

Policy Forum

January – December 2016 Annual Work plan

Introduction

The 2016 Annual Plan presents the key programmes and priorities the Policy Forum (PF) network intends to undertake in its last year of its 3-year strategic plan (2014-2016). To assist Policy Forum in fulfilling its overall objective which seeks improved quality of life of the Tanzanian people through enhanced governance and accountable use of public resources, the network put in place the following **four specific objectives**:

Objective 1: The effectiveness of public resource management is analysed.

- The resulting evidence is used by civil society.
- The quality of their advocacy improves.

Objective 2: The body of evidence produced by Policy Forum is widely disseminated.

- The information is widely accessible, relevant and useful.
- The public, policy makers, the media, civil society and academia use it.

Objective 3: The capability of civil society organizations to understand public resource management is enhanced.

- CSOs engage more effectively in local and national processes through evidence-based advocacy.

Objective 4: Engagement by Policy Forum improves national policy processes.

- Selective and strategic engagement focusing on areas where impact is most achieved.
- Improved public resource management.

The 2016 Annual Plan highlights the priority areas and resources PF plans to focus on and incorporates suggestions from the members particularly the Board of Directors and the Budget and Local Governance working group conveners (BWG & LGWG). This Annual Plan also focuses attention across challenge areas to the network in terms of Human Resources management and long-term funding requirements for the next strategic period.

Priorities

As in the implementation of previous strategic plans, PF ensures its members continue to decide on an annual basis the primary areas of focus based on the agreed strategic parameters and how they best contribute to attainment of the network's strategic objectives. We have identified 5 priorities for 2015.

1. **A functioning Parliamentary Budget Office (PBO):** PF was enormously encouraged in 2015 when the enacted Budget Act included provisions for the establishment of the Parliamentary Budget Office. Although this law has not been assented yet, the BWG hopes to engage in this area so that the Budget Act is gazetted and the body can become fully operational. PF believes that evidence-based interventions by Members of Parliament improve their oversight of the executive through a well-functioning PBO which can provide them with independent analysis.
2. **Tax Justice:** In 2016 PF and other partners plan to launch a campaign on illicit financial flows in Dodoma in collaboration with Members of Parliament including 'first-time parliamentarians' so as to augment the quantity and quality of illicit finance discussions in the national assembly. Specifically, PF will request MPs to advocate the executive to support the establishment of 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.

3. **Extractives Industries:** The extractive industry policy and regulatory frameworks may see more improvements given a new regime is in place and stakeholders are dissatisfied with the laws that were passed in 2015. Should the spaces emanate, PF will seek to impact these processes, policies and laws given there is a clear need for robust policies in the extractives like a local content policy that creates opportunities for local participation in extractives value chain and policies to enhance transparency in gas and mining contracts and on revenue spending. PF will also lead in creating a forum (formalising HakiRaslimali) to spearhead efforts for strategic and joint advocacy on the extractive industries with other CSO networks.
4. **Constitutional- Making Process:** Despite the progress made in the constitution-making process during the previous administration, political wrangling stalled its finalization. The new government has promised to continue with the process but it is yet unclear whether it will continue with the referendum vote. PF, nonetheless, will focus on providing civic education to enable citizens to make informed decisions. The issues will revolve around PF's advocacy areas of public money accountability and local governance.
5. **Local Level Budget Transparency:** PF would like to see enhanced timely access to budget information and community participation in budget processes at the LG level. Together with this, PF will work towards seeing local government officials appreciative and supportive of CSO activities in the areas where network members undertake SAM. This will involve members sharing SAM findings with PMORALG and NAO.

Objective 1: The effectiveness of public resource management is analysed.

Areas of priority;

1. Budget (resource mobilization/acquisition, allocation and management).
2. Parliamentary Budget Office (PBO).

Results

- The resulting evidence is used by civil society.
- The quality of their advocacy improves.

Activities:

1. Conducting different analyses and studies on policies.
2. Engaging with relevant stakeholders and share findings of the studies and analyses conducted.

