



policy forum



Picture: 2015 PF engagement with Commission for Human Rights and Good Governance (CHRAGG)

Annual Report 2015

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Foreword

The past year has been eventful for the Policy Forum (PF) network and has seen both the members and secretariat engage in national processes like the General Election, the constitutional review process and the formulation of numerous bills prior to their tabling in parliament. Members have also participated in a number of initiatives to strengthen collaborations with government agencies.

This report compiles PF's efforts for 2015 and has been prepared by PF staff and board members to be endorsed by PF members during its AGM for 2016 and thereafter shared with other stakeholders and the general public. It documents the implementation of the four objectives as stipulated in the PF strategic plan 2013-2016.

The report constitutes seven sections which capture detailed and well researched case studies in each of the objectives that have been successful and goes further to state the lessons learned and challenges encountered while implementing the activities.

We hope this report will provide the reader with in-depth information on Policy Forum's activities towards the promotion of good governance in Tanzania and act as a reference for future learning. The report can be read together with other PF relevant documents such as the strategic plan 2013-2016, annual work plan 2015 and the annual budget 2015 which can be accessed on PF's website (www.policyforum.or.tz).

PF Board Chairperson

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Abbreviations

AGM	Annual General Meeting
AJWS	American Jewish World Service
ANSAF	Agricultural Non-State Actors Forum
BD	Breakfast Debate
BRN	Big Results Now
BWG	Budget Working Group
CAG	Auditor General
CBOs	Community Based Organizations
CBFM	Community-Based Forest Management
CDCF	Constituent Development Catalyst Fund
CHRAGG	The Commission for Human Rights and Good Governance
CIT	Council Implementation Team
CSOs	Civil Society Organizations
DC	District Council
DED	District Executive Director
EAC	East African Community
FBOs	Faith Based Organizations
FFD3	3rd Financing for Development Conference
FOSI	The Foundation of Open Society Institute
GoT	Government of Tanzania
HLP	High Level Panel
IFFs	Illicit Financial Flows
INGOs	International Non-Governmental Organisations
JUKATA	Jukwaa la Katiba
LANGO	Lindi Association of Non-Government Organizations
LGWG	Local Government Working Group
MACSNET	Manyara Civil Society Network
MDAs	Ministries Departments and Agencies

MIICO	Mbozi Ileje Isingati Consortium Organizations
MoF	Ministry of Finance
MPs	Members of Parliament
MRENGO	Mtwara Region Non-Government Organization
NKRAs	National Key Result Areas
NRGI	Natural Resource Governance Institute
PBO	Parliamentary Budget Office
PDB	Presidential Delivery Bureau
PF	Policy Forum
PMO-RALG	Prime Minister's Office, Regional Administration and Local Government Authorities
PSAM	Public Social Accountability Monitor
PRM	Public Resource Management
QM	Quarterly Meeting
SADC	Southern Africa Development Cooperation
SAM	Social Accountability Monitoring
SDC	Swiss Development Corporation
SDGs	Sustainable development Goals
SP	Strategic Plan
TEITI	Tanzania Extractive Industries Transparency Initiatives
TGR	Tanzania Governance Reviews
TOT	Training of Trainers
TPDC	Tanzania Petroleum Development Cooperation Development
TTJC	Tanzania Tax Justice Coalition
TV	Television
UN	United Nations
WHO	World Health Organization
VLFR	Village Land Forest Reserve
VNRC	Village Natural Resource Committee
NEMC	National Environment Management Council

Executive Summary

The year 2015 represented an exciting yet challenging period for Policy Forum as it implemented the second year of its 2014-2016 Strategic Plan. The general election, numerous bills being tabled for discussion in parliament and innovative collaborations with government agencies reflecting uncharted frontiers in our strategic engagements experience.

2015 has seen a notable feat as a result of analyses produced by its Budget Working Group (BWG). The Budget Act that was passed in parliament provides for an establishment of a Parliamentary Budget Office (PBO), an issue PF has been campaigning on for many years in hope that the Tanzanian parliament will have analysis on the budget that is independent of the executive hence enhancing parliamentarians' oversight role.

The network's members have continued to appreciate the relevance of the platform and some have demonstrated this with contributions both financially and in-kind to its activities. Financing of the re-printing of the popular PF booklet entitled 'Utawala wa Kidemokrasia katika Jamii,' supporting a learning session on Social Accountability Monitoring and assistance in coordinating the monthly Breakfast Debates are some notable examples.

The PF Local Government Working Group's participation in monitoring of the general elections this year through its collaboration with the state-owned Commission for Human Rights and Good Governance (CHRAGG) was described by stakeholders as an effective way of joining both financial and human resources in a mutually-beneficial way, especially considering the environment during such a year where trust levels between CSOs and government were at record lows.

The election year, however, brought some challenges to the network's advocacy efforts. PF embarked on conducting Social Accountability Monitoring in the regions of Mtwara and Lindi where natural gas has been discovered and social economic and political tensions exist after the violence of 2013 that arose over who benefits from the resource. Communities in the area have very high expectations from the gas discoveries and this was manifested during the SAM intervention in 2015. Nonetheless, the 'engagement and not confrontational' approach that PF uses to introduce the program to the authorities somewhat helped reduce the tensions amongst stakeholders.

At continental level, PF assisted in the public launch of the "Stop The Bleeding" Campaign aimed at curbing Illicit Financial Flows (IFFs) from Africa including the repatriation of IFFs and advocating for African governments to significantly reduce tax incentives and exemptions which are hurting nations' ability to raise finance for development and service delivery.

The year also saw PF attempts at reorganizing itself by looking to improve on its multiple monitoring and evaluation systems that complicates harvesting of outcomes within PF work, wide membership network and stakeholders. PF has developed an integrated monitoring, evaluation & monitoring framework and 2015 has witnessed PF take a number of steps to begin this process of developing a structure that will enhance the professionalism of the Secretariat, thus positioning the organization to better align its mission in support of PF's next strategic plan.

Analyzing the effectiveness of Public Resource Management

Policy Forum amongst other objectives, strives to analyze the effectiveness of the management of public resources. To achieve this, the department of Policy and Budget Analysis has carried out the following analyses from January to December 2015:

Analysis of 2015/16 National Budget

In Tanzania, the discussion and subsequent approval of the 2015/16 National Budget took place between April and June. In order to increase public participation in the budget process, Policy Forum analyses the budget proposals and reserves the breakfast debate for the month of May or June for discussion on the National Budget. It is the Budget Working Group (BWG) that prepares the topic for this debate including presentations and discussions.

This year the debate was organized and held on the 29th of May 2015 at the British Council. The debate was well attended with 69 participants out of which 27 were women and 42 were men. Further breakdown indicates that there was 1 participant from the side of the government, 14 Development Partners and 54 participants from CSOs. The theme for the debate was *'The 2015/16 Budget: Is the government using maximum of its available resources towards health and education?'* Two presentations were made by Hakielimu and United Nations Association of Tanzania (both as members of the BWG) on education and health budgets respectively. The debate focused on the challenges in the allocation of resources in the education and health budgets, with the latter centering on family planning services. For example, it was noted that the government had allocated only Tsh 2.5 billion for family planning services while the actual demand is Tsh. 20 billion.¹

Budget Working Group position statement on the 2015/16 budget

The Budget Working Group under Policy Forum has been engaging in the budget process through several ways. Among these, includes preparation of a common position statement that provides the views of members in regard to the National Budget. The preparation of the statement looked at the pre-budget statement by the Minister for Finance, some sectorial budgets, performance reports as well as the audit report by the Controller and Auditor General for the year ended 30th June 2014.

