Annual Report
January to December 2006

policy forum

Making Policies Work for People in Tanzania!

Section 2: Progress Against Indicators

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.

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
1.1 Two to three Policy Briefs produced each quarter beginning quarter 3					
1.1.1	Topics to be covered for each quarter identified at the beginning of the quarter and agreed with members.	Research Topics and timetable known and timetable for publication posted on PF Website	• List of research topics • PF Website •	PF members will agree on topics, scope and tone of research.	Topics were identified in quarters 2 and 4
1.1.2	Policy briefs written, produced, peer reviewed, published and distributed to relevant stakeholders according to agreed timetable. Possible topics include: • Possible implications of increasing discretionary funds at district/sub-district levels. • Analysis of budget speeches from a civil society perspective. • Factors within the formal and informal structures of the public service that discourage accountability to those who receive public services. • Analysis of the findings emerging from the Poverty and Human Development Reports • Analysis of relevant data emerging from the MKUKUTA Monitoring System.	• Policy Briefs posted on website • Peer review comments • Distribution list • Distribution records	PF Website Publication distribution records Peer review forms	Peer reviewers will take time to read the briefs and provide comments.	3 Budget briefs were produced during the first half of 2006. 1000 copies of each brief were printed in English and 1000 in Kiswahili. These were launched in a press conference and disseminated to key policymakers and stakeholders. Several members and groups of members, some as a result of the success of the briefs produced by Policy Forum produced similar briefs on the sector budgets once they were available t o the public. These include the Policy Forum HIV and AIDS Working Group (HIV and AIDS), the Health Equity Group (Health), HakiElimu (Education). Members of the Budget Working Group contributed to the content of some of these briefs and provided comments. Support was given to Youth Action Volunteers to conduct a study into the process of developing Comprehensive Council Health Plans in 4 districts of Dar es Salaam and Coast Region in November 2006. These will produce a briefing report that will help us to understand why certain service delivery problems occur in order to identify how best to address them. The study is currently underway and will be completed during the first quarter of 2007.

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
1.2 Commentary and analysis by secretariat produced and shared with PF members to enhance the quality of CSO engagement with key policy processes.		•			
1.2.1	Contribute to preparation of statements, position papers and commentaries for annual sector reviews as per requests from sector working groups.	• Consistency, quality and rigour of NGO statements at sector reviews • Number of NGO proposals reflected in minutes of sector review meetings • Number of NGO proposals adopted in key review outcomes for further action.	NGO statements Review minutes. Review MOUs and action plans.		Policy Forum Participated in the Annual PER Consultation meeting in May and made a presentation on the PEFAR exercise and findings from civil society
1.2.2	Initiating and /or contributing to preparation for major stakeholder consultations.	• Quality and consistency of CSO input into major consultations • Number of NGO proposals reflected in minutes of sector review meetings • Number of NGO proposals adopted in key review outcomes for further action.	NGO statements Consultation reports/ minutes Action taken on points raised by CSOs Feedback from other participants		Partly as a result of PEFAR Findings a Governance Task Force has been set up within PMORALG and Policy Forum has been invited to participate in this task force mainly due to its participation in the PEFAR exercise.

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
1.2.3	Proactively prepare analyses and briefings aimed at improving the quality of civil society's contribution to policy dialogue from a community perspective.	• Analyses and briefs prepared • Content of briefs used by CSOs • File record of e-mail forwarding briefs to members • Improved quality of advocacy strategies by CSOs	-File records -Member advocacy strategies and statements -Feedback from other stakeholders -Proportion of CSO proposals used in policy making.		In October members lobbied against certain changes in the proposed amendments to the Local Government Laws. A position paper was prepared with contributions from a task force of PF members and this was presented at a parliamentary public hearing. As a result, although not all proposed changes in the PF position paper were taken into account, some were in the final version of the Act that was eventually passed. An account of this experience will be posted on the PF website that is currently under construction.
1.3 PEFAR Study is successfully completed with identifiable input from Policy Forum that promotes civil society concerns		•			
1.3.1	4 PF members actively involved in PEFAR data collection and field work focusing on the following areas. • MKUKUTA[1] /Budget links Local government financial management	• PEFAR Team Members • Proof of travel and aide memoire • CSO concerns reflected in PEFAR Report content	• List of team members • Aide memoire • PEFAR Report	•	Three of the 4 PF members involved in the PEFAR exercise attended field visits and contributed constructively to the report. The team leader wrote to us specifically to express his appreciation for our substantive contribution.
1.3.2	PF to commission a consultancy on the budget process and how process and institutional issues affect the accountability balance within the country (domestic vs external) and what options exist to strengthen domestic accountability within the budget process.	• Terms of reference in place • Consultant's contract in place • Consultants' report • Inputs from consultancy in PEFAR Report	• Consultants' contract • Consultants' report • PEFAR Report		The consultancy was commissioned and a report is available and this has been circulated to members and shared with the PEFAR team.