<p>Policy Forum will encourage NGOs to open up and influence policy processes that improve the lives of Tanzanians, especially those who are disadvantaged and impoverished.</p>	<p>The accountability system is analyzed and monitored, and the resulting evidence is used by civil society and advocacy groups in their advocacy</p>		
<p>Targeted Partners</p>	<p>BP One: PF Members</p>	<p>BP Two: Ministry of Finance</p>	<p>BP Three: Members of Parliament</p>
<p>Outcome Challenge</p>	<p>PF analytical materials used by PF members to improve the quality of their advocacy</p>	<p>Ministry of Finance makes budget-related documents publicly-accessible in timely and user-friendly manner</p>	<p>Members of Parliament use PF materials in their oversight function (overseeing the executive)</p>
<p>Progress markers</p>	<p>PF Members use PF materials in their advocacy work, meetings and events</p>	<p>Ministry of Finance meets PF BWG to collect inputs for the CB for 2016/17)</p>	<p>Members of Parliament/Parliamentary Committees meet PF members to discuss policy briefs on tax and budget issues.</p>

Allies		<p>Donors DPs will engage PF in PER and any other policy reviews as they may arise</p> <p>DPs meet or seek to engage with BWG and discuss policy related issues</p>	
Verifiable indicators	<p>Number of meetings between PF members (or BWG) and other stakeholders. Number/quality of Feedback from members on the use of PF materials.</p> <p>Number of PF Website stories</p>	<p>Number of high level meetings with government by Budget Working Group of Policy Forum , issues that came out of those meetings Production of CB CB published on MoF website</p> <p>Number of meetings between PF members and DPs</p> <p>Number of PF Website stories</p>	<p>Number of meetings between PF members and MPs. Hansards (Record of what has been discussed in the Parliament)</p> <p>PBO functional.</p> <p>Number of PF Website stories</p>

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe	Budget
Analytical Think pieces		1.1	Active and effective analysis of GoT policies			Manager – Policy Analysis		6,000,000
	At least 2 Analytical Think pieces in a simplified manner. (Possible topics; Local Government, Taxation, study on Double Taxation agreements, PBO, beneficial ownership registry) or other as identified by members.	1.1.1		# of policy-analysis related publications	<p>Lack of consensus amongst members on PF focus issues (Low).</p> <p>Qualified peer reviewers and consultants will be available (Low).</p>	Manager – Policy Analysis	Last week of each quarter during quarterly monitoring meetings	

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe	Budget
	<p>Review of the 'Understanding the Budget Process in Tanzania: A Citizen's Guide/CSO's Guide' to reflect the changes in the budget cycle.</p> <p>Production of at least two policy briefs (1 on National Budget and other(s) to be determined by BWG)</p>	1.1.2	-Active and effective analysis of GoT policies	# of policy-analysis related publications	Peer reviewers will be available to read the analysis and briefs and provide comments.	Manager - Policy Analysis	2 nd quarter 2 nd & 3 rd quarter	
Produce preliminary analysis and commentaries on demand to assist members with advocacy		1.2	Consistent and rigorous NGO statements.					
	At least 2 position statements produced (commentaries to be determined by working groups and quarterly meetings)	1.2.1	Active and effective analysis of GoT policies	# of CSO statements # of relevant government documents	This activity will primarily be member-led and supported by the secretariat. At least 2 position papers requests come forward	Manager – Communications and Advocacy (with input from other managers)	As determined by members and working groups.	
Proactive Participation in the budget process		1.3	Effective monitoring of public budget and expenditure processes					16,800,000