The report included challenges faced in the 2014/15 budget including delayed and inadequate disbursements. Indeed, until the time of preparing the statement, most of the development budget for the year 2014/15 had not been disbursed. PF BWG analysis also found challenges in domestic revenue collection which results into shortage in financing our national budget. Apart from those challenges, the analysis looked at the 2015/16 budget proposals and found that there was likelihood of facing the same challenges as in the previous year. The statement was published by Mwananchi and the Citizen newspapers of 29th May 2015 with positive feedback from both government and other stakeholders. The Foundation for Civil Society, for example, was been impressed with it and they requested to use it in their newsletter. Our position statement was therefore published in the newsletter by the Foundation for Civil Society issue number 37 covering the period between April and

¹ For further details on the debate and the presentations, see the webpage: www.policyforum.or.tzhttp://www.policyforum-tz.org/national-budget-201516-government-using-maximum-its-available-resources-towards-health-and-education

June 2015.² This indicates the relevance that stakeholders see in the position statements that we produce. PF commits to keep producing more insightful position statements that will contribute to the discussions around the national budget.

Analytical think-piece

Policy Forum seeks to contribute to the ongoing debate on how to ensure that the local population benefit from the extractives. In 2015, a study on local content was commissioned to see the extent to which the people in Lindi and Mtwara are benefiting from the extraction of gas and particularly from the funds accrued from service levy. The study looks at the contribution made by service levy in the councils' revenues. The study findings indicate that service levy serves as one of the sources of revenue for the local government in these particular regions (Lindi and Mtwara). For example, field findings indicate that, while for the financial years 2011/12 to 2013/14, Kilwa District Council managed to collect service levy amounting to a total of Tshs 1.4 billion from PanAfrican Energy Tanzania, Mtwara District Council collected Tshs 25 million during the year 2013/14. Again the study reveals how the process of levy collection from the extraction of gas is and how the funds have been able to improve the lives of the local population. The report indicates that revenue from gas service levy goes to the general fund and is used for normal council expenditure such as provision of various goods and services including education, health, water and infrastructure among others.

The findings were presented during a breakfast debate held on 28th August 2015 at the British Council, Dar es Salaam. The report has been shared widely with various stakeholders. It is also expected that these findings will be shared with the respective councils in 2016.

Monitoring budget transparency at local level

Following the release of a Circular by the Prime Minister's Office, Regional Administration and Local Authorities (PMO-RALG) that directs local government authorities to share key budget information with Civil Society Organizations (CSOs), Policy Forum is conducting a study to assess the extent to which the circular has been helpful for CSOs.



Acting Director of Kyela District Council Dr. John Dugange with PF and MIICO in his office on 21st Sept. 2015

² Available on the FCS website: <http://www.thefoundation.or.tz/index.php/en/reports-publications/publications>.

Policy Forum therefore developed a questionnaire for CSOs that assesses the usefulness and effectiveness of the released circular by PMORALG in the districts that PF members are working.

Findings indicate that the usefulness varies but Overall, survey findings showed that the majority of respondents 39 (70%) are aware of the circular and 17 (30%) were not aware. In some places, the use of the circular seems to be effective while in other areas not quite so, with bureaucracy being mentioned as one of the core challenges. Of the 30 respondents that reported to have used the circular to access budget information, 26 of them pointed out that the circular was helpful in the process while a few (4 respondents) indicates that the circular was not helpful in accessing information.

On the other hand, some CSOs have not used the circular because they trust in the relationship that they have built with their respective LGAs. It was also noted that most of the organizations that indicated to have used the circular are those that are doing Social Accountability Monitoring (SAM) and Public Expenditure Tracking (PETS) in their organizations. In 2016, the report will be shared with relevant stakeholders including CSOs and the PMO-RALG to get feedback on how budget transparency at the local level can be further improved.

Preparation of the Citizens' Budget

For the past several years, the Policy Forum's Budget working Group (BWG) has been delighted by the initiatives taken by the Ministry of Finance for taking full responsibility of preparing and publishing the citizen's budget document that summarizes and explains basic budget information contained in government budget. The involvement of Policy Forum in the process has now been very minimal manifested by our editorial inputs unlike the beginning where the process would start from our end.

For the year 2015/16, the Ministry of Finance produced a draft citizens' budget document and shared it with Policy Forum for inputs. Members of the Policy Forum Budget Working Group met in October in Kibaha to look at the document and provide inputs. These inputs were shared with the Ministry and the document has been produced and disseminated.

There remains a challenge, however, since experience shows that this document is not produced in a timely fashion and as such the intended objective is partially realized. Early this year, PF wrote to the Ministry of Finance requesting them to look into the matter and ensure that for this year the document comes out in time. PF requested that the document be produced at least a month after the enactment of the appropriation act. Unfortunately, this has not worked out. PF will continue following up with the Ministry to ensure that this document is produced and disseminated on time.

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF FINANCE

GOVERNMENT BUDGET FOR FINANCIAL YEAR
2015/16
CITIZENS' BUDGET EDITION



Issued by Ministry of Finance in collaboration with Policy Forum

Governance Study

Policy Forum has been reviewing the status of governance and accountability in Tanzania since 2008. This assessment results in the production of an annual Tanzania Governance Reviews (TGR) report. Produced in June 2015 and entitled '*who will benefit from the gas economy, if it happens?*' the report assesses the coming of the gas economy in the country as well as possible effects (both positive and negative) that this type of economy comes with. It reveals that the coming of the gas economy could have widespread disruptive consequences for Tanzania and illustrates this using the protests and deaths in Mtwara and Lindi over fears that the southern regions where the gas was discovered will not benefit from the promised wealth. This partly results from lack of understanding of what the emergence of the gas industry involves, the report states.

Findings of this report were presented and stimulated discussions during a breakfast debate that was held on 28th August 2015 at the British Council with a theme "Tanzania's Gas Economy: Examining Local and National Perspectives".. This was as well followed by stories in the newspapers on these findings. Some of these include the one that was published by the Guardian newspaper under book review titled '*Tanzania Governance Review 2013: Realistic picture of policy inefficiency*'.

Key achievements for the year 2015

2015 has seen an important achievement as a result of PF analyses. The Budget Working Group (BWG) has continued to engage strategically with the budget process consulting with Members of Parliament (MPs) and most of its inputs being incorporated in different Bills. One notable achievement is the 2015 Budget Act passed in Parliament which provides for an establishment of a Parliamentary Budget Office (PBO), an issue we have been campaigning on for many years. Now that there is a law in place that provides for its establishment, it marks an important step towards having the body in place which will assist MPs with independent analysis on the budget and enhancing their oversight role. It is, however, anticipated that it will take long for the body to be in place as there are other competing priorities over the available resources. There is a need, therefore, to closely engage with key stakeholders including the Parliamentary Budget Committee to make sure that this office is operational.

Lessons in producing & using PF analyses

During the implementation of activities for the department, the following lessons have been learnt;

1. After sharing analyses with stakeholders, a lot of follow up work is required to achieve real outcomes. For the PBO for example, it has taken five years of continuous sharing of analyses and engagement with different stakeholders including MPs to achieve.
2. There is a need to accept some flexibility and propose alternatives. In the PF PBO analysis and campaign for example, the PF proposal was for the enactment of a specific law that would provide for a body. When the Budget Bill was introduced,

however, the BWG saw an opportunity to suggest that the PBO is accommodated in this Act.

3. Collecting information from members achieves better results when they are approached or met physically. This was the case when collecting information about the use of the circular by PMORALG in which questionnaires were filled in during the Annual General Meeting.

"We are highly in need of such publications for the villages we are going to train people on village land rights, administration and governance. We are certain that these will have a positive impact," **Donati Alex Senzia, Country Coordinator, PELUM**

Dissemination of produced evidence

Policy Forum Website and branding

PF uses Google Analytics to monitor and track users to its website. On average, at least 2000 people now visit the PF website on a monthly basis and nearly half these users are our primary target audience from within Tanzania (49%) followed by Kenya (14%), United States (6%) and Indonesia (5%). In the past eleven months over 19,000 users visited our site, out of which on average over 1300 each month were new visitors.

