

Policy Forum January – December 2015 Annual Work plan

Introduction

This year, Policy Forum will be implementing its second year of its three-year strategic plan (2014-2016). Our overall strategy remains unchanged and the overall objective still remains to seek improved quality of life of the Tanzanian people through enhanced governance and accountable use of public resources by means of strengthening the capacity of CSOs to influence policy processes.

To support the overall objective, during the beginning of 2014 the network agreed to 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.

In our 2015 Annual Plan we set out the year's work programme in light of our strategy and the structure of this document is organised according to the above specific objectives. This Annual Plan, therefore, outlines how we intend to deliver our strategy for the year, which runs from January to December 2015.

Priorities

As in the implementation of previous strategic plans, PF has 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 9 priorities for 2015.

1. **Budget Act:** The Budget working Group (BWG) of Policy Forum as has done in the past, will seek to be proactive in important budget processes. For 2015, the BWG hopes to impact the process of formulating the new Budget Act by holding discussions with the Parliamentary Budget Committee and other members of parliament. The aim is to ensure that the legislation enhances budget transparency and participation and strengthens integrity within the budget process. The BWG will also participate in key mechanisms related to the budget process, such as the annual Public Expenditure Review (PER) and General Budget Support (GBS).

2. **Elections:** Tanzania will conduct its general election in October, 2015. PF will produce a popular version of the electoral process to be distributed to target audiences and will hold at least one Breakfast Debate on the topic.
3. **Gas and Revenue Management Bills:** 2015 is expected to see two key bills in the Extractives Sector be tabled in parliament. Policy Forum members expect to participate in inputting in the process by analyzing the bills and engaging with parliamentarians on the issue.
4. **Academia:** Policy Forum has increasingly sought to forge stronger links with academia and in 2015 would like to make use of its monthly Breakfast Debates to encourage more participation of representatives from academic institutions. Efforts will also be made to explore the possibility of joint publications with academia.
5. **Gender for Members:** After the Secretariat had conducted a gender audit and a gender survey in 2013, it spent the first year of its strategic plan (2014-2016) getting acquainted with gender mainstreaming. The next phase is now to embark on training the members on gender mainstreaming by starting with the BWG in 2015. Other activities would include identifying specific gender concepts which relate to accountability and human rights issues to redesign the SAM manual, to have one breakfast debate on the issue of gender and to analyse the budget with a gender lens.
6. **New 2015 communication strategy:** To strengthen member involvement and adapt to current realities (more stakeholders, social media, etc), PF will need to update 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. 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.
7. **Knowledge-sharing & Learning:** The Secretariat will in 2015 take a triangulation method to learning. We will work with journalists to document stories from SAM areas, a consultant be brought in to develop an M & E framework and continue to work with PSAM on learning.
8. **Referendum on Constitution:** The Constitution review process culminates with the holding of a referendum. PF will Popularise the new constitution once enacted and contribute or engage in any major consultation on the issue as required.
9. **Review of PF Admin Policies (Human Resources Matters):** The PF manual titled Administration Policies was updated in 2013 but there is a great deal of policies related to HR matters that are not included and there are changes to be done to the current manual. Addressing this will ensure that PF has concrete and formalized HR policies & procedures that are aligned with current trends in legislation and best HR practices.

The following section lists the 'change agents' targeted for advocacy, expected outputs under each of the four objectives, the planned activities to be carried out towards achievement of the expected output, the timeframe for undertaking the planned activities (by quarter), and the staff in-charge of delivering the outputs.