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[1] MKUKUTA = National Strategy for Growth and Reduction of Poverty

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
1.3.3	PF PEFAR Team members to write the civil society section of the PEFAR report focusing on CSO experience in engaging with the budget process.	• CSO section in PEFAR Report • CSOs identify with issues raised	• PEFAR Report • Feedback from CSOs and other stakeholders		The consultants report became the CSO contribution to the report. It was agreed that no separate chapter would be written since the report was comprehensive enough.
1.3.4	PF to assist CSOs who will contribute to the PER Annual National Consultation in May 2006 with preparation and inputs. PF members will seek to be active participants at this meeting. PF will also contribute towards the dissemination of the PEFAR findings to a wider group of stakeholders.	• Preparation meetings undertaken • Key issues for presentation agreed • Written statement prepared (if agreed). • PEFAR Outcomes discussed in Newspaper columns, in a Breakfast Debate, Soap Opera	• Meeting minutes including agreed issues to raise. • NGO statement • Excerpts from Newspapers • Soap Opera story line. • Breakfast debate presentations		See 1.2.1
1.4 Public Expenditure Tracking Project undertaken and embedded in the work of member PF member organisations.		•			

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
1.4.1	PF to participate in and contribute to implementation of the PETS Project and to lead on certain agreed activities.	• PF Secretariat to be an active member of the PETS Steering Committee • PF member participation in PETS capacity building and expenditure tracking activities	• PETS Steering Committee meeting minutes • Training participants records • PETS information on TGN[2] website • PETS progress reports		The PETS Steering Committee met twice during 2006 and both times the secretariat was an active participant. A number of training activities were undertaken by REPOA, HAKIKAZI and TGNP using their respective tools. A draft manual has been produced that will be used as a source book for further training. This will need to be further refined to integrate the 3 tools effectively in order to become a real training manual. The Steering Committee is looking into way in which the information can be made to lead to comparable and trackable analyses that can feed into policy decision-making.
1.5 Major governance-related study undertaken and published.		•			
1.5.1	Research topic identified	• Research topic published on PF website	• PF Website		This activity slipped in 2006 due to staffing constraints. It will be carried forward to 2007
1.5.2	Research undertaken, peer reviewed, published and disseminated to target audiences	-Research paper -Peer review comments -Names of people to whom paper was distributed	-Peer review form, -Correspondence, -Website, -Feedback form (included in each paper), -Distribution lists	Peer reviewers will take time to read and provide critical feedback	This activity slipped in 2006 due to staffing constraints. It will be carried forward to 2007

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[2] TGN = Tanzania Governance Noticeboard

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
	1.6 Policy analysis and advocacy support provided to member undertaking policy activities	•			
1.6.1	• Policy and Advocacy Officer job description in place • Recruitment completed and contractual agreement signed. • Orientation given • Performance monitored	• Job description agreed • Advert in papers • Contract signed • Performance assessment	Policy and Advocacy Officer File		This Policy Officer position was filled in October 2006. This is the only member of the Policy Unit to be recruited during 2006.

OVERALL OBJECTIVE 2: Analysis and monitoring information produced by Policy Forum is widely disseminated to policy makers, civil society and the general public in a manner that is accessible, interesting, relevant and useful to the intended target audience.