Data also shows that 54% of our website users access our website via desktop, 44% via their mobile phones and 2% access it via their tablets. 67% of the mobile phone users access it through their android mobile phones via Spice Mobile, Opera mini and Samsung browsers. To this end, PF has commissioned a company to make a special application downloadable from android phones with the intention of increasing more traffic to the PF website. Evidence moreover suggests that there are about 700,000 people now using Social Media in Tanzania³ and that is why PF has subscribed to social media platforms such as Facebook, Instagram, Twitter, youtube, scribd, as a way of reaching out to as many people as possible, particularly young Tanzanian men and women who increasingly are using mobile devices to access online content that relates to their country.

PF's Facebook page currently has over 3000 followers and over 5000 followers on twitter, the pages are linked with PF's website so as to increase the number of traffic on the website.

Popularization of Policy Documents

Policy Forum through its Local Government Working Group (LGWG) has continued to simplify policy documents for citizens to read and understand. The plan is to produce popular versions of 4 publications. The agreed documents for simplification which have been produced so far are:

1. The report on the **Constituent Development Catalyst Fund (CDCF)**. Policy Forum Local Government Working Group (LGWG) in collaboration with REPOA after conducting a survey in six constituencies in Tanzania on the governance of CDCF have produced a report. 10,000 copies of the report were printed and launched during the Policy Forum breakfast debate held on April 2015. Apart from the launch, Copies of the publication were disseminated to the participants at the breakfast debate (media, CSOs, academia, government and

³ Haba na Haba, BBC Governance radio programming

development partners), Policy Forum members located at different districts in Tanzania⁴, Tanzania Libraries.

Also, in the year 2016 PF plan to popularize the report and share the findings with MPs so that they amend the CDCF Act to address the governance deficits in the CDCF's implementation

As a way of learning, towards the end of PF's strategic plan, PF will measure the impact of our advocacy activity against the establishment of CDCF Act

2. **Masuala ya Wananchi katika Katiba Inayopendekezwa Booklet.** Policy Forum has facilitated the printing of 10,000 copies of *Masuala ya Wananchi katika Katiba Inayopendekezwa and disseminated it to Jukwaa la Katiba (JUKATA), Policy Forum Members, and the regular Participants of the Policy Forum Breakfast debate.* The booklet has been produced in collaboration with Jukwaa la Katiba (JUKATA) and takes a citizen perspective in analyzing the proposed constitution.
3. **Reprinting of Utawala wa Kidemokrasia katika Jamii Booklet** (Guide on public participation). Due to the demand from members and the public Policy Forum Local Government Working Group (LGWG) has produced the 8th edition of Utawala wa Kidemokrasia katika Jamii booklet, printing 16,000 copies with support from Pelum Association-Tanzania, a PF member organisation. Guided by the PF Communication Strategy in place, disseminated copies of the publication to CSOs in Tanzania including PF members, Policy Forum Breakfast Debate participants, and political parties in Tanzani).
4. **Makosa ya Rushwa katika Chaguzi Tanzania (Primer on corruption during elections).** Due to it being an election year, the LGWG reproduced this booklet in collaboration with The Prevention and Combating of Corruption Bureau. 25,000 copies of the booklet were printed and were disseminated as newspaper inserts in Mwananchi Newspaper and to PF members.
5. **Mjue Diwani Booklet** (Know your Councilor). 25,000 copies were reprinted so as to sensitize communities and the newly-elected councilors on their roles and responsibilities. Copies were printed and disseminated to PF members who had requested for the publication due to the demand in their areas.

⁴ See Policy Forum Members Directory 2015: <http://www.policyforum-tz.org/sites/default/files/directory2015final.pdf>

Breakfast Debates

The breakfast debates organized by Policy Forum offer a great space for different stakeholders such as civil society organizations, private sectors to present their issues related to topical policy issues in Tanzania. These debates take place on the last Friday of each month and have huge appeal. Participants have been drawn from academia, the public sector, civil society and development partners to mention but a few. Requests from PF's members and other stakeholders to showcase their work, share new information or ideas that can impact policy decisions has also been increasing, indicating that the slots are very competitive and the debates' potential is well appreciated. Media coverage particularly from the printed press on Saturdays has also been encouraging. Last year PF hosted 11 debates which hosted 745 participants from a wide range of sectors.

The table below shows the trend of the breakfast debate during the year 2015



Public Relations Manager of GGM at the BD, 27th Feb 2015

Month	Topic	Participants		Total
		Male	Female	
January	Should pregnant girls return to school after giving birth?	43	36	79
February	Corporate Social Responsibility in Tanzania Mining sector: An option or Obligation?	62	63	125
March	Moving People: what are effects of involuntary Resettlements?	32	32	64
April	The Constituency Development Catalyst Fund in Tanzania: The shortcut to community progress?	28	15	48
May	The National Budget 2015/16: Is	42	27	69

	government using the maximum of its available resources towards health and education?			
June	Local Content in Tanzania's Gas Industry: what can citizens hope for?	38	26	64
July	The Oil and Gas Revenue Management Act: What does it mean for government spending?	34	31	65
August	Tanzania's Gas Economy: Examining Local and National Perspectives	35	31	66
September	Will the Next Government Prioritize Budget Transparency?: where we stand in 2015	32	28	60
October	What Civil Society Organizations Expect in the New Government?	29	14	43
November	Visioning access to Health Insurance for the poor in Tanzania: Opportunities and Challenges	27	35	62
		405	340	745

Source: Policy Forum Breakfast Debate 2015

Communication with Members

Recent developments in communication industry and social media suggest the need for a paradigm shift in the tools to influence change in the society⁵. Social Media Platforms have proved to be more powerful and resourceful. Due to this, PF is currently formulating a new advocacy and communication strategy that will provide a framework for communicating and advocating for key messages to its different stakeholders including members. This will replace the 2008 version of the communication strategy which is outdated, according to a review of the previous PF Strategic Plan (2011-2013) which recommended an update and a board resolution which suggested a development of a PF advocacy strategy combined to the updated communication strategy. The new advocacy and communication strategy currently being formulated will include a review of the current communication tools used to promote the organisation's messages and suggestions for their improvement, including addressing gender mainstreaming shortcomings. This strategy will guide all communications and advocacy activities on behalf of Policy Forum Network as well as complement any existing communication plans of stakeholders. Policy Forum members during the members quarterly meeting were asked to input on the draft PF Communication Strategy and their inputs were

⁵ PF Strategic Plan Review for 2011-2013 by Michael Onesmo

sent to a consultant who after working on it presented it to the Policy Forum's board and staff during retreat in Arusha for further inputs.

Strategic Use of the Media

Policy Forum and its members have continued using the media in the following ways:

Community Radios: In 2015, Policy Forum entered into an agreement with four community radios in Lindi and Mtwara namely: Pride Radio FM, Info Radio FM, Mashujaa Radio FM and Safari Radio FM to provide them with content that will sensitise citizens on the service levy paid to district authorities and how to use SAM to track the flow of funds from extractive companies. The review of the previous PF Strategic Plan (2011-2013) also recommended the use of community radio as a more relevant medium to local communities than national radio and hence having the potential to build the capacity of the citizens to be more active using SAM tools.

Hence, 45-minute weekly radio programs for each radio were aired, most of them at peak hours and allowed for listeners to call in to take part in discussions on extractive industry issues. Officials from TEITI, TPDC, NREGI, Oxfam, Lindi Council, oil and gas companies, CSOs to mention a few, were available as resource persons to answer any queries from the community. Our contract with these radios ended up towards the end of December 2015 but looking forward to sign another contract with community radios in 2016.

Press Statements: Policy Forum, through its Budget Working Group (BWG), produced a budget statement depicting issues in the budget that CSOs wanted to be addressed.⁶ Another press Statement was published on Mwananchi and Citizen Newspaper in collaboration with the Tanzania Tax Justice Coalition (TTJC), which was in the form of an open letter to the Minister of Finance seeking her support in her role as current chair of the African Finance Ministerial to raise international taxation issues on the agenda at the 3rd Financing for Development Conference (FFD3).⁷

On June 16th 2015, the Government of Tanzania tabled in parliament three bills related to extractive industries under Certificates of Urgency, namely The Tanzania Extractive Industries (Transparency and Accountability) Act 2015, The Oil and Gas Revenue Management Act 2015 and The Petroleum Act 2015. Policy Forum as part of the Hakirasilimali platform, having analysed the bills with the aim of providing inputs for improvement of the proposed legislations, produced a statement which was published in two newspapers.⁸

TV Spots: PF produced a TV spot on the 2015 general elections aimed at creating awareness and sensitizing people to register for the elections and to vote for the leaders they want. The spot was aired on ITV for 24 days during evening news (prime time) where there is wide viewership coverage.