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe	Budget
	Review the 2016 BWG plan and develop Budget Working Group Annual Plan for 2016	1.3.1	BWG Annual Plan 2016	monthly meeting minutes.		Working Group Convenor and/or Manager-Policy Analysis	By end January 2016	
	- BWG monthly meetings held (or held as needed) - BWG host a policy day which will bring together members to discuss on budget matters -BWG and LGWG trained on gender	1.3.2	-Effective monitoring of public budget and expenditure processes	Minutes from the BWG meetings and reports of the trainings # of gender sensitive policy briefs produced	The Budget Working Group will have active membership by PF members Members of the BWG and LGWG will be interested Availability of an expert in gender analysis	Working Group Convenor Managers – PA, CE & CA collaboration with the Gender Focal Person and working groups	Throughout 2016	
Governance Study		1.5	Quality analysis of governance in Tanzania in respect of SAM					90,000,000
	One major governance & accountability study undertaken and published SAM component integrated into the 2015 governance report	1.5.1	Contribution to the study by PF members 2015 Governance report	- Number of Peer review comments - 7.30am BD on study results Number of feedback	Peer reviewers will take time to read and provide critical feedback Results will influence the desired changes as far as transparency and accountability is concerned.	Manager – Policy Analysis (with input from members, working groups and other managers)	By September 2016.	
Policy Analysis Payroll Expenses		1.6						128,393,207

OVERALL OBJECTIVE 2: The body of evidence produced by Policy Forum is widely disseminated

- The information is widely accessible, relevant and useful.
- The public, policy makers, the media, civil society and academia use it.

Priority:

Constitutional-Making Process: (From the perspective of public money accountability and local governance).

Outcomes:

- Increased number of citizens engagement in the constitutional making process. This will include a look at its impact on: Local governance and participation
- Extractive industries
- Public money

Activities:

3. Popularizing/simplifying the Draft constitution
4. Simplifying analysis on the pitfalls of the Draft Constitution.

<p>Policy Forum will encourage NGOs to open up and influence policy processes that improve the lives of Tanzanians, especially those who are disadvantaged and impoverished.</p>	<p>Analysis and monitoring information on the accountability system produced by Policy Forum is used by the wider stakeholder community.</p>			
<p>Targeted Partners</p>	<p>BP One: PF Members</p>	<p>BP Two: Ministry Officials</p>		
<p>Outcome Challenge</p>	<p>PF analytical materials used by PF members to improve the quality of their advocacy</p>	<p>The number of participants from Government ministries, departments and agencies attending Policy Forum Breakfast Debates increases so as to improve the quality and balance of policy debates.</p>		
<p>Progress markers</p>	<p>PF Members contact secretariat for materials to use in their advocacy work</p>	<ul style="list-style-type: none"> - PF BD mailing list improved to include more MDA contacts (target a total of 6,000 BD contacts – from 4,000). - Phone book of PF improved to include strategic government mobile phone numbers 		
<p>Verifiable indicators</p>	<p>%. of emails/letters from members on how they have used PF materials</p>	<p>BD Registration forms/records BD mailing list, phonebook entry list, request for BD space, publications</p>		

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe	Budget (Tshs)
PF website maximises impact. Branding promotes PF		2.1	Increased accessibility of PF content & issues					10,974,500
	<ul style="list-style-type: none"> - Upgrading and Evaluation of website - Weekly update of the website -update of PF's social media platforms Promotional material (stationery, business cards, etc)	2.1.1	Increased accessibility of citizens and target groups to policy information and issues.	<ul style="list-style-type: none"> - Analysis of website hits/downloads - Feedback forms - Number of audience reached through Policy Forum website and social media platforms 		Manager – Communication and Advocacy with help from Program Officer, Communication and Advocacy	Quarterly	
Systematic documentation of advocacy experience								3,180,000
	Intern to document on PF's advocacy work (newspaper cuttings, report writing)			-Intern Service Agreements		Manager – Communication and Advocacy with help from Program Officer, Communication and Advocacy	Quarterly	

Four policy documents/processes rendered in simplified form, published and distributed to target audiences		2.3	Increased accessibility of citizens and target groups to policy information and issues					115,905,000
	At least 4 simplified versions. Possible documents include: - new/draft constitution; Leaflet on LG budget process; TEITI/Gas Revenue Acts -One document upon members request Production of 3 CSO statements (Eng & Swahili)	2.4.1		- PF Distribution list - Number of simplified versions of policy documents disseminated by Policy Forum -Newspaper Cuttings of CSO statements		Manager –CA (inputs from or lead taken by member organisations, WGs and/or other managers as appropriate)	2 in Quarter 1 1 in Quarter 3	
Monthly Breakfast debates organised on the last Friday of every month from January to November 2016		2.5	Increased public debate on policy issues					25,850,000
	11 public debates conducted with key policy audience on topical issues on a monthly basis [breakfast talks 07:30-9:30 last Friday, except December].	2.5.1	Increased public debate on policy issues	- # women/men at debates - # debates directly resulting in print media coverage - # of times issues raised by Policy Forum are reflected in the print media		Manager – Communication and Advocacy to coordinate with input on content from members, other development stakeholders and other Secretariat members	Last Friday of each month – January to November 2016	

