



policy forum

Making Policies Work for People in Tanzania!



Strategic Plan

January 2017- December 2020

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Acronyms

BRN	Big Results Now
BWG	Budget Working Group
CCM	Chama Cha Mapinduzi
CSOs	Civil Society Organizations
EITI	Extractive Industries Transparency Initiative
IBP	International Budget Partnership
IFRS	International Financial Reporting System
LGWG	Local Government Working Group
NICTBB	National ICT broadband backbone
NRC	The Tanzania Natural Resource Charter
NRGI	Natural Resource Governance Institute
OGP	Open Governance Partnership
PF	Policy Forum
PRM	Public Resource Management
PRSPs	Poverty Reduction Strategy Papers
PSAM	Public Service Accountability Monitor
RT	Review Team
SAM	Social Accountability Monitoring
TJN-A	Tax Justice Network – Africa
ToC	Theory of Change
TTJC	Tanzania Tax Justice Coalition

Foreword

It is the practice of Policy Forum to formulate a Strategic Plan. This document represents Policy Forum's Fifth Strategic Plan, which has been prepared on the basis of broad consultations involving the Board Directors, Secretariat, network members, other civil society organizations (CSOs), development partners and government representatives. This is intended to guide the businesses of Policy Forum to provide a basis for institutional capacity development and streamline linkages with member's organizations, relevant government institutions and legislature.

The first Strategic Plan was implemented from 2003 – 2006; followed by the second one that was implemented from 2008 – 2010; third from 2011 – 2013 and forth from 2014-2016. The development of this Fifth Strategic Plan (January 2017 – December 2020) builds on the experiences gained, challenges faced and lessons learnt following the implementation of all the previous Strategic Plans of Policy Forum particularly findings from the review of the 2014-2016 Strategic Plan as well as changes in the operating context following the coming to power of the 5th Phase Government.

At foremost, we acknowledge the role played by network members, Board Directors, Conveners and Secretariat for their dedication and leadership in making this Strategic a reality.

Sincere thanks go to the representatives of the Government of United Republic of Tanzania and development partners for support offered on the thinking process and development of this Strategic Plan.

We would like to express our commitment to spearhead the implementation of this Strategic Plan from January 2016 to December 2020 aiming at realizing desired outcomes.

Bakar K. Bakar
Board Chairperson

Semkae Kilonzo
Coordinator

1. Introduction

1.1. A brief background of Policy Forum

The Policy Forum (PF) is a network of 74 Tanzanian civil society organisations established in 2003 and drawn together by their specific interest in augmenting the voice of ordinary citizens to influence policy processes that help in poverty reduction, equity and democratization with a specific focus on public money accountability at both central and local levels. The overall goal is to contribute to the evolution of democratic governance in Tanzania through enhanced capacity of various actors involved with holding their government to account. Policy Forum will work together to influence policy processes that improve the lives of all Tanzanians through enhanced governance and accountable use of public resources and effective protection for human rights.

The highest decision-making body is the General Assembly made up of all voting members of the network. Activities are overseen by a Board of Directors, elected by Policy Forum members to serve for a 2-year term of office and mandated to lead on the implementation of activities. The Board members manages a lean secretariat with 11 employees set up to coordinate, facilitate, monitor and report on the activities of the network.

PF operates with two working groups: The Budget Working Group (BWG) and the Local Governance Working Group (LGWG) that bring together members to influence national level budget processes and open participatory spaces at the local level respectively. The network also co-convenes other external working groups that the Extractives Industries Working Group (now Hakirasilimali) and the Tanzania Tax Justice Coalition (TTJC).

In it the 2014-2016 Strategic Plan, the vision and mission of Policy Forum read as follows:

Vision:

Policy Forum envisions improved quality of life for the Tanzanian people.

Mission:

Policy Forum will work together to influence policy processes that improve the lives of all Tanzanians through enhanced governance and accountable use of public resources and effective protection for human rights.

The overall objective was:

Overall Objective: Policy Forum seeks improved quality of life of the Tanzanian people through **enhanced governance and accountable use of public resources**, as well as the effective protection of human rights, by means of strengthening the capacity of CSOs to influence policy processes.