⁶ See the following link for the statement: <http://www.policyforum-tz.org/position-statement-budget-20152016>

⁷ The letter is available here: <http://www.policyforum-tz.org/open-letter-minister-finance>

⁸ Extractive Industries and Related Bills: The Tanzania CSO Extractive Industries Working Group Position: <http://www.policyforum-tz.org/extractive-industries-related-bills-tanzania-cso-extractive-industries-working-group-position>

Moreover, PF in collaboration with Tanzania Tax Justice Coalition (TTJC) produced a documentary that identifies issues which were incorporated in the VAT and TA Acts, based on the analysis of Value Added Tax (VAT) and Tax Administration (TA) bills presented by PF and TTJC during the engagement with Members of Parliament in 2014. The documentary was aired on three different televisions including EATV on 10/9/2015, Star TV on 26/09/2015 and ITV on 28/9/2015.

Lessons Learnt and Key Achievements

Partnership with Members to Print Publications: Members see the relevance of the network and feel they are part of it. For instance, in June Pelum-Tanzania, a member of PF contributed in Printing a booklet on Utawala wa Kidemokrasia katika Jamii.

Local Government Working Group Participation in Constitutional Making Process and Elections: The LGWG has produced publications that are aimed at sensitizing citizens on the constitutional making process and educating the new elected LGAs on their roles and responsibilities.

Requests for Breakfast Debate spaces from Stakeholders: Stakeholders including members approach the secretariat requesting slots for the Breakfast Debate, indicating that they see the relevance of our breakfast debates as a means of sharing their work. In the year 2015 the secretariat received eight (8) requests from different stakeholders for the BD space out of which five (5) of the requests were from PF members.

Challenges

Documentation of Impact: We have not been able to scientifically measure /tools that evaluate the publications e.g. the relevance of PF Publications and Breakfast Debate due to PF's M and E system being on its initial phase. In order to overcome this, PF is in the process of developing an M and E monitoring tool that will assist the secretariat to evaluate their work

Feedback from Our Boundary Partners: Lack of an efficient feedback mechanism between our boundary partners such as PF members, MDAs etc. and the secretariat that would be used to monitor and track how PF materials are being used. This challenge will be tackled by the M and E monitoring tool that is currently being developed.

Enhancing the capacity of Civil Society Organisations

This part of the report describes the activities implemented by the capacity enhancement department in the year 2015 and the key achievements, lessons learned and the challenges encountered and how they were tackled during the course of implementation.

Institutionalizing SAM within Government Institutions

As part of creating an enabling environment for CSOs to effectively engage in local and national policy processes, Policy Forum saw the need of establishing relations with the government institutions by introducing the SAM concept to them. This PF believes, will increase the awareness among public officials on the importance of managing public resources well.

The Commission for Human Rights and Good Governance (CHRAGG) is one of the government institutions which Policy Forum works with. In September 2015, PF discussed with CHRAGG how the Commission will enhance its interactions with civil society organisations so as to better extend the socio-economic rights and improve delivery of public services to the people of Tanzania.

Sensitization on the Social Accountability Monitoring (SAM) approach was also part of the discussion whereby the Chairman of the Commission expressed keenness for CHRAGG to continue to receive training on SAM. Agreed action points included conducting in-house training to the CHRAGG staff on the concept of SAM as a useful tool in enhancing governance and accountability.

Policy Forum has also continued discussions with the National Audit Office, with the aim of strengthening its Ad hoc working group⁹ that was formed with the intention of collaborating with CSOs to promote good governance and accountability.

Speaking at a joint Policy Forum members - National Audit Office meeting on the 12th November 2015, Richard Angelo, the Manager for Capacity Enhancement at Policy Forum said the network is ready to provide the office with their Social Accountability Monitoring findings so as to deepen the audits functions of NAOT as part of implementing the Controller and Auditor General's initiative to advance public participation in the audit process.

He also recommended other areas where CSOs could strengthen their relationship with Controller and Auditor General Office including the popularization of the national and local authorities audit reports so to make them more accessible for ordinary citizens for their effective engagement in public resource management processes.

A representative from NAOT, Mr. Elibariki Lyaruu, presented the work and functions of the Controller and Auditor General and expounded on how the institution works with CSOs including how they collaborate with key non-state actors in the dissemination of audit reports such as civil society and the media and train them on the audit process as well as obtaining valuable feedback.

⁹ The Ad Hoc Working Group was formed to facilitate a convening space for a constructive and open discussion between CSOs and NAOT, provide an opportunity to learn about good practices on the strategic multi-stakeholder engagement and develop a framework for implementing participatory audit approaches in Tanzania

Acting Controller and Auditor General, Mr. Jasper Mero reiterated that the CAG is open to avenues for collaboration with CSOs and called on them to utilize platforms in place to assist the CAG. He also recommended and welcomed CSOs through their SAM initiatives to share the findings or any situations observed during SAM exercise that need special or further audit to share with NAOT especially department which deals with LGAs audit.

Social Accountability Monitoring at local level

PF has continued to capacitate CSOs and other stakeholders on the tools for public resource management (PRM) by continuing training member organization and other partners on Social Accountability Monitoring, please see the attached annex of the list of members/partners trained together with respective councils. The aim for the training is to ensure that the use of public resources by the government authorities are geared towards improving the lives of the citizen through the provision of quality social services. For the year 2015, PF has implemented SAM in a 5 local councils with a focus on different sectors as explained below

Social Accountability Monitoring Training in Extractives Industry

The SAM initiatives in extractives focused on oil and gas in Lindi and Mtwara. The aim is to improve the capacity of the Tanzanian communities, local councillors and CSOs to oversee Local Government's collection and use of service levy from extractive industries.



"This training has been helpful as it has widened my knowledge in understanding issues related to extractives particularly on oil and gas" A statement from one of the participant in LDC

On efforts to increase resources available to local authorities, these sub-national entities have been greatly involved in devising new ways of mobilising their own sources of revenue. This has been a challenge, however, mostly caused by low collection rates, low awareness of local taxpayers, poor outsourcing arrangements and general weak revenue management.

It is within these challenges that PF saw the need of implementing SAM in extractives so as allow the communities to monitor the revenues and for local councils to raise their own sources of revenues from extractives.

In this southernmost part of the country, PF now works with the Mtwara Region Non-Government organization (MRENGO) and Lindi Association of Non-Government Organization (LANGO). The two organisations good relationship with the government both at the district and regional level helped the exercise of SAM to be done in a collaborative way from the supply side. PF also consulted other stakeholders so as to collaborate with namely, the Tanzania Extractive Industries Transparency Initiatives (TEITI), Natural Resource Governance Institute (NRGI), Tanzania Petroleum Development Cooperation Development (TPDC) and Oxfam Tanzania.



Mtwara stakeholders group photo; from left who are sited, a partner from PSAM, MRENGO Executive Secretary, Mtwara RAS, Former Policy Forum Chairperson and PSAM partner, July 2015

The initial analysis work done in both districts shows that the contribution of Service Levy from gas companies in Mtwara and Kilwa District Councils only one company which is M & P is currently operating in MDC and paying gas service levy. Other companies are at the exploration stage and therefore do not pay gas service levy which is based on amounts actually produced. Given the number of companies conducting exploration and the expected volume of gas, MDC stands to potentially benefit a lot in terms of gas service levy which is 0.3% of gross annual gas sales.¹⁰

Social Accountability Monitoring- Education Sector, Magu District Council

Policy Forum continued to work with MACSONET, a partnership established in 2014 for the aim of monitoring the performance of secondary education at Magu district. MACSONET selected the 2013/2014 Education Sector plan and budget for analysis and found that there was late disbursement of capitation grants for secondary education; the district council depends more on central government for development funds which leads to delays in completing development projects on time; a huge number of school dropout cases; inadequate teachers’ houses; and health hazards in the form of poor pit latrines.