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

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

<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 2015/16)</p>	<p>Members of Parliament/Parliamentary Committees meet PF members to discuss policy briefs.</p>
<p>Allies</p>		<p>Donors DPs will engage PF in GBS review processes 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>	<p>Members of Parliament</p> <p>Parliamentary Staff</p>
<p>Verifiable indicators</p>	<p>Record of meetings between PF members (or BWG) and other stakeholders. Feedback from members on the use of PF materials.</p> <p>PF Website stories</p>	<p>Record of meetings between PF members (or BWG) and MoF</p> <p>Production of CB CB published on MoF website</p> <p>Record of meetings between PF members and DPs</p> <p>PF Website stories</p>	<p>Record of meetings between PF members and MPs. Hansards (Record of what has been discussed in the Parliament)</p> <p>PBO established.</p> <p>PF Website stories</p>

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Analytical Think pieces		1.1	Active and effective analysis of GoT policies			Manager – Policy Analysis	
	At least 2 Analytical Think pieces in a simplified manner. (Possible topics; Local Government, Extractive Industries) or other as may be identified by members.	1.1.1	Quality (satisfaction, usefulness, comprehension, relevance to CSO programming, timeliness) of policy documents	# of policy-analysis related publications	Lack of consensus amongst members on PF focus issues (Low). Qualified peer reviewers and consultants will be available (Low).	Manager – Policy Analysis	Last week of each quarter during quarterly monitoring meetings
	Review of the 'Understanding of the Budget Process in Tanzania: A Citizen's Guide/ CSO's Guide to reflect the changes in the budget cycle Possible production of at least two policy briefs (1 on National Budget and other(s) to be determined by BWG members based on the area for intervention/advocacy.	1.1.2	Quality (satisfaction, usefulness, comprehension, relevance to CSO programming, timeliness) of policy documents	# of policy-analysis related publications	Peer reviewers will be available to read the 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.				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
	At least 2 position statements prepared (commentaries to be determined by working groups and quarterly meetings, where the secretariat has specialist knowledge and capacity)	1.2.1		CSO statements Relevant government documents	This activity will primarily be member-led and supported by the secretariat. At least 2 position papers requests come forward	Manager – Communications and Advocacy (with input from other managers)	As determined by members and working groups.
	Initiating and /or contributing to preparation for at least 2 major stakeholder consultations (e.g. NGOs, media, Donors). <ul style="list-style-type: none"> • <i>National consultation on GBS/PER</i> • <i>Parliament on PBO</i> • <i>Constitution</i> • <i>Policy Week</i> 	1.2.2		CSO statements/presentations Consultation reports Action taken on points raised by CSOs	Policy Forum continues to be included in major stakeholder consultations	Manager-Policy Analysis (with inputs from other managers)	As determined by members and working groups.
Proactive Participation in the budget process		1.3	Effective monitoring of public budget and expenditure processes				
	Review the 2014 BWG plan and develop Budget Working Group Annual Plan for 2015	1.3.1	BWG Annual Plan 2015	Minutes of monthly meeting where Strategic Plan was agreed.		Working Group Convenor and/or Manager-Policy Analysis	By end January 2015
	- BWG monthly meetings held (or held as needed) - BWG trained on Extractives - BWG members trained on Gender Mainstreaming - Learning and experience sharing sessions	1.3.2	Meeting Minutes Gender Mainstreaming report	Minutes from the BWG meetings and reports of the trainings	The Budget Working Group will have active membership by PF members	Working Group Convenor and/or Manager-Policy Analysis	Throughout 2015

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Usefulness of the Circular by PMORALG		1.4	Effective monitoring of budget transparency in SAM LGAs				
	Develop a questionnaire that assesses the usefulness of the released circular by PMORALG in the districts that PF members are working.	1.4.1	Report indicating how CSOs have been using the circular in their activities	Budget transparency news reports	PF members will cooperate in the study	Manager - Policy Analysis	2 nd quarter of 2015
Major governance and accountability study		1.5	Quality analysis of governance in Tanzania in respect of SAM				
	One major governance & accountability study undertaken and published SAM component integrated into the 2014 governance report - Study disseminated to target audiences	1.5.1	Contract between PF and Consultant Contribution to the study by PF members 2014 Governance report	- Peer review comments - 7.30am BD on study results (for feedback, evaluation.	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 2015.

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

Analysis and monitoring information on the accountability system produced by Policy Forum is used by the wider stakeholder community.