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
2.1 Interactive website developed, launched and on-line.					
2.1.1	• Website development plan finalised. • Sample web page designed for comment • Website host identified and commissioned. • Website finalised, launched and target audience notified • Website updated regularly	• Website development plan. • Interactive sample webpage. • Website on-line • Notification of website launch • Feedback form website visitors. • Information on website	• Web plan • Sample web-page • Correspondence on file • No. of hits • Feedback forms		A website development plan was prepared in October. A developer and host were identified and commissioned, and a feasibility study drawn up. Development was still in progress at the end of the year as delays were experienced in finalising the Policy Forum branding and logo. We anticipate that an initial test website will be live by the end of quarter 1 in 2007.
2.2 Two to three Policy Documents rewritten in popular form, printed, published and distributed to target audience					
2.2.1	• Key policy document identified for popularisation • Document rewritten in simplified popular language • Document peer reviewed by other PF members and edited • Layout completed • Document printed and published • Copies distributed to target audience	• Popular document • Electronic version of popularised document on PF website • Distribution list.	• Copies of document • PF website • Distribution list		A child-friendly version of MKUKUTA was developed led by Save the Children UK. 80,000 copies were printed by Policy Forum in Kiswahili and 5000 in English (paid for and distributed by Save the Children). A total of 70,122 copies of the Kiswahili version have been distributed so far.

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
2.2.2	Assessment of change in policy participation arising from information provided in popularised documents included in PF evaluation at end of 2006.	• Impact of popularisation section in evaluation report	PF Evaluation report		While booklets have been distributed no systematic evaluation of impact has been conducted. It was agreed that since we have changed our strategic approach only this year, it is too early to assess impact at this stage.
2.3 Monthly Breakfast debates organised in collaboration with HakiElimu on the last Friday of every month from January to November 2006.					
2.3.1	11 public policy debates conducted with key policy audience on topical issues on a monthly basis [breakfast talks 07:30-9:30 last Friday, except December]. Potential topics to be identified and agreed with HakiElimu in advanced	-Number and topics of debates -Names of participants in debates -Debate presentations and report on the discussion	-List of debates facilitated - List of participants -Policy debate reports -Record of media coverage/articles		Debates were held every moth from January to November. HakiElimu conducted a feedback survey on the debates during 2006 and a report was produced that will feed into planning for these debates during 2007.
2.4 Information regularly shared among PF members					
2.4.1	PF to produce a quarterly electronic newsletter in English and Kiswahili to be published on the website and sent electronically to all PF members	• Newsletter issues on website • E-mail file records	-Newsletter files -PF Website -Feedback from target audience		This activity did not happen due to staffing shortages and delays in setting up the website. However, e-mailed newsflashes were sent out to members fairly regularly for information purposes. These were, however, not organised into a proper newsletter.
2.4.2	Secretariat to send out information packs on a monthly basis to upcountry PF members and quarterly to members based in Dar es Salaam beginning quarter 2.	• Distribution records • Feedback from members	-Postal records -Feedback forms -		This activity did not happen regularly due to staffing shortages.

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
2.4.3	• Monthly meetings for PF members conducted on the first Thursday of every month for at least 10 months. •	-Number of meetings held. -Minutes taken forward and followed up	-Meeting minutes -Attendance records -Agenda for meeting. -PF advocacy statements and contributions to Policy dialogue.	Regional networks are able/ willing to allocate time to participate actively in PF monthly meetings	Eleven monthly meetings were held during 2006. Minutes are available for these at the secretariat
2.5 Broadcast and print media used strategically to improve awareness, understanding and mutual responsibility in governance and accountability within the Tanzanian public.					
2.5.1	-PF to sponsor a radio soap opera with the aim of including subtle messages that raise awareness of and/or increase public debate in relevant governance issues beginning quarter 3. -Issues then discussed in a radio magazine.	-Soap opera on air -Radio magazine on air -Debate presentations and report on the discussion -Reactions form viewers. -Findings of market research	-Radio soap opera -Radio magazine -Market research reports		PF sponsored a radio soap opera to use the storyline and radio magazine to raise public debate around governance issues under the theme 'citizens' interaction with Government'. PF messages began to air in August 2006. A report is due in early 2007 on the first 6 months.
2.5.2	PF to access space on and contribute to a regular newspaper column and/or regular appearances on radio/TV talk shows on relevant policy-related topics in collaboration with PF members	• Column stories published • Talk show appearances aired • Feedback from readers/viewers	-relevant newspapers -relevant talk show -Feedback mechanisms		HakiElimu, A PF member, has a weekly space for OpEds in a Kiswahili and an English Daily newspaper. This space is also available to PF members to write policy-related articles. The Policy Forum coordinator is also a regular guest on the television Talk Show 'This Week in Perspective' that airs on TvT on Friday evening and Sunday afternoon. This show discusses topics selected from current events during that week.