The newly built pit latrine for boys in Ng'wamabanza Secondary School, September 2015

¹⁰ MDC field data, March 2015 and ‘The Contribution of Service Levy from gas companies in Mtwara and Kilwa District Councils Revenues.’ Honest Ngowi.

MACSONET staff and members reported results of their SAM monitoring and analysis to the finance committee who agreed to work on the recommendations from their report.

Ng'wamabanza Secondary School which was initially found having dilapidated pit latrines, now has newly-built 8-hole pit latrine for 158 boys. However, the schools still see delays in the capitation grant and even when it arrives, it is insufficient and not the TSh 26,630 per pupil as agreed in the policy (explanation from the schools is that government takes half of it for purchasing text books).

Also during the field visit in Magu to show case SAM initiatives to our development partners, the team also observed some situations facing the secondary education which reflect the same situation in other areas, those are like, School Boards Composition; During the visit, the process and criteria for the composition of the school boards was not made very clear (apparently the Regional Commissioner nominates from names proposed for him) and it was expressed a number of times that if these boards were functioning well, they would have been doing what the SAM team did in Magu. Moreover, it was noted that if enough parents who have longer-term personal and emotional stakes in the schools (schooling involves numerous generations of the family) were involved in these boards, they would effectively participate in the governance of the schools and be less likely to work on meeting allowance basis (posho).

Priority-setting for Schools; There were a number of observations made by school staff that risked being inferred by visitors as misplaced priorities. For example, the desire for staff to build a school fence and acquire a music system ahead of obtaining books and science teachers was not understood. There needs to be a clear and inclusive process for setting school priorities if none exists and to address the question of whether enhanced School autonomy can help. There was information that some schools have employed part-time teachers from their own budgets, filling the teacher gap. It needs to be explored further if school boards, working with parents, can help reduce the teacher gap by hiring directly.

Based on the quality of the feedback provided, the stakeholders are now demanding for more sessions in order to discuss the issues affecting the quality of secondary education in the district, MACSONET will continue with the initiatives with minimal mentorship from PF.

Social Accountability Monitoring, Forest Sector - Mama Misitu Campaign

PF partnered with fellow Mama Misitu campaign¹¹ associate, MJUMITA, in Nachingwea and Lindi districts to conduct SAM, focusing on forest management. The monitoring exercise revealed that VLFR management practices are highly affected by boundary conflicts; record keeping on forest patrol is unsatisfactory; and representation of women in the Village Natural Resource Committees (VNRCs) was inadequate, contrary to the national Community Based Forest Management (CBFM) guidelines. The analysis also found that decrees from higher authorities (wards and district) that instructed the village to harvest timbers for construction of school laboratories led to uncontrolled harvesting of the forest resources in the villages. After the analysis, in 2016 we will be conducting feedback meetings to different stakeholders by sharing the findings as one of the advocacy strategy for change.

¹¹ Mama Misitu Campaign is a five years a communications campaign aiming to improve the governance of Tanzania's forests and improve the legality of forest harvesting, so that the people of Tanzania can increasingly benefit from sustainably managed forests. <http://mamamisitu.com/>

Policy Forum's Quarterly Meetings

These meetings are designed to enable members to discuss issues concerning the advocacy strategy of the network together as well as sharing what individual organization is doing. For the upcountry members; it offers them an opportunity to see firsthand, how the engagement at the national level happens. We have come to learn that Quarterly meeting is a platform of not only for the members to share their activities but also a platform for obtaining cases from local level SAM initiatives.

In the 2015 Annual General Meeting (AGM) in April, the secretariat arranged for a field visit aimed at familiarizing its upcountry members with the work of the President's Delivery Bureau - Big Result Now (BRN) which is a Malaysian Model of Development adopted by our government to transition the country from low to middle-income economy. During the visit members learned of the priority sectors that the BRN initiative selected also known as National Key Result Areas (NKRAs) and are aimed at bringing Tanzania closer towards realising the attributes outlined under the Tanzania Development Vision 2025.¹² In the September and November 2015

quarterly meetings, PF members had the opportunity of participating in the 2015 Gender Festival organized by

Figure 1: An officer from PDB-BRN presenting to PF members during their visit to the office, April 2015

Lessons Learnt and Achievements

Acceptance of SAM program in Lindi and Mtwara

The relationships had been impaired after the Mtwara civil violence and led to the prohibition of public engagements concerning Oil and Gas. Their gradual acceptance, however, have been noted as the launch of the SAM programme by government officials both in Lindi and Mtwara shows. This is a good sign and PF anticipates will help CSOs to access the required documents for SAM analysis. Also the speeches delivered by the officials during the launching indicate that government will create an enabling environment during the process.

Information gap

One of the lessons we learnt is the information gap especially on the nature of the gas industry among the participants and it was also observed amongst the community at large. Most of the information gap identified was on the awareness on the existence of policies and the regulatory frameworks which govern extractive industries, and oil and gas in particular, and the understanding of TEITI. To fill the information gap that was identified during the initial visits, Policy Forum held a one-day workshop where TPDC¹³ , TEITI¹⁴ , NRG¹⁵ , and

¹² The NKRAs are: Agriculture, Education, Energy, Resource Mobilisation, Transport, and Water.

¹³ TPDC presented on "Oil and Gas Investment in Lindi and Mtwara; How far have we reached?"

¹⁴ TEITI presented on "General Overview on Extractives Industry; What does it mean to local communities and the Promise at National Level"

¹⁵ NGR¹⁵ presented on "How Service Levy from Oil and Gas and other sources of revenues is calculated"

Lindi and Mtwara Council officials¹⁶ presented on the relevant topics about the investment of Oil and Gas in Lindi and Mtwara. The presentation on the policy and legal frameworks governing the extractives industry was made by the NRG, TEITI made a presentation on transparency in the sector and TPDC on the extraction activities. Also some topics were discussed during the community radio programmes sponsored by Policy Forum, like how service levy is calculated.

Gender in SAM and Extractives

Women have been left behind in many sectors including extractives despite the fact that they are the one who are mostly affected if the sectors do not perform well. The inclusion of women in the process is a step towards achieving the women participation in the extractives and particularly in oil and gas. During the implementation we have learned that women participation in leadership is still minimal and this was observed during the Mtwara and Lindi trainings as women were very few in comparison to men as the total number of women was only 15 out of 72 participants in both sites This was due to the fact that a majority of the participants were from local government authorities especially at the ward and village level like ward executive officer, village executive officer as well as village chairpersons and almost all of them were male. More initiatives need to be done so as to make sure the historical disadvantageous group like women is not left behind.

Collaboration with other stakeholders who deal with extractives

The inclusion of institutions such as TEITI, TPDC, and NRG during the training added value in term of increasing of the understanding on issues related to extractives and particularly oil and gas. Participants were not aware of the Gas policy as well as regulations that guide the sector, but the presentations made by the experts made the participants to increase the awareness on the same.

Relevance of SAM trainings to individuals close the service delivery: It has been observed that SAM training enables communities to understand that they have rights to demand for explanations and justifications from duty-bearers on the decisions they make on the use of the community's resources.

Access to information: Communities must have access to timely, useful and reliable information on their surroundings to effect change. The SAM teams that have been able to influence processes because they had the basic tools to collect, analyse and use the evidence. Decision-makers at the local level are likely to resent being held to account on presentation of weak evidence or when faced with partisan activism.