1.2. Overview of 2014-2016 Strategic Period

Policy Forum has an outstanding recognition within the Tanzania civil society domain and a reputation for building collaborative relationships with state actors to enhance the supply-side of accountability. This has given the network legitimacy amongst both government officials and members of parliament on one hand, and civic actors on the other. Several years of implementing the SAM tool in Tanzania has taught PF that it is more than simply building the capacity of demand-side stakeholders but include supply-side actors.

In the 2014-2016 Strategic Plan, the PF theory of change postulated that accountable service delivery emerges as a result of an inclusive, progressively informed and increasingly evidence-based discourse between the state and its citizens (and/or their representatives).

With the purpose of assessing the extent to which the objectives of the 2014-2015 Strategic Plan were achieved, PF initiated an external strategic plan review looking at the implementation in the years 2014 and 2015. The Review Team (RT) found that PF had built up a formidable national policy presence and reputation in Tanzania and significant evidence that PF had contributed to its boundary partners' thinking and behaviour although inadequate evidence of contributing to changes in their capacities. Moreover, the RT found little evidence that PF's activities had been intentionally designed to strengthening of Public Resource Management processes. These findings were attributed to the absence of a coherent Theory of Change (ToC) with a clear articulation of outcomes intended and lack of an M & E framework capable of collecting compelling evidence of impact.¹

As the PF Secretariat and the membership has reflected and debated on the findings of the review and the changing political context in Tanzania since the coming of a new administration that although is proactively working towards strengthening government accountability, has shown tendencies towards centralisation and limiting civic space creating a need for civil society to strategize on how to impact governance in such environment.

To this end, the new Strategic Plan for 2017-2020 aims at addressing the above challenges whilst building on its strengths in light of the current operating environment with a continued focus on public money accountability advocacy using social accountability initiatives.

¹ SAME INDICATORS (2016), Review Report: External Review of the Policy Forum Strategic Plan 2014-16.

2. Analysis of Current Operating Context

The political and policy environment in which Policy Forum operates in Tanzania is dynamic and constantly changing. Following the general election in October 2015, the Ruling Chama Cha Mapinduzi (CCM) party has returned to power under a new president John Pombe Magufuli. Under his new fifth phase administration in the first 200 days, observers have witnessed his government break with money politics of his predecessor and install a top-down approach to governance that has seen the tackling of corruption but shrinking of political and political space. The new Strategic Plan 2017-2020 has to take stock of these developments and be premised on a comprehensive analysis of the operating context in order for PF to focus strategically on the most relevant advocacy opportunities. The following is a summary of the context information most pertinent to the next strategic period.

2.1. Political

The existence of organised civil society in Tanzania predates independence, a time when faith-based groups were engaged in service-delivery in the education and health sectors. The post-colonial socialist government engaged with citizens in decision-making through trade unions and cooperatives from the village to national level. Post-socialism and the advent of a multiparty system saw interest from a few national NGOs to partake in reforming certain policies including those impacting negatively on Tanzania's debt burden and gender disparity in the mid-nineties.

Formulation of the Poverty Reduction Strategy Papers (PRSPs) gave renewed impetus and reason for civil society to participate in the development process in a more coordinated manner with their advocacy activities focusing on augmenting citizens voice. These efforts saw organized civil society forming networks as illustrated by the registration of the Policy Forum in 2003.

Since then, opportunities for CSOs to engage with political decision makers has been growing although setbacks such as the passage of restrictive laws for civil society such as the NGO Act of 2002, the Cybercrimes Act of 2015 and the Statistics Act of 2015, banning of newspapers and electronic media continue to make the environment challenging for advocacy work.

Although a new administration has come following the 2015 general elections showing an appetite to enhance governance, public money accountability and domestic resource mobilisation, it has shown tendencies towards centralization, restriction of political rights and limiting of civic space and media freedom which creates a need for civil society to strategize on how to impact governance in this challenging environment.

In the turn of the decade, a new Constitution was promised and a review process initiated by the previous government but in 2015 saw the process for its development completely stalled due to political wrangling and special interest lobbying. President Magufuli's new government is intended in reviving the process not from where it collapsed but by pushing for a referendum

for the Proposed New Constitution which was bitterly opposed by the opposition parties and civil society organisations.