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
2.5.3	PF will make strategic press releases on topical issues that require public comment as the need arises. The Secretariat staff and Members will also take strategic opportunities that may arise to publicly speak on issues of importance to Policy Forum objectives (eg. TV and radio talk shows, press interviews etc)	• Press conferences held. • Press releases published. • Impact of press release	-Print and broadcast media -Letters to the editor. - public or policy-makers' response		The media is invited to the monthly Breakfast debates and are issued with press releases in advance of the debate. A Press conference was also held to launch the Policy Forum Budget Briefs prepared in advance of the national budget speech in June. Policy Forum reprinted copies of a HakiElimu review of audit findings for 2004/5 by the National Audit Office and published them as inserts in 1 English and 1 Kiswahili daily newspaper. The purpose of this is to increase public awareness of and informed debate on the use of public money in Tanzania.
2.6 Policy Unit established and Officers supported by 2 competent Policy Interns to assist members undertaking policy-related activities.		•			
2.6.1	• Policy Intern job description in place • Recruitment completed and contractual agreement signed for the 2 intern posts. • Orientation given • Performance monitored	• Job descriptions agreed • Advert in papers • Contracts signed • Performance assessments	Policy Intern Files		Because the recruitment of Policy Officers took longer than expected, the recruitment of interns was not able to begin this year. It was considered unwise to recruit interns when their managers had not been recruited and the other sections of the office were understaffed.
				Objective 2 TOTAL	

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

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
3.1 Regional policy and advocacy networks supported, expanded and increased in number and regional coverage.					
3.1.1	• Upcountry member attendance from regional networks facilitated. • Regional networks proactively encouraged to introduce items onto the Monthly meeting agenda and to lead discussions in these areas. • PF active participation in at least one activity of regional policy networks. •	• Number of agenda topics set by up-country members • A better understanding in Dar of regional policy issues and activities • Upcountry issues accurately and effectively reflected in PF advocacy	• Web plan • Sample web-page • Correspondence on file • No. of hits • Feedback forms		Representatives from both Mwanza Policy Initiative and Tanzania Natural Resource Forum attended Policy Forum Monthly Meetings several times and on occasion contributed to the agenda for discussion.
3.2 Depending on interest and assessed readiness, advisory support provided to 4 young PF members to effectively institutionalize strategic policy influencing into their core activities.					

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
3.2.1	• PF Steering Committee and Secretariat to proactively identify potential candidates. • Jointly identify potential areas for support. • Agree on nature of support to be provided. • Work with candidates to evaluate support given and develop a strategy to implement agreed recommendations into future support of this nature.	• Organisations identified • Written agreement on nature of technical or advisory support provided. • Final report on agreed outputs and lessons learnt • Feedback from members on PF support	• Signed agreements • Final report • Feedback forms		Through the working group structure, Policy Forum continues to link members in an on-going mentoring process. However, this has not been a structured process partly because its dependence on member uptake has made more feasible for this to be an opportunistic process and partly because the Policy Unit was not resourced until the end of the year. Ongoing discussion with members about the environment in which they work has led the Secretariat to initiate a dialogue with donor group that deals with improved accountability on approaches for funding advocacy work. This has led the donor group to commission a study to look into funding practices towards civil society and to make recommendations on a way forward.
3.3 Orientation sessions for new members held twice a year beginning in quarter 2.					
3.3.1	• Information sessions held twice per year beginning April. • Information pack developed and available to new members including relevant briefing documents on key policy processes of interest to PF.	• Report on orientation session and lessons learnt • Information pack distribution list. • New and potential member section on PF website regularly updated. Key documents in information pack available on PF website.	• Orientation session report. • Information pack • Distribution lists for information pack • PF website.		An orientation session was held in April prior to the Annual General Meeting. The second session was not held due to staffing shortages. Information packs were distributed at the Annual General Meeting but were not sent out regularly by mail subsequent to that due to staffing shortages