Effective self-organising at local level requires capable individuals: If community-based organisations are to effectively influence local processes, they need members who not only have a stake in their local development but have the capabilities. Retired officials, recent college graduates who decide to return and work in their areas (one SAM team member we found in Magu was an alumna of one of the secondary schools analysed in the SAM exercise) and local civic actors who have forged links with regional and national actors

¹⁶ LDC and MDC presented on “Oil and Gas Investment in Lindi; How far has District Municipal prepared? How to manage the community expectation and the promise at local level

Sustainability: With the promising social accountability work being undertaken by community organisations comes the question of how sustainable it will be in the long run. Technical support and resources look likely to diminish for such groups as Dar-based organisations continue to face decline in overseas funding. National CSOs in recent years have been expressing concern on this and discussing ways to overcome the challenge, including innovative ways to garner resources. Before this becomes a reality, however, for the foreseeable future many Tanzanian national-level organisations will remain tied to traditional sources of support in order to continue the professional work of enhancing the capacities of local civic groups. This means that outcomes of SAM have to be tangible enough for communities to be enticed and incentivised to learn and implement its tools so as to improve their lives. Showing this link will create the source of sustainability.

Challenges

Timing of the program (election year)

The discovery of natural gas in Mtwara and Lindi resulted in social economic and political tensions due to communities' very high expectations of benefiting from the resource. The 'engagement not confrontation' approach, however, used to introduce the program to the authorities and the official launch to a high extent reduced the tension among the stakeholders including the participants.

This also affected the composition of the participants because we usually have the councilors in the trainings, but for this case we had no councilors as most of them had started election activities.

Policy Engagement

Engagement with Members of Parliament and Parliamentary Budget Office (PBO) Advocacy

One of the most exciting results of our advocacy work in 2015 is news of the establishment of a Parliamentary Budget Office (PBO). The Secretariat and the BWG for several years now have been engaging with Members of Parliament and pushing for improved policies as well as for the establishment of this body.

On January 15th 2015, Policy Forum received an invitation from the Parliamentary Budget Committee to analyse the proposed 2015 Budget Bill and provide them with inputs. An analysis of the bill was done and a copy of the analysis was presented to the Bunge Office in Dar es Salaam. Also the Budget Committee invited Policy Forum in Dodoma to meet and clarify the recommendations suggested on the bill. A meeting between PF BWG members and the Budget Committee was held on 23rd March 2015 in Dodoma and a presentation of the comments was done. Among the issues that we raised with the committee included; the need for the budget bill to recognize the budget committee and its roles, need to establish a Parliamentary Budget Office (PBO) as our neighbors Uganda have done in their Budget Act, the need to include the Controller and Auditor General (CAG) as one of the key players in the management of budget process, etc.

A good number of the recommendations that we proposed to the Budget Committee were incorporated in the Bill. More importantly is the fact that the approved bill was signed by the President on 11th May 2015.

PF is intending to keep following up to ensure that the Budget Act is operationalized and that the office is in place and operates as expected.

PF - CHRAGG Joint Election Monitoring

PF partnered with The Commission for Human Rights and Good Governance (CHRAGG) to monitor Tanzania's 5th multiparty general election on the 25th of October, 2015 and determine the extent to which the polls were conducted freely and fairly and in accordance with the laws, human rights and good governance principles. CHRAGG and PF strategically monitored the process in Lindi, Dar es Salaam, Mwanza and Zanzibar. The two parties are now finalising an election monitoring report which will include analysis of the observations; challenges in the electoral process; the emerging issues and recommendations for future elections.

Tax policies

PF through the Tanzania Tax Justice Coalition (TTJC) has continued its advocacy and campaigning work to end illicit financial flows in Africa. In April 2015, PF in collaboration with Kepa and Action Aid organized a seminar for over 20 CSOs which discussed the findings and recommendations of the High Level Panel (HLP) report on ending Illicit

Financial Flows out of Africa as well as how those recommendations will bring changes in Post-2015 processes and future policies in Tanzania. The report provides a good basis for CSOs advocacy and campaigning work to end illicit financial flows in Africa. And forms the basis for the argument that fair tax payment by multinational corporations is one among other means for domestic resource mobilization to fund development initiatives in Africa and Tanzania in particular.

In connection to that, PF through the TTJC wrote two letters to the Ministry of Finance (MoF) in regard to the Financing for Development Conference (FFD3) in Addis Ababa seeking the support of the Minister for Finance for increased domestic resource mobilization and the CSO position which included the need to establish an intergovernmental tax body; end harmful tax incentives; end harmful tax treaties; increase the transparency of the international and national tax systems; increase the resources of the revenue authorities to oversee and collect revenue from multinational companies and review regressive tax policies.

The government responded that future CSO-Government coordination on the matter was assured, including possible joint positions in upcoming international platforms (SADC, EAC UN SDGs, etc) and that the Tanzania government position is that this international tax body be established.

Engaging in Extractive Industries

In June 2015 Policy Forum was among number of Civil Society in Tanzania sought to intervene with inputs for bills tabled under Certificate of Urgency before the Parliament. With collaboration with other Organisations such as HakiMadini, Oil, Natural Gas & Environmental Alliance (ONGEA), HakiMadini, Interfaith Standing Committee on Economic Justice, Governance and Economic Policy Center, International Alliance of Natural Resources in Africa (IANRA) and Governance Links number of inputs were incorporated in the Draft Petroleum Act of 2015, Oil and Gas Revenue Management Act 2015, Tanzania Extractive Industries (Transparency and Accountability) Act 2015. These recommendations include but not limited to publishing key documents to enhance transparency, roles and powers of entity such as NEMC, Petroleum Upstream Regulatory Authority and National Oil Company.¹⁷

International Networking

Stop the Bleeding Campaign launched to curb Illicit Financial Flows from Africa



¹⁷ see the position statement issued <http://www.policyforum-tz.org/extractive-industries-related-bills-tanzania-cso-extractive-industries-working-group-position>

On the 25th of June, 2015, Policy Forum participated in the public launch of the “Stop The Bleeding” Campaign in Nairobi aimed at curbing Illicit Financial Flows (IFFs) from Africa. The campaign, driven by African civil society organisations with support from international non-governmental organisations (INGOs), aims at appraising the findings and recommendations of the Report of the High Level Panel on Illicit Financial Flows from Africa for a strengthened Africa response and facilitating consultation among key African CSOs to strengthen independent efforts to curb IFFs at national, sub-regional and continental levels. At the launch, CSOs agreed on a call to action which comprising of the international community cooperating in the recovery and repatriation of illicit financial flows out of Africa; African governments pushing for the establishing of a new intergovernmental body on international cooperation in tax matters; and African governments minimizing tax expenditure by significantly reducing tax incentives and exemptions.

The campaign was followed by a meeting on 22nd to 24th September 2015 by Pan African Parliamentarian Network against illicit financial flows and tax meeting in Entebbe, Uganda. This meeting brought together different players working in the area of tax justice to discuss and deliberate on mechanisms that can be employed to curb illicit financial flows in Africa. In this meeting, PF was invited because of its vested interest in the area of tax justice. Amongst other issues agreed, it was unanimously agreed that there is a need for a more strategic networking. PF committed to domesticate the campaign in Tanzania with members of the Tanzania Tax Justice Coalition.

Capacity Building to East African CSOs on SDGs

Due to PF areas of advocacy being closely connected with the SDGs, UNA-Tanzania, a member of Policy Forum invited the Secretariat to participate in a workshop held in Finland in October aimed at capacitating CSOs in East Africa on the Sustainable Development Goals. PF agreed to hold events on SDGs and gender budgeting in Tanzania for the year 2016.

PSAM SAM Learning in Zambia

In November, PF participated in a Social Accountability Monitoring lesson learning event organized by the Public Service Accountability Monitor (PSAM) and Zambia Governance Foundation and Alliance for Community Action in Lusaka, Zambia which aimed to interrogate the extent at which the PSAM approach was being applied in Zambia and to share lessons from social accountability initiatives in Zambia and investigate opportunities for cooperation in advocacy work. Policy Forum was able to share experience from the application of the PSAM approach in Tanzania and the organizers welcomed the inputs from PF as the organizations in Zambia have only recently started to embark on the SAM process.