Information regularly shared among PF members		2.6	Increased accessibility of PF members to the network's activities					8,400,000
	12 Monthly information packs sent out to all PF members.	2.6.1		- Distribution records - Postal records -Feedback from members	-Consistent member responses to PF requests (Medium – review and improve communication strategy, assess and improve relevance of materials).	Manager – Communication and Advocacy with help from Program Officer, Communication and Advocacy	Information pack to be sent out each month of 2016	
Media used strategically to improve awareness, understanding and mutual responsibility in governance and accountability within the Tanzanian public.		2.7	Increased accessibility of citizens and target groups to policy information and issues					118,800,000
	Accountability promoted through the use of Television Spots - Television spots LGWG/BWG to suggest the focus of spot - Spots on air -Community Radio Programmes on extractives and other accountability issues	2.7.1	Increased public debate on policy issues	- No. Of aired television spots -Feedback records -reports/CDs of programme aired from community radio stations		Manager – Communication and Advocacy	By end of 2016	
Communication & Advocacy Payroll Expenses		2.8						149,294,954

OVERALL OBJECTIVE 3: The capability of civil society organizations to understand public resource management is enhanced.

- CSOs engage more effectively in local and national processes through evidence-based advocacy.

Priority:

Enhanced Budget Transparency at the local level: (Timely access to budget information and community participation in budget processes at LG level)

Outcomes:

- i). Local Government officials are supportive of SAM activities in their district councils.
- ii). CSOs are applying SAM (including gender) tools in their local governance advocacy.

Activities:

1. Continue to capacitate CSOs on the tools of public resource management i.e. SAM, budget cycle processes, gender- perspective in budget analysis, etc
2. Engage LGA officials and councilors in SAM initiatives.
3. Sharing SAM findings with PORALG & NAO.

<p>Policy Forum will encourage CSOs to open up and influence policy processes that improve the lives of Tanzanians, especially those who are disadvantaged and impoverished.</p>	<p>The capability of civil society organizations to understand, to monitor and to strategically and proactively and effectively engage with and influence national and local policy processes is progressively enhanced.</p>		
<p>Targeted Partners</p>	<p>BP One: PF Members</p>	<p>BP Two: LGAs</p>	
<p>Outcome Challenge</p>	<p>Capability of CSOs to understand and systematically monitor the accountability system is progressively enhanced</p>	<p>LGA create space for communities to participate in public resource management at the local level</p>	

Progress markers	<ol style="list-style-type: none"> 1. Establish one new SAM partnership with PF members to improve their ability to engage more effectively in governance processes. 2. Groups with gender composition developed at local level 3. Increased number of PF members/partners using SAM & gender budgeting tools 4. Increased CSOs engagement and the understanding of PRM 	<ul style="list-style-type: none"> • PF meet with PMO-RALG at least once a year to feedback on SAM lessons learnt • CIT working with councillors and council officials to improve their oversight & duty bearers role respectively • Increased responsiveness from the government i.e. LGAs 	
Verifiable indicators	<ul style="list-style-type: none"> • Number of PF members/ partner in SAM intervention including men and women • Reports & case studies • OM Journal developed • Number of pressure groups formed including men and women • Case study developed 	<ul style="list-style-type: none"> • Meeting minutes and Report findings shared • Feedback from the pressure groups and councilors on the use of SAM for their oversight role • PF members' registration forms • LGAs documentations 	

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe	Budget
Strengthen member's knowledge through members' quarterly meetings		3.1	Effectively Participation of non-Dar members and new members					36,480,000