Tanzania in the previous government had signed up to numerous initiatives such as the as the Big Results Now (BRN), the Extractive Industries Transparency Initiative (EITI), the Open Governance Partnership (OGP), The Tanzania Natural Resource Charter (NRC) Benchmarking framework for improved management of resources and the Open Data Initiative. It is still unclear how these will be positioned as focal areas under new 5th administration.

Civil society are in the process of making sense of this latest dispensation, the latest in the long evolution of state/non-state dynamics since independence. There are a number of uncertainties regarding the ultimate shape of the landscape ahead, the most important being the political ability of the new President to continue his reforming agenda in the face of entrenched politico-economic interests both within and outside CCM.

2.2. Economical

Tanzania has seen a decade of 7% constant economic growth despite a global economic downturn and austerity measures in countries of the global north. GDP has grown from \$17 billion to \$45 billion in the ten years from 2005 to 2015, according to World Bank figures. GDP per capita has not grown so fast, rising from \$434 in 2005 to \$840 in 2015, suggesting that the benefits of growth are accruing to a small section of the population. Annual flows of foreign direct investment have more than tripled to c. \$2.1 billion during the same period, according to the Tanzania Investment Centre.

Recent efforts by the 5th administration towards increased Domestic Resource Mobilization have also been impressive. For the financial year 2016/2017, of the Tsh. 29.5 trillion the government aims at collecting, Tsh. 18.5 will come from its internal sources including collection from the local authorities. This represents 62.5% of the total budget. Revenue tax is expected to be Tsh. 15 trillion which is 82% of the total domestic revenue and non-tax revenue and revenue from the councils on the other hand are estimated to be Tsh 2.7 trillion and 0.7 trillion respectively. The potential increase in revenues offers civil society organisations the opportunity to determine if the government has adequate funds available to progressively realize economic and social rights including addressing inequality, to encourage government towards prudent spending that reduces waste and work the country out of heavily dependence on aid. PF's Budget Working Group (BWG) and the Tanzania Tax Justice Coalition are examples of civil society efforts that can impact such policies.

Tanzania is a country endowed with hydrocarbon and solid minerals among other natural resources. Existence of unexploited energy sources (an estimated recoverable natural gas reserves of 57 trillion cubic feet estimated to generate potential government revenue of up to \$6 billion per year /TZS 10 trillion)² and minerals (Gold, Diamond, Gypsum, Gemstones, Iron Ore, Phosphate, Coal, Nickel, Cobalt, Tanzanite, Uranium) provide a high potential for economic growth.

² IMF Country Report No 14/121, May 2014

The future development of the natural gas and mining sectors and the establishment of a system of equitable distribution of the benefits that will arise from same will depend on the formulation and effective implementation of a legal and regulatory framework acceptable to both investors and the state. Recent history suggests that the state is not inclined to give much weight to the views of civil society on the formulation of regulatory frameworks for the natural gas sector. Legislation to govern the industry – the Petroleum Bill, Oil and Gas Revenue Management Bill and the Tanzania Extractive Industries (Transparency and Accountability) Bill – was forced through Parliament in the last days of the previous administration. Although civil society, the IOCs and Tanzania’s donors had asked for more time to review the Bills, their requests were ignored³. The Parliament was in uproar during the debate on the Bills and the opposition ultimately walked out.

Recently, Hakirasilimali, a civil society platform with huge potential to become more effective in influencing extractive industries related policies, laws and practices in the country, resolved to work towards formalizing itself.

2.3. Social inequalities

Despite the positive economic outlook, and due to years of weak policy implementation and systemic problems, service delivery in the country is unsatisfactory and poverty is still widespread. Social inequalities continue to increase particularly between the rich and the poor, between rural and urban areas, between women and men; not only in income, but in access to and control of property assets and in access to quality education, health & safe clean water.⁴ The Afrobarometer surveys also regressed views on economic conditions and service provision and found that small improvements in satisfaction with service provision and general governance lead to much larger increases in satisfaction with the overall economic condition of the country.⁵ The survey concludes that the government of Tanzania must address service delivery problems and corruption in order to ‘win its citizens’ confidence’.