Africa Development Bank & Africa Natural Resource Centre

Due to its involvement in extractives industries advocacy, in November Policy Forum (PF) was invited to South Africa to contribute to the Africa Natural Resource Centre’s proposals on its capacity building support program for CSOs in both renewable (fishery, forestry, land and water) and non-renewable (minerals, oil and gas) resources. Participants discussed way of strengthening the knowledge and capacity of communities, including women and other vulnerable groups and civil society organizations to make informed decisions on natural resources projects and encourage broad participation of the public as well as exploring ways

of ensuring revenue transparency and creating channels for public participation at the national and local levels in the monitoring and enforcement of the obligations of public officials and companies.

CSOs Election Manifesto

Since 2015 was an election year for Tanzania, Policy Forum in collaboration with the Tanzania Human Rights Defenders Coalition (THRDC) organized CSOs so as to come up with a manifesto that clearly stated the expectations of CSOs in the new regime. Because of Policy Forum's interest in the areas of election and democracy, members of the network were organized together and contribute to the production of the manifesto document. The PF secretariat particularly contributed a section that emphasize the need for the government to take into account the agenda of increasing domestic resource mobilization through curbing harmful tax incentives.

The document covered four broad areas namely; human rights, constitution, economic growth, and social services with focus on education and health. The document was launched on 8th September 2015 at Mliman City hall. PF with its members will keep tracking to see whether the government takes into account the issues raised in their different strategies and programs.

PF-TACCEO BVR and Election Observation

PF being a member of TACCEO, was invited by the network to send some of its members to observe the BVR and the general election processes. Three members from the LGWG participated in the processes after being trained they were deployed in different regions. Election Observation conducted took 45 days which involved pre-election, during the election and post-election period.

Gender Mainstreaming

Tanzania Gender Festival 2015

The Gender Festival is an open forum for like-minded individuals and organizations to come together in order to share experiences and knowledge, to celebrate achievements and assess challenges ahead, to strengthen networking and coalition-building, to build capacity and to contribute to public debate and plan collectively for social change from a feminist perspective¹⁸.



The 2015 Gender Festival was a four-day event from 1st to 4th September at Tanzania Gender Networking Programme (TGNP) grounds in Dar es Salaam. PF participated by

¹⁸ <http://www.grassrootsfeminism.net/cms/node/1503>

bringing its members from upcountry as well as those who based in Dar es Salaam as part of the PF plan to mainstream gender, not only to the secretariat, but also to the members so that they get an opportunity to share their experiences and knowledge on issues related to gender.

The Gender Festival had a variety of workshops and skill building hubs concerning feminist struggles across broad range of sectors and areas that women are affected by providing a vibrant platform for cross learning and sharing experiences. These included workshops on natural resources, gender-based violence and women's bodily integrity and access to quality, equitable and sustainable education, health and clean water among others.

PF, together with ANSAF, TGNP, Care International and Haki Ardhi prepared presentations on the Feminist Struggles over natural resources, where issues related to land, agribusiness and extractive industry were addressed: how they variously affected women.

It is well known that natural resources (including land, forests, water and energy) play a vital role in the lives of women in developing countries. Land, for instance, ensures food security and national security for women. From the discussion it was identified that natural resources, if used sustainably, can potentially transform the life of women. They can help drive economic growth; they can create jobs and reduce poverty.

However, there are so many challenges which face these women and hinder their full participation in management of resources; such as cultural aspects whereby many women have been denied ownership of land, lack of capital, violence against women and others.

Participants suggested that the government should review the Wildlife Conservation Act, land laws and oil and gas laws in addition to the Mining Act, so that women also can be beneficiaries of these resources, as well as ensuring a mandatory women space both in the policy making processes.

On the role of CSOs, they were asked to continue giving education and raising awareness to citizens and government officials on laws related to land, investment, mining , oil and gas so that citizens can also benefit from these resources.

Gender in SAM Manuals

For 2015, SAM was implemented in Lindi and Mtwara whereby the focus is on extractives particularly in oil and gas. From 27th to 29th of May, PF attended the event organized by Oxfam in Lindi. One of the discussion of the event was to mainstream gender in SAM and the extractives and how to analyse the gender dynamics associated with the evolution of the sector; to establish a foundation that will enable CSOs, especially those working on women rights, to confidently advocate for participation of women in the gas sector from the local to national levels and ensure subsequent benefits; to enhance capacity of local government leaders to prioritize and integrate gender aspects in decisions that relate to the gas sector and governance of other natural resources in their jurisdictions and to develop action plan to enable local CSOs with interventions or interest in gender in extractives access national advocacy spaces and bring local issues to the national attention.

After the training, as part of the resolutions, PF have incorporated gender aspects in doing SAM analysis so as to see the dynamics associated with the evolution of the sector in order

to have a base for advocacy. For 2016 SAM reports will start to have a reflection of gender related issues.

Finance and Administration

This section will show snapshot of how Policy Forum acquire and manage its resources to deliver its objective during the year 2015

Fundraising

In 2015 Policy Forum saw improvement in funding sphere in comparison to 2014. Our long-established multi-year funders such as **Swiss Development Corporation (SDC)** and **American Jewish World Service (AJWS)** with **Foundation for Open Society Institute** coming in for the first time. Furthermore, Policy Forum has encouraged more collaboration and support from its members and other stakeholders for both in-kind support and financial support to cover issues such as printing and logistics needs. Due to time constraints and availability of key stakeholders Policy Forum was not able to conduct its Annual Joint Donor meeting as scheduled.

The 9th Annual General Meeting was held at Blue Pearl Ubungo Plaza and the AGM approved the 2015 Budget and Plans which was financed by funds from Donors, Partners and members. The status of The Strategic Plan Budget and Financing for 3 years starting in 2014 is shown below in the table and graph below:

YEAR	2014	2015	2016	TOTAL
BUDGET (USD)	1,038,301	1,066,297	1,073,931	3,144,733
BUDGET (TZS)	1,713,197,041	1,780,715,629	1,825,682,700	5,319,595,370
FUND RAISED (USD)	502,377	899,348	670,000	2,043,862
FUND RAISED (TZS)	817,314,430	1,501,850,696	1,139,000,000	3,540,888,007
FUND/BUDGET STATUS	47.7%	84.3%	62.4%	66.6%

Financial Management

2014 Financial Statement was audited by Crowe Horwath International (Howarth Tanzania). The exercise was completed in April 2015 and the Report was presented before Board and Policy Forum members during the AGM. In **Auditor's opinion, 2014 Financial Statements In all material respect presented fairly financial position and its performance and they were prepared according to International Financial Reporting Standards.** Audited Financial Statements are posted on the website. (You can visit <http://policyforum-tz.org/about/mission>) The AGM adopted the Financial Statements and appointed Crowe Horwath to undertake auditing of 2015 Financial Statements.

Annual Budget Implementation in 2015

So far Policy Forum has received a total of **TZS 1,501,910,697** to implement 2015 budget. The cash and bank balances at the beginning of the year were **TZS 434,316,953**; this include **TZS 254,193,577** which are funds received in December 2014 for 2015 budget implementation.