	<p>- 30 Non-Dar based members both female, male & disadvantaged participate in 4 quarterly meetings, 2 involving NAO and PMORALG.</p> <p>Orientation to PF members on Gender Mainstreaming</p>	3.1	<p>Common understanding on gender mainstreaming among PF members</p>	<p># of agenda items originating from non-Dar members (men & women)</p> <p># PF members attending the training</p>	<p>Upcountry members make use of opportunities available</p> <p>PF members Make use of the gender concepts</p>	<p>Manager-Capacity Enhancement & Gender Focal Person</p>	<p>1st Q 2nd Q 3rd Q 4th Q</p> <p>2nd Q 2016</p>	
Enhance gender disaggregated data and gender equity in SAM initiatives			Review of SAM manual to identify gender issues to be revised					
	-Identify specific gender concepts which relate to accountability	3.2	SAM analysis reports have gender eye	-No of SAM reports analyzed with gender eye	Documents for SAM analysis have gender related information	Manager – Capacity Enhancement	3 rd Q	
Identify 1 partner network or member for SAM implementation		3.3	SAM geographically expanded					10,640,000

	<ul style="list-style-type: none"> -revise criteria for the selection of SAM partners -Identification of one compatible networks/ CSO/NGO by members and the secretariat - Identifying a local council authority for SAM intervention with a PF partner 	3.3.1	<p>Expanded use of SAM tools to a total of 16 networks</p> <p>Local Government officials are supportive of SAM activities in their district councils</p>	<p>Signed agreements</p> <ul style="list-style-type: none"> - criteria developed - implementation reports/case studies documented - No. of CSOs within PF networks employing PF SAM tools 	<ul style="list-style-type: none"> -Partner networks/CSOs/NGOs continue to implements SAM related activities -Meeting minutes and Report findings shared -Feedback from the pressure groups and councilors on the use of SAM for their oversight role -PF members' registration forms 	Manager – Capacity Enhancement	2 nd Q 2016	
Strengthen and monitor the 2015 SAM implementation with MRENGO, LANGO & TNRF/MMC		3.4	Improved Capacity of MRENGO, LANGO & TNRF partners for SAM					20,750,000
	<ul style="list-style-type: none"> - Capacity building and backstopping for MRENGO, LANGO & TNRF 	3.4.1		<ul style="list-style-type: none"> - Monitoring and recommendation reports 	Continue partnership to implement SAM	Manager – Capacity Enhancement	3 rd Q 2016	
Conduct one Localized SAM training for Members.		3.5	Reflections on case studies on SAM implementation initiatives					113,835,000

	Conducting Localized SAM training to PF members	3.5.1		# of members/partners both female, male & disadvantaged # journals developed	Members/partners will attend and develop OM & Harvesting journals	Manager – Capacity Enhancement	End of 2016	
	Pilot training to the new elected councillors on SAM and budget process to the selected LGAs	3.5.2		-No of Councillors working with CIT	Councillors will use SAM tools in executing their roles	Manager Capacity Enhancement	3 rd Q 2016	
Support members who are implementing SAM after phase out for sustainability of SAM		3.6	Members continues to implement SAM after end of partnership					4,680,000
	Backstopping support to members upon request Linking possible partners with members for support			# members implementing SAM after phase out # request for technical support # support provided by partners	Members will seek for technical support from the network Identified partners will provide support to members	Manager Capacity Enhancement	2016	
Capacity Enhancement Manager & Programme Officer Payroll Expenses		3.8						137,883,287

Objective 4: Engagement by Policy Forum improves national policy processes.

- Selective and strategic engagement focusing on areas where impact is most achieved.
- Improved public resource management.

Priority:

Complete establishing of a Parliamentary Budget Office: (follow-up on the assent of the Budget Act and lobby for the implementation of the necessary structures to be in place and operational etc.)

Outcomes:

- i). PBO is staffed and producing analyses for MPs and public.
- ii). MPs use evidence from PBO analyses in parliamentary debate.

Activities:

1. Analyse, Package and disseminate relevant information on the importance of PBO and share with MPs who are influential in parliament.
2. With the support of DPs and INGOs, help coordinate a study tour for MPs.

