experience lasting systemic and structural improvements in our governance systems.

Financial Issues

The total approved annual budget for 2008 was Tshs 901,959,354/=. In principle agreement was obtained from 5 donor organizations to contribute towards the Policy Forum budget from 2008 to 2010 as follows:

Funding Agency	No. of Years	Total amount (in currency of proposal)	Status as at 31 December 2008
Embassy of Finland	1	€ 50,000.00	Disbursed
Canadian International Development Agency (CIDA)	3	$975,000.00 Can	Agreement in place (1st installment disbursed)
Swiss Development Cooperation (SDC)	3	US$500,000.00	Proposed
Google.org	3	US$500,000	Agreement in place (Year 1 disbursed)
HIVOS	3	225,000	Agreement in place (Year 1, 2nd installment disbursed)
Other sources and Member Contributions	3	53,000 (estimate)	Tshs 90,692,076. disbursed

According to promises received from the donors who expressed an interest in funding Policy Forum, All contracts would have been signed by the end of June 2008. However delays in donor bureaucratic processes have meant that until the end of 2008 contracts had been signed with HIVOS, Google.org, the Embassy of Finland and CIDA. Because we had 1 unfulfilled pledge from the Swiss Development Cooperation (SDC) of US$500,000 over 3 years, we had to be conservative in our spending so that we do not spend too much until we were sure of how much money we were able to raise. Our strategy was to prepare the groundwork for major spending items, such as printing and publishing, TV spots, and large capital items but to lay procurement until all funding has been secured. As a result, it compelled us to carry such items forward to 2009.

As a result, the amount of money disbursed from members, donors and other sources as at 30 December 2008 was Tshs 635,046,856.20. In addition to Tshs 3,997,545.79 brought forward from the previous year, the total amount we had available for 2008 was Tshs 639,044,401.99. As you will see in the attached financial report, expenditure during the year totals about 64% of the total annual budget. However, this is 91% of the total money disbursed (90% of the actual money available).

Summary of financial shortfall

	In Tanzania shillings		
Year	**Amount budgeted**	**Amount available for 2008**	**Shortfall**
2008	901,959,354.00	639,044,401.99	262,914,952.01

Policy Forum currently has an agreement with MEKONSULT Accounting Firm that is responsible for closing our books at the end of each month, ensuring that adequate systems are in place for financial controls and acting as an internal auditor to strengthen our financial oversight. The Junior Administration and Finance Officer has also assumed additional financial responsibilities. In 2009 this arrangement will be reviewed to assess its effectiveness.

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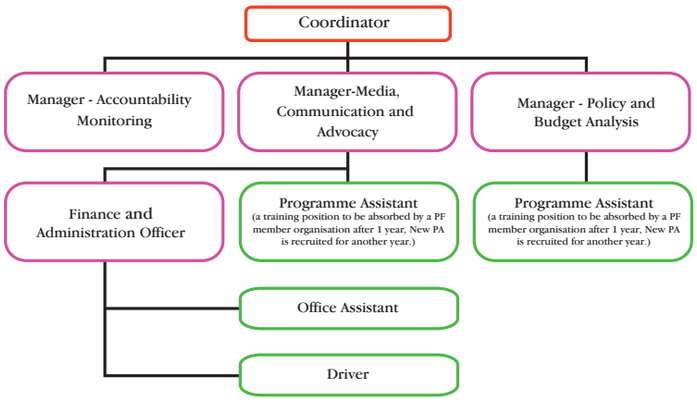
Human Resources

The staff establishment as at 1 January 2009 is:



It had been agreed that Ms. Gertrude Mugizi would complete her term as Coordinator at the end of 2008. An exit strategy had been agreed whereby a Deputy Coordinator with specific finite tasks would be appointed. S(he) would also work with Ms. Mugizi closely and be prepared to be oriented into the Coordinator position. Initially, recruitment of this post proved difficult and after advertising twice unsuccessfully, the Board decided to proactively headhunt and to consider internal recruitment. Internal recruitment, with increased supervision and support from the Board of Directors, was ultimately opted for as the feasible way forward since staff members at managerial level were beginning to understand the organization better. Semkae Kilonzo, the former Manager for Media, Communication & Advocacy was eventually appointed Deputy Coordinator for the last Quarter of the year to work closely with Ms. Mugizi and be oriented into the Coordinator position which was assumed effective January 1, 2009.