The poverty rate remains high at 28.2% and the marginalized in particular, are acutely and disproportionately affected. Although the basic needs poverty rate declined by 5% over the previous five years, it remained as high as 28.2% in 2012. In rural areas, this figure rises to 33.3%. Food poverty was experienced by 9.7% of the population. Given the current annual population growth rate of 2.7%, these figures indicate an increase in the absolute numbers of people living in poverty. On a positive note, during the same period, life expectancy has increased from 53 years to 61 years, partly attributable to improved response to HIV/AIDS, and infant mortality rates have declined significantly. Despite a low GDP per capita ratio, Tanzania’s Human Development Index ranking is improved by its relatively higher ranking on measures of life expectancy, adult literacy and school enrolment. Tanzania’s overall world ranking on UNHDR was 151st in 2015, up from 159th in 2007.

³ Anyimadu, A., (2016)

⁴ Prof. Marjorie Mbilinyi, Gender Equality and Women Empowerment (GEWE), SDGs and Five Year Development Plan (2016/17-2020/21)

⁵ <http://www.afrobarometer.org/data/tanzania-round-6-data-2015> (accessed 8/10/16)

A policy bias towards the promotion of largescale investments in agriculture, tourism and mining is observed as well as a lack of strong support for small-scale producers. This has led to land grabbing & loss of sustainable livelihoods for many small-scale producers in many regions of the country, a large portion of whom are women. Women also depend on family economic activities more than men, and are especially vulnerable given the interaction of patriarchal and corporate globalisation structures and systems.

Seventy-four per cent of Tanzania's people gain their livelihood from agriculture, and the growth rates have not been impressive considering the expansion of the population and therefore the sector has contributed little or nothing to rural income growth. There is also evidence of an increasing urbanisation of poverty as a result of rural economic stagnation. The population of Dar Es Salaam, currently c. 4 million, is projected to reach 6.2 million by 2025⁶. Dar is now one of the fastest growing large cities in the world. Looking further forward, the population projections for Tanzania are startling. The United Nations sees the national population at 130 million by 2050, of which slightly more than 50% are likely to be living in urban areas. This level of growth will put severe pressure on urban service provision and, possibly, social stability.

This offers an opportunity for civil society to renew efforts to tackle gender inequality and regional disparity not merely as a means for economic growth or prosperity, but as a basic human right and a fundamental value for social justice by making it a key cross-cutting goal and issue in all sectors and at local and central government level. This includes advocacy towards enhancing the activeness of youth and women groups to engage in policy and budget processes and leadership, working with marginalized groups such as pastoralists, farmers and the disabled and due to their increasing role, working with religious leaders and their institutions.

2.4. Technological

The advent of the National ICT broadband backbone (NICTBB) infrastructure will enhance usage of ICT applications that will see increase in usage of the internet in Tanzania. By the end 2014, there were 7,590,794 internet users representing 4.5% of the population and by June 2016, there were 3,700,000 Facebook subscribers representing a 7.0% penetration rate.⁷ This move amongst Tanzanians, particularly youth, towards web-based spaces means that Social Media such as Twitter and Instagram platforms are advocacy tools that provide prospects for new ways to communicate policy issues and impact processes. The way civic actors on the continent organize, exchange ideas, research and disseminate information is already changing and their peers in Tanzania have to keep up, despite the recent enactment of the Cybercrimes Act of 2015 and the Statistics Act of 2015 and the state monitoring of electronic media that make the environment challenging for advocacy work.

⁶ AfDB, (2014), *Tracking Africa's Progress in Figures*.

⁷ Internet World Stats, 2016. Internet Usage and Population Statistics for Africa: <http://www.internetworldstats.com/africa.htm#tz>

2.5. General Trends in the Civil Society Sector

There are uncertainties on the environment CSOs currently operate. CSOs (specifically those working on influencing governance and accountability) are labeled as supportive the opposition and are seen to be engaging in politics (it is debatable whether one can disentangle policy issues from politics). The environment remains restrictive, threatens fundamental freedoms and provides extraordinary discretion to authorities. Recently passed laws such as the Cybercrime and Statistics laws have potential to threaten human rights activists and freedom of expression. This is in tandem with worldwide concern regarding the shrinking space of CSOs to engage in advocacy work.