<p>Policy Forum will encourage NGOs to open up and influence policy processes that improve the lives of Tanzanians, especially those who are disadvantaged and impoverished.</p>	<p>Active participation of Policy Forum as a network in national policy processes is selective and strategic in order to engage where impact is most likely to be achieved.</p>		
<p>Targeted Partners</p>	<p>BP One: PF Members</p>	<p>BP Two: Local Government Authorities</p>	<p>BP Three: Members of Parliament</p>
<p>Outcome Challenge</p>	<p>PF members are actively engaging in a chosen engagement area (e.g. tax, extractives & BWG and LGWG).</p>	<p>Local Government Authorities are discussing PF focal areas with CSOs at local level.</p>	<p>Members of Parliament are discussing PF tax justice, extractive, budget and PBO issues in parliament.</p>
<p>Progress markers</p>	<p>PF Members use PF materials in their advocacy work at local and national levels and in own meetings and events.</p>	<p>LGAs working with PF members on local issues.</p>	<p>Reports quoting MPs citing PF analysis</p>
<p>Verifiable indicators</p>	<p>Record of emails/letters from members on how they have used PF materials</p>	<p>Record of letters and emails from the LGAs and PORALG</p>	<ul style="list-style-type: none"> • Percentage of civil society members of Policy Forum who influence and engage with MPs • Number of legislative/policy regulatory/ frameworks changes that reflect PF agenda

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe	Budget
Engage strategically and selectively		4.1	Strategic and selective engagement in policy processes					113,670,000
	<p>Policy engagement (possible areas):</p> <p>Mining Indaba: CSO Learning & reflection event</p> <p>- <i>Engagement on Extractives (Mining/Gas); possible allies HAKIRASILIMALI-MEM & ALAT on service levy</i></p> <p>-Constitution</p> <p>-President's Office – Regional Administration and Local Government (PORALG) Meeting with PF members - Symposium on LGAs budget transparency, participation & SAM</p> <p>- Other relevant ministries for this engagement are MoF and POPSM</p>	4.1.1	Strategic and selective engagement in policy processes	<p>□Members perception of PF's usefulness in strategic and selective policy engagement</p>	PF Board Members, Secretariat and members are proactive and consistent in engaging with the chosen areas of focus.	Management Team	Throughout 2016	

	<p>- National Audit Office Meeting with PF Member: Engaging on SAM findings</p> <p>- Commission for Human Rights & Good Governance</p>							
	<p>Initiating and /or contributing to preparation for at least 2 major stakeholder consultations:</p> <ul style="list-style-type: none"> • PER • Parliament on PBO • BRN 	1.2.2		<p>Number of CSO statements/presentations</p> <p>Number of Consultation reports</p> <p>Action taken on points raised by CSOs</p>	Policy Forum continues to be included in major stakeholder consultations	Manager-Policy Analysis (with inputs from other managers)	As determined by members and working groups.	
Strategic collaboration with other networks		4.2	Enhanced quality of engagement in national policy processes					4,000,000
	<p>Active participation of PF in major activities of others (to be decided by members and the secretariat)</p> <p>Meaningful local partnership to influence policy in Tanzania</p>	4.2.1	Enhanced quality of engagement in national policy processes.	<ul style="list-style-type: none"> • Event Programme • Event report • Event invitation • Statement from Cso's • Number of MPs attending PF events (versus those invited) • MPs level of satisfaction with information obtained from PF events 		Manager – Policy Analysis	<p>One major written input by Nov.2016</p> <p>Active engagement throughout the year.</p>	
To develop relations with international partners for cross-learning		4.3						10,000,000

	<ul style="list-style-type: none"> - Strategic Partnerships e.g. with PSAM, NRI and Tax Justice Network. - PF to participate in and/or present at 2 International Fora relating to PF (e.g. SAM; Others to be identified) 	4.3.1		<ul style="list-style-type: none"> - Networking File - Email correspondence - No. of International Fora attended, Reports. 		Management team	Throughout 2016	
PF makes use of gender mainstreaming skills and expertise of members		4.4	Identification of members/ partners to collaborate with on gender issues					
	Mapping of gender mainstreaming skills and expertise of members	4.4.1		ToR and concept note for collaboration	There are members/ partners with overlapping interests in gender and the core areas of PF Continuity of member/ partner collaboration	Manager	Mapping: End of Quarter 2 Engagement: strategically	