Due to Semkae Kilonzo's promotion to Coordinator and two resignations towards the end of 2008, there are currently vacancies for two Managers (for Media, Communication and Advocacy, and Policy and Budget Analysis), one Programme Assistant and the Driver. Interviews have been done for both Managerial posts and a suitable candidate was found for the Media, Communication and Advocacy Manager post. Negotiations on terms are currently underway. We are have opted to headhunt for the Policy and Budget Analysis Manager post and interviews for the Programme Assistant posts have been scheduled. Positions are expected to be filled in March 2009. The Driver will not be recruited until the vehicle is purchased, an activity carried over to 2009 due to delays in finalizing donor agreements with 2 of our major donors in 2008.

Monitoring and Evaluation

With some technical assistance provided by CIDA, a logical framework was developed for the entire strategic plan period and a performance monitoring framework is also in place. Both are attached to this report as annexes. These will form the basis of the detailed evaluation to take place towards the end of this year and in future monitoring and evaluation planned during the life of the Strategic Plan.

A record is kept for the distribution of all publications, including where they go, and this will form an integral part of the monitoring and evaluation framework.

Governance Issues

Policy Forum held its Annual General Meeting (AGM) on 11 April 2008. During the AGM, the Memorandum and Articles of Association were amended to take account of the recommendations of the Institutional Assessment that Policy Forum underwent at the beginning of the year. The Steering Committee has now become a Board of Directors as is required by law according to the new Companies Act. It was also agreed that the Board of Directors would contain 2 members from outside of Dar es Salaam as a requirement. The chart below details the composition of the Board.

Organization (location if outside Dar es Salaam)	Individual(s)	Designation
The Leadership Forum	Hebron Mwakagenda	Chairperson
Kivulini (Mwanza)	Maimuna Kanyamala	Vice Chairperson
Tanzania Natural Resource Forum (Arusha)	Andrew Williams	Member
TACOSODE	Theofrida Kapinga	Member
Oxfam GB	Fred Kwame	Member
Actionaid	Rose Mushi	Member
CONCERN Tanzania	James Davey	Member

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Conclusion

Policy Forum is continuing to grow as a network and expanding outside urban centres. The successful establishment of two partner networks outside Dar es Salaam is testament to this. The secretariat has advanced both in terms of independent governance and functioning. This has been underlined by the exit strategy in place to see the internal recruitment, orientation and handover of the secretariat to a new Coordinator.

However, challenges still exist. We are continually learning how to manage relationships with different parts of government and this sometimes presents challenges. For example, the emerging and improved relationship that Policy Forum has enjoyed with Parliament could be affected by Policy Forum opposition to the Constituency Development Fund that MPs are planning to legislate. Member participation continues to be random and often inconsistent due to competing priorities. Capacity within the network is not broad enough to deal with the many policy and accountability challenges that we face in Tanzania. Building this capacity will take time and a consistent and committed effort from both the members and the secretariat.

Nevertheless, Policy Forum's strength as an institution has grown and this is evidenced from the growing diversity and quality of work we produce. This year we have a strong and committed team in place and this is demonstrated by the consistency of output and the type magnitude of some of the tasks we have agreed to take on. Member participation, while still inconsistent, is progressively improving. Different sectors of society, including academicians and parliamentarians are now using, publicly acknowledging and actively seeking Policy Forum analysis, advice, input, and general information from Policy Forum and it is increasingly being recognized as a leader in civil society on policy issues. The most significant achievement of the network is seen in the improved quality of output from previously small and young member organizations, which has, to a certain extent, resulted from their involvement in the network by their own admission. However, we must not become complacent and must continuously seek to improve our own capacity and commitment to doing more and better and this, we will continue to do.