Targeted Partners	BP One: PF Members	BP Two: Ministry Officials	
Outcome Challenge	PF Members share their specific documentation needs for advocacy and so that PF's Information, Education and Communication (IEC) materials are packaged according to those needs.	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.	
Progress markers	PF Members contact secretariat for materials to use in their advocacy work and PF analytical materials used by PF members to improve the quality of their advocacy	MPs accepting PF invitations	
Verifiable indicators	Record of emails/letters from members on how they have used PF materials	<ul style="list-style-type: none"> - PF BD mailing list improved to include more MDA contacts (target a total of 5,000 BD contacts – from 3,670). - Phone book of PF improved to include strategic government mobile phone numbers 	

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/ Risk Indicators	Lead	Timeframe
PF website evaluated and adjusted to maximise impact. Branding is used to promote the Policy Forum image		2.1	Increased accessibility of citizens and target groups to policy information and issues				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/ Risk Indicators	Lead	Timeframe
	Upgrading and Evaluation of website and social media (facebook, twitter, youtube, scribd) -Developing PF website phone application	2.1.1		- Analysis of website hits - Feedback forms		Manager – Communication and Advocacy	Throughout 2015
	Produce Promotional materials for both men, women and children (use it on stationery, business cards, tyre covers and promotional material)	2.1.2		- No. of stationery with PF Brands		Manager – Communication and Advocacy	September 2015
Four policy documents/processes rendered in simplified form, printed, published and distributed to target audiences		2.2	Increased accessibility of citizens and target groups to policy information and issues				
	At least 4 simplified versions. Possible documents include: -Popularising the new constitution -LGA Budget Planning Process - Popularised CDCF “survey report” - TEITI law - Oil and Gas law -Election	2.2.1		- No. of simplified versions. - PF Distribution list	-Not sure whether the government will enact TEITI law as committed	Manager – policy Analysis to coordinate (but inputs from or lead taken by member organisations, working groups and/or other managers as appropriate)	2 in Quarter 1 1 in Quarter 3
Monthly Breakfast debates organised on the last Friday of every month from January to November 2015		2.3	Increased public debate on policy issues				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/ Risk Indicators	Lead	Timeframe
	11 public debates conducted with key policy audience on topical issues on a monthly basis whereby one debate will be on gender issues [breakfast talks 07:30-9:30 last Friday, except December].	2.3.1		-List of debates facilitated - List of participants -Policy debate reports -Record of media coverage/articles		Manager – Communication and Advocacy to coordinate with input on content from members, other development stakeholders and other Secretariat members	Last Friday of each month – January to November 2015
Information regularly shared among PF members		2.4	Increased accessibility of PF members to the network’s activities				
	11 Monthly information packs sent out to all PF members.	2.4.1		- Distribution records - Postal records -Feedback from members		Manager – Communication and Advocacy with help from Program assistant, Communication and Advocacy	Information pack to be sent out each month of 2015
Media used strategically to improve awareness, understanding and mutual responsibility in governance and accountability within the Tanzanian public.		2.5	Increased accessibility of citizens and target groups to policy information and issues				
	Accountability monitoring promoted through the use of <i>Television/ Radio Spots</i> - Television spots LGWG/BWG to suggest the focus of spot - Spots on air	2.5.1		- No. of aired television spots -Feedback records		Manager – Communication and Advocacy	By end of 2015

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

<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: LGA's</p>	<p>BP Three:</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 planning at the local level</p>	
<p>Progress markers</p>	<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. Pressure groups regarding gender composition developed at local level 3. Number of PF members/partners using SAM tools 	<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 	
<p>Verifiable indicators</p>	<ul style="list-style-type: none"> • Number of PF members/ partner in SAM intervention • Reports & case studies • OM Journal developed • Number of pressure groups formed • 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 	