Monitoring, Evaluation & Learning

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe	Budget
Systemic Documentation of SAM Initiatives at Local Level			Improved documentation and learning					28,320,000
Training on Outcome Mapping for Council Implementation team	Outcome mapping skills imparted to CIT	5.1	Documentation of SAM Activities including changes as a result of SAM	Training report Outcome mapping filled in journals	CIT may not adopt the methodology and readiness to share the journals report.	M&E Capacity Enhancement Manager	Throughout the year 2016	
Conduct monitoring, Evaluation and learning of 2015/16 activities using OM and feedback forms	Documenting capability of members to monitor PRM & Sustainability of SAM initiatives	5.2	- case study of SAM initiatives - compiled report from members feedback	No. of case study developed No. of feedback from members No. of feedback report No. of journals developed	Members will be providing feedback to PF	Manager Capacity Enhancement	2016	
Review PSAM approach	Assessment of the applicability of the localised PSAM approach	5.3		No of cites/members applying PSAM approach		Manager Capacity Enhancement	2016	
Effective documentation of the advocacy experience	Report – lessons learned and case studies drawn up	5.4		- Case studies - No. of learning documents uploaded to website		Manager – Communication and Advocacy with help from intern	Throughout 2016	
Evaluation of usefulness, accessibility, & relevance of PF publications		5.5	Recommendations for improvement of PF publications					
	Analytical	5.5.1		PF reports Consultant	- Funds delay	Manager –	By	

	assessment of feedback - Outsourcing of polling & analysis of impact.			reports.	could hamper the implementation of this activity - Depending on one consultant	Communication and Advocacy	November 2016	26,800,000
M & E Officer Payroll expenses								40,846,292

Institutional Governance

To ensure governance at Policy Forum is functioning effectively and efficiently in support of organizational objectives and that it conforms to the highest levels of ethical integrity and accountability.

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe	Budget
PF Institutional Governance Development		6	Improved Policy Forum governance plan, structure and process					121,409,750
	- Annual strategic meeting and Board retreat; - Annual plan produced & agreed with members and Board - Technical Assistance sought when required -Revamping of IT related policy and HR related policy -Undertaking certification by OSHA -Internal financial management & Control, Annual Audit -Strategic Plan	6.1		- Annual plan - SC meeting minutes - Mid-year progress report. - Annual report - Quarterly reports - External audit of accounts - External evaluation report - External audit report for year two.		Board with support from Coordinator	Throughout the year 2016	

	2014-2016 evaluation and formulation of New Strategic Plan							
Written policy to affirm commitment to gender	staff policy reviewed	6.2		Staff policy or separate gender policy	Senior management promotes, supports and takes responsibility for gender equality	Coordinator GFP	Quarter 2	
Participation and contribution of male and female PF staff in decision making	Female participation and contribution in meetings (e.g. staff meetings, donor meetings, evaluation meetings)	6.3	Improved female participation and contributions	Meeting reports	Willingness, skill, confidence, acceptability to contribute	Coordinator	Throughout the year	
Male and female staff are given equal opportunities for trainings	Equal opportunities to attend trainings (e.g workshops, short and long term courses)	6.7	Female and male staff have a more positive perception on gender equality in the organization	Staff perceptions Distribution of organizational development budget	Staff proactively look for training opportunities Coordinator proactively promotes training	Coordinator	Throughout the year	

Secretariat Functioning: To ensure proper management of financial, administrative and human resources.

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe	Budget
PF assets procured, used & managed in efficient manner		S2 and S3	Effective and efficient use of resources					544,107,863
	- Possibility of own premises examined; Required assets procured in accordance with policies, regulations and guidelines, with value for money ensured for all procurement; - Procured items recorded onto assets register within one week of delivery and together with others, maintained according to high quality standards as per policies.	S2.1		- Inventory/ assets register		Finance and Administration Officer (with guidance from Coordinator)	Throughout the year	