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
	3.4 The reach and effectiveness of civil society is enhanced through its increased capacity to use IT for learning and advocacy.				
3.4.1	Explore the increased use of interactive on-line learning. Possibilities include: • Develop and interactive cd to demystify local government structures. • Encourage the development and maintenance of an open monitoring system to collect, monitor and analyse data on real access to public services • Engage more closely with other similar initiatives eg. Tanzania Governance Noticeboard.	-CD -Distribution list -Analysis produced from open monitoring website. -PF analysis done using TGN data	-CD -Distribution list -Open monitoring website -PF reports, publications, commentaries		Preparatory work has begun for the development of an interactive compact disk on local government processes and in strategising on the development of an open monitoring system to support the PETS programme. The open monitoring system is still being negotiated since the approach used require consensus within the PETS steering committee and a consolidation of 3 different PETS methodologies. The cd will be designed to unpack the systems from a civil society perspective. Therefore both activities are still on-going and have been carried forward to 2007.
			Objective 3 TOTAL		

OBJECTIVE 4: Participation by Policy Forum as a network in national policy processes is selective and strategic in order to enhance the quality of engagement and to engage where impact is most likely to be achieved.

Obj	Outputs/Activities	Indicators	Means of verification	Assumptions	Progress
4.1 Past Policy engagement reviewed and PF Strategy amended to reflect lessons learnt.					
4.1.1	• Review strategic engagement approach of PF and record lessons • Develop options for amending strategic approach to incorporate lessons • Steering Committee and members to agree on appropriate way forward. • Develop a revised strategy for 2006 Annual Plan and agree it with members	• Report on lessons • Proposal on Options for the Future of PF • Steering Committee Minutes • Annual Plan 2006	• Future of Policy Forum Paper • Paper on new PF structure • SC minutes • Key Documents file		This activity was completed in the first quarter of 2006 and gave birth to a new strategic approach for Policy Forum policy engagement. This is reflected in the Annual Plan for 2006
4.2 PF to engage strategically and selectively in the following 2 policy areas: • **Transparent and effective public expenditure management.** • **Accountability in public service delivery**					
4.2.1	• Other activities relating to this outcome are coordinated in order to achieve the impact of influencing positive change in PEM. • PF Steering Committee, Secretariat and members are proactive and consistent in engaging with the chosen areas of focus. • This engagement is evaluated at the	• Evaluation of policy engagement	• Evaluation report		Policy Forum was an active participant in a number of policy processes that took place during 2006. Among them were: • The development of MKUKUTA indicators • The Prime Minister's Office Regional Administration and Local Government (PMORALG) Governance Task force

	end of the year to determine the extent of influence wielded and to consolidate lessons.				• Lobbying and Public Hearings on the Local Government Laws Miscellaneous Amendments. • PER Annual Consultation
4.3 Greater and more consistent collaboration of PF with other networks and more consistent and meaningful participation and contribution of PF in the activities of its members and partners.		•			

4.3.1	• Active participation of PF in major activities of others, eg:
	  o TGNP Gender Festival
	  o LHRC Human Rights Week
	  o Contribution to Kivulini televised community awareness discussions (*b/f from last year*)
	  o Contribution to YPC Civic Awareness talks(*b/f from last year*)
	• Agree on major collaborative undertakings with partners (similar to the MKUKUTA campaign)
		• Number of events participated
		• References to PF contribution
		• Joint advocacy campaigns
		• Feedback from others
		• Approved PF activity proposal
		• Activity report
			• Event Programme
			• Event report
			• PF Activity proposal form
			• PF activity report form
					The main area of collaboration with other networks this year has been in its budget work that is described under objective 1. Several networks collaborated with Policy Forum on this including FemAct Coalition on the budget briefs and substantive output and TANGO/NSA Group on preparation for the Annual PER Consultation.
					
					We also contributed to the policy initiatives of members:
					• *YPC:* Monthly Policy debates for young people in Kibaha District.
					• *Kivulini:* Televising of community dialogue on policy issues in Mwanza.
					• *YAV:* Review of Comprehensive Council Health Plan in 3 districts
					Staffing shortages did not enable us to have the increased collaboration in the activities of partner networks to the extent that we had anticipated.