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumption s/Risk Indicators	Lead	Timeframe
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Non Dar es Salaam members to effectively participate in quarterly meetings in 2015		3.1	Participation of non-Dar members and new members				
	<p>- 30 Non-Dar based members both female, male & disadvantaged participate in 4 quarterly meetings</p> <p>-Develop template report for members to feedback their activities to the network</p>	3.1.1		<p>- No. of non-Dar members participating in PF activities both female, male & disadvantaged</p> <p>-Number of agenda items originating from non-Dar members for quarterly meetings</p>	Upcountry members make use of opportunities available	Manager- Capacity Enhancement	<p>1st QM</p> <p>2nd QM</p> <p>3rd QM</p> <p>4th QM</p>
Engendering the SAM training manual		3.2	Review of SAM manual to identify gender issues to be revised in order to make it gender sensitive including language usage				
	-Identify specific gender concepts which relates with accountability and human rights issues to redesign SAM manual	3.2.1		-Revised SAM manual in place	SAM partners , e.g. (PSAM), SAM practitioners, TOT's, Gender mainstreaming experts will input on the manual	Manager – Capacity Enhancement	June 2015
One additional partner networks/member CSOs/ NGOs identified for Social Accountability Monitoring during 2015.		3.3	SAM geographically expanded				

	<ul style="list-style-type: none"> - revised criteria for the selection of implementing partners - Identification of one compatible networks/CSO/NGO by members and the secretariat - member partners assessment - agreements signed 	3.3.1		<ul style="list-style-type: none"> - Signed agreements - criteria developed - implementation reports/case studies documented, 	<ul style="list-style-type: none"> -Partner networks/CSOs/NGOs continue to implement SAM related activities 	Manager – Capacity Enhancement	June 2015
	Expand use of SAM tools to a total of 14 networks (including improvement of SAM orientation and implementation packs)	3.3.2		<ul style="list-style-type: none"> - No. of CSOs within PF networks employing PF SAM tools - CSOs contribution to the tools used 		Manager – Capacity Enhancement	June 2015
Strengthening and monitoring of the 2013 & 2014 SAM partnership implementation with WaterAid & Forum Syd		3.4	Improved Capacity of WaterAid & ForumSyd’s partners for SAM				
	<ul style="list-style-type: none"> - Capacity building and backstopping for WaterAid & Forum Syd’s partners 	3.4.1		<ul style="list-style-type: none"> - Monitoring and recommendation reports 	Continue partnership to implement SAM	Manager – Capacity Enhancement	September 2015
Localised SAM OM learning event		3.5	Reflections on case studies on SAM implementation initiatives				
	Conducting Localized SAM OM & Harvesting learning event to PF members/Partners	3.5.1		<ul style="list-style-type: none"> # of members/partners both female, male & disadvantaged us attended the event # of journal developed 	<ul style="list-style-type: none"> - Members/partners will attend and develop OM & Harvesting journals 	Manager – Capacity Enhancement	August 2015
	<ul style="list-style-type: none"> SAM OM & Harvesting journals developed Develop case studies 	3.5.2		<ul style="list-style-type: none"> -No. of stories & case studies from members/partners 	PF members to continue use SAM tools		September 2015

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.

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.	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.		
Targeted Partners	BP One: PF Members	BP Two: Local Government Authorities	BP Three: Members of Parliament
Outcome Challenge	PF members are actively engaging in a chosen engagement area (e.g. tax, extractives & BWG and LGWG).	Local Government Authorities are discussing PF focal areas with CSOs at local level.	Members of Parliament are discussing PF tax justice, extractive and budget issues in parliament
Progress markers	PF Members use PF materials in their advocacy work at local and national levels and in own meetings and events.	LGAs working with PF members on local issues.	Quoting PF analysis
Verifiable indicators	Record of emails/letters from members on how they have used PF materials	Record of letters and emails from the LGAs and PMORALG	HANSARDS

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
PF to engage strategically and selectively in the following policy areas:		4.1	Strategic and selective engagement in policy processes				
	Policy engagement (possible areas): - <i>Constitution</i> ; - <i>Parliament</i> - <i>Extractives (gas laws)</i> ; - <i>MEM & ALAT (service levy)</i>	4.1.1		- Evaluation report - Annual report - AGM report Statements by	PF Board Members, Secretariat and members are proactive and consistent in	Management Team	Throughout 2015