The way forward for civil society may be to make alliances with reforming allies within the administration. In doing so it will be necessary to develop a political awareness of where power now lies within Ministries and Departments concerned with service provision, extractive industries and climate change. The aim may be to develop formal interfaces between coalitions of civil society working in specific sectors with corresponding sections of national government. Similar efforts should be made at regional and district level to identify individuals supporting reform rather than pre-existing entrenched interests. However, in order to enhance the prospects of gaining a seat at the table, civil society coalitions will need to perform a useful function. This could mean becoming the provider of reliable and well-presented research or information on the status of, say, service provision. In the absence of this type of quality input it will be easy for government to dismiss civil society as groups wishing to have meetings for the sake of meetings. Production of such inputs will necessitate stronger national/local CSO linkages, strong research methodologies and more consistent coordination and oversight at district level.

Internally, the nature of CSOs networking like limited collaboration among CSOs also poses a risk. Advocacy issues are not well-coordinated lacking coherence and resulting in mixed messages for targeted audiences. NGOs based in rural areas are largely excluded from national policy processes. The shift in financial resources away from policy advocacy, for example, to support Climate Change-related initiatives, which can affect future funding and their work. Longer term measures towards innovative, predictable and sustainable sources of funding will have to be sought.

2.6. Overview of Strengths, Weaknesses, Opportunities and Challenges (SWOC)

A reflection of internal (strengths and weaknesses) and external (opportunities and challenges) operational environment of the Policy Forum revealed the following:

2.6.1. Analysis of Internal Operating Environment

Strengths

- **Member-led network:** PF is a member-led network of civil society organizations with a strong tradition of consensus decision making.
- **Professional Secretariat:** The Secretariat, set up to coordinate, facilitate, monitor and report on the activities of the network, has professional and committed staff with a very minimal staff turnover. It also has a strong organizational governance structure and its activities are overseen by a Board of Directors, elected by Policy Forum members to serve for a 2-year term of office and mandated to lead on the implementation of our activities.
- **Reputation:** PF has good working relations and reputation amongst policy and government decision makers as well as other stakeholders. It is known to have the knowledge and experience in its advocacy area amongst CSOs, both local and international, as well as the media. The diversity of its members in terms of thematic areas they are working on give it a large pool of expertise.
- **International collaboration:** The PF network collaborates with like-minded external non-profit organisations such as the Public Service Accountability Monitor (PSAM), the International Budget Partnership (IBP), the Natural Resource Governance Institute (NRGI) and the Tax Justice Network – Africa (TJN-A) as mentors, providing a wealth of knowledge to members.
- **Clear vision and mission:** The organisation has an easily-grasped vision and mission that helps the network set priorities, build unity and give directions to its members.

Weaknesses

- **Weak M&EL System:** The organisation has a weak M & E framework that is not capable of collecting compelling evidence of impact for the work it does and does not capture well what PF members are doing. The Secretariat has not been proactive in capturing information from members and equally, members are not proactive in sharing information with the secretariat (a tool is needed).
- **Theory of change:** The PF Theory of Change (ToC) is not detailed. To observe whether PF activities are contributing to outcomes, the organisation requires a ToC with a clear articulation of outcomes.
- **Clarity of Secretariat role (Convener or an Implementer):** After the adoption of SAM, the PF Secretariat was seen to play the dual role of convener for broader policy analysis for CSOs and SAM implementer.
- **Patchy participation:** Members Participation in PF Network (most members are not active). Some members not belonging to the working groups or engaging in PF's work.
- **Failure to adapt to changing context:** keeping up with new developments in implementing the SP (e.g. FYDP). The new Strategic Plan should be aligned with the FYDP II and the SDGs and other national frameworks.
- **Unrealistic expectations from members:** Varying motives and expectations amongst PF members, e.g. some expect to get funding from the secretariat others capacity, etc.

Balancing expectations from members against reality and the capacity of PF, e.g. members expecting financial resources from PF instead of PF expecting from them.

- **Inadequate capacity of members to do policy analysis:** there is disparity in the capacities of member organisations to undertake policy analysis.