Until the year ended December 31st 2015 total of **TZS 1,477,943,341** has been spent for various activities during the period represented. Of the total amount **TZS 1,015,262,157** is attributed to programme expenses or **85.2%** of the total budget and **TZS 458,833,617** which is **88.12%** of the total administrative budget. In this year budget implementation has been challenged by the deteriorating value of Tanzania Shilling for the same period a total of unrealized gain from exchange rate was **TZS 165,032,171** this compare to **TZS 41,753,773** for the same period in 2014

The table below shows funds received and its sources for year ended 31st December 2015:

Funder	Amount Agreed	In Agreed Currency	Disbursement Status
American Jewish Foundation for Open Society Institute.	\$ 150,000	\$ 150,000	(TZS 254,193,577)
Swiss Development Agency	\$ 97,920	\$ 97,920	(TZS 191,627,120)
Foundation for Civil Society	\$ 520,000	\$ 520,000	(TZS 1,003,660,000)
TEITI	TZS 18,720,000	TZS 18,720,000	
PELUM Tanzania	TZS 10,700,000	TZS 10,700,000	
ANSAF	TZS 3,000,000	TZS 3,000,000	
TNRF	TZS 5,000,000	TZS 5,000,000	
Membership Fees	TZS 12,000,000	TZS 12,000,000	
	TZS 50,000 per Annum	TZS 2,950,000	
TOTAL		TZS 1,501,850,696	

The table below shows the status of the total Disbursements budget and budget implementation in relation to fund received for the period in the year 2015:

2015 Budget in TZS	Funds Received/ Available	Actual expenditure	Percentage of		
			Actual Fund to Budget	Actual Expense to Budget	Actual Expense to Actual Funds
1,780,715,629	1,501,850,696	1,477,943,341	84.3%	84.3%	98.4%

Organisation Development

For this year alone policy Forum has been involved in 3 different exercises of Organisational improving in different aspect. With Care International in Tanzania Policy Forum Financial Manager is involved in reviewing and revamping of internal controls and financial aspect. Wells Spring has provided a consultant to undertake Organisational mapping tool for all functionality of the Organisation. And lastly, Swiss Development Corporation had employed Kepler Associates for conducting Risk assessment for the Organisation. Policy forum believes these exercises will improve institutional learning aspect and develop organisation further. Of all three exercises, the first exercise was the initiative of the Board of Directors, while the other two were organised and funded by SDC and American Jewish. Furthermore, Policy Forum has seen its staff aspire for more education in the field complementing their work from Higher learning institutions

A Long-term challenge for Policy Forum in the area of fundraising is to secure multiyear support also long-term sustainability of Policy Forum in terms of owning its own offices Policy Forum has started to implements recommendations of the exercises mentioned above and completion of implementation of auditor's observations and recommendations.

Monitoring, Evaluation & Learning

In the first half of 2015, PF have been looking to improve on its multiple monitoring and evaluation systems that complicates harvesting of outcomes within PF work, wide membership network and stakeholders. PF is now looking to develop a comprehensive and integrated monitoring, evaluation & monitoring system and has taken a number of steps to begin this process of developing a framework:

1. In July 2015, PF also began employing Wellspring Advisors mapping tool: <http://survey.organizationalmappingtool.com/>. This organizational mapping process is the first step in the organizational development support that is under consideration for Policy Forum by Wellspring Advisors. The process was aimed at guiding employees to identify key issues and needs for capacity strengthening which would then form the basis for developing an organizational development support plan for the organisation.
2. PF will work with journalists to document stories from SAM areas. For 2015, they have already partnered with Oxfam America for this piece entitled: "The bridge to somewhere: Restoring trust in Tanzania's governance": <http://www.oxfamamerica.org/explore/stories/the-bridge-to-somewhere-restoring-trust-in-tanzanias-governance/>
3. To strengthen member involvement and adapt to current realities (more stakeholders, social media, etc), PF is updating its 2008 communications strategy. It is hoped that an updated communications strategy will also help to enhance consistent communication with key stakeholders as this will be pivotal to the achievement of the network's objectives and its organisational learning. The new communications strategy should also help to strengthen the effective flow of information between the members, other groups, donors and individuals the Secretariat works with.
4. **Social Accountability Monitoring Outcome Harvesting Workshop:** PF in collaboration with the Public Service Accountability Monitor (PSAM), the Agricultural Non-State Actors Forum (ANSAF) and ActionAid - Tanzania organised a workshop entitled "The fruits of engaging with officials" that took place in Dodoma from the 18th to 22nd of May 2015. The workshop brought together Policy Forum's SAM partners and other individual members undertaking SAM in their organizations to train them on ways to document the impact of their work and to capture their stories and challenges they face.

Nemence Iriya-Director of MACSNET, a participant at the workshop said that in their SAM intervention, they normally involve council officials by making them part of the SAM Council Implementation Team (CIT).The officials are trained on the SAM concepts and tools used so that they can be brought on board in the process and be influential in helping the SAM team to get requisite documents during the SAM analysis stage.

The value of this approach was reinforced by Catherine Mulaga - MIICO who gave the experience of her organisation and the work it undertook in Kyela, Mbeya last year where they faced challenges accessing some of the documents for their SAM analysis, namely, the Financial and Audit reports and Full Council minutes. The documents were said to be "confidential" and the council officials were reluctant to release them as they believed disclosure would have adverse impacts on the 2014 local elections. MIICO were initially asked to wait until after the election but due to the good relationship they had developed with the officials and councilors who were also part of their SAM CIT, they were able to access the documents which they then used in their SAM analysis and used the information during their feedback meeting with the District Executive Director (DED) who promised to work on their recommendations.



After the workshop, the documented cases will be shared with the Prime Minister's Office - Regional and Local Government Authorities (PMO - RALG) and with the specific sector ministries concerned.

PSAM Approach Learning Event

Policy Forum in collaboration with PSAM conducted a three days' workshop aiming to develop a collective learning agenda on SAM by drawing from trainers experiences in training and applying the PSAM approach. The workshop was held on 22nd to 23rd September at Royal Village Hotel, Dodoma Tanzania.

The workshop drew together current and potential SAM trainers from Mozambique, Tanzania, Zambia and Zimbabwe and together aimed, among other thing to have improved collective understanding of what has been learnt so far in the application so far in of the PSAM approach through training and localization of the approach.

The workshop will launch its vision for a longer term collaborative learning journey involving a series of interactions with group of participants across Southern Africa. The expected results of this workshop were: an improved collective understanding of what has been learnt so far in the applicability of the PSAM approach through training, localisation and application of the approach, an improved collective understanding of the circumstances required for the approach to be applicable (both generically and contextually), an improved understanding of the challenges trainers face within the social accountability field and how to address these and insights into the ways training and application of the PSAM approach can be strengthened to improve interventions.

It was expected that the workshop would also facilitate exchanges on how the PSAM social accountability monitoring approach is adapted and applied, establish whether the PSAM approach to social accountability monitoring supports more successful social accountability initiatives and produce recommendations for future directions on social accountability monitoring training

Overall, this first social accountability monitoring trainers' lessons learned workshop proved to be a fruitful endeavor. As PSAM implements its training strategy through the RLP, the value of applying the PSAM approach should grow to be more evident with the "improved understanding of a rights-based approach to monitoring the link between the five public resource management processes and public service delivery by civic actors, oversight bodies and media practitioners that are recipients of RLP support improves the quality and effectiveness of their interventions".

The collaboration with the organisation represented at the workshop offered valuable information relevant for social accountability practice. PSAM expects to continue to gather compelling evidence that tests the applicability of the PSAM approach through such workshops. In addition to the previously mentioned aspects of learning being prioritised for systematisation, the following issues will be incorporated in ongoing assessment; does the approach have predictive power? (If we do 'A' then we get 'B'. eg. If demand side actors gain a better understanding of public resource management as a system, then they will act on this new knowledge), Does the approach have explanatory power? (This is why 'A' causes 'B' eg. This is why the change in supply side reasoning was caused by a better understanding of the determinants of service delivery problems), Does the approach lead to similar outcomes across several different types of organisation, sector, or context?, Are the circumstances under which the approach does or does not work clear and plausibly explainable?, Is the use of the approach something that can be put into practice by different types of PRM stakeholder to achieve their organisational / institutional purpose? And whether and to what extent does the approach contribute to knowledge within the field of social accountability?

Conclusion

In the second year of its strategic plan, PF accomplished many of the goals its members set for the network, and in doing so helped to impact policy and legislative processes from its recommendations as the Budget Bill manifests through the establishment of a PBO.

As the network moves into the third year of its Strategic Plan, some of its 2015 accomplishments will continue to develop, including the advocacy on the PBO, the campaigning work to end illicit financial flows from African countries and organizational development work.

There will be much more to work on in 2016 but most important and immediately will be beginning the process of learning from the achievements and challenges experienced during the implementation of the current strategic plan before the next one is drafted. The challenges in fundraising will need to be overcome and lessons from the organisation's resilience during this year will need to be reflected on, encouraged by member contributions both financial and in-kind and the support provided by our long-established multi-year funders.