	- Prime Minister's Office – Regional Administration and Local Government (PMORALG); - MOF; Substantive input into 2 major annual policy consultations led by PF. Possibilities include: - ANPD & PER			CSo's	engaging with the chosen areas of focus.		
Strategic collaboration of PF with other networks and more meaningful participation in the activities of PF members		4.2	Enhanced quality of engagement in national policy processes				
	Active participation of PF in major activities of others (to be decided by members and the secretariat)	4.2.1		<ul style="list-style-type: none"> • Event Programme • Event report • Event invitation • Statement from Cso's 		Manager – Policy Analysis	Active engagement throughout the year.
To develop relations with international partners, contributing to cross-learning and influencing policy in Tanzania		4.3					
	- Strategic Partnerships e.g. with PSAM, TEITI, NRGJ and Tax Justice Network. - PF to participate in and/or present at 2 International Fora relating to PF objectives during 2015 (e.g. SAM; Others to be identified	4.3.1		- Networking File - Email correspondence - No. of International For a attended Report.		Management team	Throughout 2015

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
Training on Outcome Mapping for Council Implementation team	Outcome mapping skills imparted to CIT		Documentation of SAM Activities	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 2015
Gender mainstreaming is included in external evaluation/ review (ToR)	Review programme and budget	6		External evaluation/ review report Sex-disaggregated data Gender sensitive indicators in programmes	There is sufficient progress to be able to measure gender mainstreaming in PF Sex-disaggregated data, gender sensitive indicators and gender analysis data are available through mainstreaming in the programmes (as gender mainstreaming in progress)	Gender focal person	Quarter 4 2015

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions/Risk Indicators	Lead	Timeframe
Systematic documentation of advocacy experience	Documentation – lessons learned and case studies drawn up	2.2.1		- Case studies - No. of learning documents uploaded to website		Manager – Communication and Advocacy with help from intern	Throughout 2015
Evaluation of effectiveness and usefulness of PF publications is undertaken.	Evaluation report and recommendations on how to improve, Record of emails/letters from members on how they have used PF materials			Working group members feedback sessions reports/minutes PF internal M&E report		Manager – Communication and Advocacy with help from intern	November 2015
Review of communication strategy undertaken.	New 2015 communication strategy			List of members who contribute to communication strategy		Manager – Communication and Advocacy with help from intern	June 2015

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
PF Institutional Governance Development		6	Improved Policy Forum governance plan, structure and process				

Activities	Outputs (Reporting by Activity)	Obj	Short-term Results (Immediate Outcomes)	Indicators	Assumptions /Risk Indicators	Lead	Timeframe
	- Annual strategic meeting and Board retreat; - Annual plan produced & agreed with members and Board - Mid-year Progress report to members & partners produced & circulated, Annual report to members & partners produced & circulated	6.1		- Annual plan - SC meeting minutes - Mid-year progress report. - Annual report - Quarterly reports - External audit of accounts		Board with support from Coordinator	Throughout the year 2011
Gender awareness included in job descriptions and job performance criteria	Job description reviewed Gender aware job performance criteria included	7		job description gender aware job performance criteria	Senior management promotes, supports and takes responsibility for gender equality	Coordinator	Quarter 2
Written policy to affirm commitment to gender	staff policy reviewed	7.1		Staff policy or separate gender policy	Senior management promotes, supports 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)	7.2	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)	7.3	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
PF staff managed in accordance with arrangements		S1	Improved management capacity				
S1.1	- Performance & development plans in place for all staff containing "SMART" objectives & success criteria -Team Development Plan in place <ul style="list-style-type: none"> • Feedback mechanisms • Orientation Board & Staff 	S1.1		- Assessment of progress against agreed indicators in six-monthly & annual reports - External evaluation report		Coordinator (with input from Management Team)	
PF rented & owned assets procured, used & managed efficiently		S2 and S3	Effective and efficient use of resources				
	- Possibility of own premises examined; Required assets procured in accordance with policies, regulations and guidelines, with value for money ensured for all procurement;	S2.1		- Inventory/ assets register		Finance and Administration Officer (with guidance from Coordinator)	