2.6.2. Analysis of External Operating Environment

Opportunities

- **Fifth administration:** There is early indication that the Fifth Government will have a solid commitment on strengthening accountability. The administration began by tackling official waste and corruption and curbing unnecessary tax exemptions all of which have been civil society advocacy issues for many years.
- **Availability of financial resources (funds):** despite the concerns of diminishing donor funding after the global financial crisis, governance and accountability advocacy work remains an area to support with core donors still interested provided innovative ways of overcoming the challenges of the past are outlined by civil society and more investment is accorded to organizational learning.
- **The Five-Year Development Plan II:** Policy Forum has opportunity to align the 2017-2020 Strategic Plan with the FYDP and the SDGs as well as other national frameworks.
- **Like-minded international organisations:** Collaboration with External CSOs like the Public Service Accountability Monitor (PSAM), the International Budget Partnership (IBP), the Natural Resource Governance Institute (NRGI) and the Tax Justice Network – Africa (TJN-A) are committed as mentors.
- **Reputation of PF amongst stakeholders:** Policy Forum has an outstanding recognition within the Tanzania civil society domain and a reputation for building collaborative relationships with state actors to enhance the supply-side of accountability. This has given the network legitimacy amongst both government officials and members of parliament on one hand, and civic actors and donors on the other.
- **New communication tools, social media networks and others for information sharing:** Tanzanians, particularly the youth, are moving towards web-based spaces such as Social Media (Facebook, Twitter and Instagram) platforms that are advocacy tools providing new ways to communicate policy issues and impact processes.

Challenges

- **Political unpredictability:** The new administration's approach to policy implementation appears to lack consistency and coherence and it remains to be seen how effective this will be without key stakeholder involvement from both civil society and private sector actors.

- **Government institutions' attitudes:** Members have consistently expressed concern that some government officials do not always acknowledge the value of CSO work. This also comes with government officials closing out NGOs that are advocacy oriented (exemplified by barring them to meetings or engaging them in consultations on short notice, passing bills under the Certificate of Urgency etc).
- **Unrealistic expectations from community:** PF Members expressed that often citizens expect their advocacy work to win results as quickly as the NGOs providing essential services such as education and health. Some NGOs go defunct before community members see the results of their advocacy efforts. Because of the long-term nature of advocacy work, civil society has to work to manage expectations and to engage citizens more proactively from the start and sensitize them about their real power to effect change.
- **Attribution challenge:** PF members expressed that the pressure to attribute results to their interventions (when the intervention caused the outcome) can create unnecessary competition between civil society organisations working in the same geographical or thematic area (especially when others believe the intervention may have contributed – helped cause the outcome). This pressure to own such results was seen as emanating from donors who are equally under pressure to obtain outcomes for the work they support.
- **Absorption capacity:** Some members noted that there was availability of resources (funds) but the absorption capacity within the network membership was weak due to some organisations' inability to grow institutionally. Members will have to build this capacity while at the same time working to improve good practice, accountability and public transparency.

2.7. Stakeholders Analysis

The Policy Forum identified the following (sets) of stakeholders with whom it sees potential for collaboration:

Stakeholder Category	What they do	Possible areas for collaboration
<ul style="list-style-type: none"> • Member organizations • Other non-PF Civil Society • Gender Groups • Other Foundations, Trusts and Societies • Media (TV, Radio, Social media houses) • Individual citizens 	<ul style="list-style-type: none"> • Create awareness • Disseminate information • Gender mainstreaming • Stimulate debate • Provide space for activists 	<ul style="list-style-type: none"> • Create dialogues on policy issues • Disseminate information • Talk shows • Setting live events • Investigative information
<ul style="list-style-type: none"> • Funding Institutions • Charitable foundations • International CSO Partners 	<ul style="list-style-type: none"> • Financial support • Capacity building in Research and Analysis • Networking 	<ul style="list-style-type: none"> • Lobbying and Advocacy • Research and analysis • Learning
<ul style="list-style-type: none"> • Parliamentarians • Local Government Authority (LGAs) • Full Council • Financial, Sector and thematic committees • ALAT 	<ul style="list-style-type: none"> • Lawmaking, oversight • Local Governance oversight • Make by laws • Coordination 	<ul style="list-style-type: none"> • Policymaking • Capacity building in SAM • Advocacy • Production and dissemination of information • Planning and resource allocation • Form strategic partnerships
<ul style="list-style-type: none"> • District Council Officials • Chief Executive Officers, • Head of Departments (CMT) 	<ul style="list-style-type: none"> • Implementation of council plans, policies and by laws • Council meetings 	<ul style="list-style-type: none"> • Information sharing • Capacity Building • Relationship building