4.4 To develop strategic networking relations with international partners in order to share information contribute to two way learning and shape critical processes that are likely to have an important influence on policy decisions and actions in Tanzania		•			

4.4.1	• Active e-mail correspondence undertaken with relevant organizations on issues relevant to Policy Forum. • PF to participate in and/or present at 2 to 3 international fora relating to PF objectives during 2006	• List of organisations and individuals with whom corresponding • Meeting report • Feedback given • Contacts made	• Networking File	•	There have been 2 growing areas of collaboration and information sharing between Policy Forum and international actors: • A collaboration with the International Budget Project which began with the PEFAR work but is expanding to other areas of our budget work • An initial dialogue with IDASA on working with Parliament and Parliamentary lobbying. This is still at the early discussion stage but may grow into further collaboration in future as our work with Parliament increases.
4.5 Policy analysis and advocacy support provided to member undertaking policy activities		•	•		
4.5.1	• Policy and Advocacy Officer job description in place • Recruitment completed and contractual agreement signed. • Orientation given • Performance monitored	• Job description agreed • Advert in papers • Contract signed • Performance assessment	Policy and Advocacy Officer File		We were not able to identify the appropriate candidate for this post prior to the end of the year. In November we advertised the post for the second time in the hopes that we may find someone suitable.
				Objective 4 TOTAL	

FINANCE AND ADMINISTRATION: To ensure finance and administration at Policy Forum is functioning effectively and efficiently in support of organizational objectives and that it conforms to the highest levels of ethical integrity and accountability.

Obj.	Outputs/ Activities	Indicators	Means of Verification	Assumptions	Lead
5.1 PF Registration finalised & legal status acquired	• PF in possession of a registration certificate • PF able to establish legal relationships with contractors, suppliers & partners •	• Legal documents • Certificate of registration •		Policy Forum was officially registered as a Company limited by guarantee not having a share capital in October 2006.
5.2 PF management arrangements agreed, formalised into a legal contract., and implemented for the efficient and effective running of PF activities	• Contractual agreement with management agent in place • Arrangement regularly monitored and reviewed .by PF Steering Committee. • PF Secretariat office is equipped, maintained, secure and effectively running	• Contracts file • SC Minutes • Office Assets Register and inventory list		Policy Forum has had a contract with HakiElimu to act as a Financial and Administrative management agent throughout 2006. It was agreed that this contract would end on 31 December 2006 after which the Steering Committee will have set up alternative arrangements. The Steering Committee and Secretariat have thought through various options and has agreed on an establishment that would enable Policy Forum to become a completely separate entity beginning January 2007.
5.3 PF staff contracted and managed in accordance with agreed management arrangements	• PF Secretariat functions are consistent with its current composition • PF Staff contracts in place •	• Personnel files • Evaluation of PF		We began the year with all our core staff and we planned to increase 4 additional new members of staff who would make up a Policy Unit to support the membership. The posts took longer than expected to fill and this in addition to staff turnover put a strain on human resources. Annual performance reviews are due by the end of January 2007. Performance meetings were held with staff on a regular basis and feedback

Obj.	Outputs/ Activities	Indicators	Means of Verification	Assumptions	Lead
					was given at this time. Performance reviews for both the Assistant Programme Officer and the Office Assistant were conducted during the first half of 2006.
	• **5.4 PF Institutional Governance Framework in place and working to ensure appropriate progress towards objectives** • Annual plan produced & agreed with members with progress indicators & means of verification • Regular planning & monitoring done through Steering Committee & monthly member meetings • Mid-year Progress report to members & partners produced & circulated • Measures taken to address any staff performance or capacity issues identified • Annual report to members & partners produced & circulated • Annual external audit of accounts External Evaluation of Policy Forum activities	• Assessment of progress against agreed indicators in six-monthly & annual reports. • External audit of accounts • External Evaluation Report	• Annual plan • Monthly & SC meeting minutes • Mid-year progress report. • Annual report for Year 1 • External evaluation report • External audit report for year one.		An annual plan was produced with a new strategic direction. A detailed annual plan was also produced with indicators for monitoring progress. Both were sent to members and are available on request at the Secretariat. A mid-year progress report, both a narrative description of activities and a financial report, were prepared and circulated to members. The Steering Committee met on a monthly basis for 9 months of 2006 and minutes of these meetings are available. There were also small task forces within the Steering Committee mandated to carry forward various key pieces of work. An annual General meeting was held in April and a meeting report is available.

Notes:

1) Outcome indicators are not listed here but a discussion on outcomes and impact of Policy Forum's Work in relation to the 4 objectives will be discussed in the narrative of the Annual report.