	<ul style="list-style-type: none"> • Coordination and monitoring of council work plans • Stakeholder coordination 	<ul style="list-style-type: none"> • Stakeholder's meetings
<ul style="list-style-type: none"> • Central Government • Ministries • Departments • Agencies • LGAs 	<ul style="list-style-type: none"> • Policy formulation • Resource mobilization • National level: Coordination and monitoring of plans and policies • LGA level: implementation of policy guidelines and regulations in LGAs • Oversight • Human rights, governance, accountability and integrity 	<ul style="list-style-type: none"> • Information sharing • Policy processes • Policy advocacy • Joint initiative • Equitable resource allocation

2.8. Way forward for Policy Forum

The arrival of the 5th Phase Administration has created widespread uncertainty for civil society. The ad hoc nature of Executive actions, particularly in the area of the removal of public officials, seem to side line existing accountability institutions, whatever faults these may have. The President's intention to reduce corruption in revenue collection and wastage in government expenditure in order to provide funding for improved service provision provides some impetus for civil society to take some advocacy interventions.

Seek reforming allies

Taking a positive outlook, there is an opportunity for Policy Forum at national and local level to work identify and build relationships with politicians and officials within the administration who are fully behind the reform agenda in the area of service provision. These are Local Government Authorities, Line Ministries, Departments and Agencies such as NAOT, CHRAGG and Ethics Secretariat.

Build relationships with allies in high level authority

However, in order to get administrative buy in to a civil society role in efforts to improve service provision at regional and local level it will be necessary to create an understanding at the highest level. It will therefore be necessary for Policy Forum to build trust with allies in the administration at a senior level and identify areas where civil society can assist reform efforts. These discussions could include advocacy for the formal establishment of more effective civil society/government interfaces at sectoral level for the purposes of providing information, advice and constructive criticism in a non-confrontational setting.

Although it may seem that building closer civil society links with government will bring the possibility of accusations of co-option, such a course of action may be the most practical at the present time. Civic space has been considerably constrained by recent legislation relating to cybercrime and the dissemination of statistics. Also, government policy is firmly orientated to a reduction in donor dependence and foreign influence at central government level is waning. The focus appears to be shifting towards stimulating development on Tanzanian terms with less emphasis on conforming to international norms. The dilemma for civil society, certainly at national level, is that funding is dictated by international terms. The current environment may constrain the options for civil society in the near future to implementation and monitoring in service provision. Although this is far from ideal, there are gains to be made as improved service provision can be a key driver of a more egalitarian form of economic growth.

Enhancing advocacy capacity

Possibly the most important attribute that Policy Forum will need to build effective relationships with the administration will be to bring something useful to the table. This could be to present advice/advocacy backed up by solid research that informs policy and implementation on service provision or to provide a service. The key to effective national advocacy is a steady flow of reliable information from district level. Linkages between Dar policy makers and grassroots

reality are currently not strong enough to either provide sufficient feedback on policy implementation or to create flows of information in the reverse direction. Although a few national level advocacy organisations have engaged in district level budget and service monitoring, the aggregated information has rarely made an impact at national level. The way forward in the medium term may be to explore the advocacy potential, at sectoral civil society/government fora, of quality local level monitoring to provide a picture of service provision, planning and implementation at local level.

3. Strategic Focus: 2017 - 2020

3.1. Conceptual Frame & Theory of Change

The analysis of the current operational context demonstrates a worrisome trend towards restrictive political rights and shrinking of civic space and media freedoms in Tanzania that risks eroding gains the country has made in the last two decades in democratic governance and the development process. Policy Forum recognises that poverty and ineffective governance is linked to the abuse of political power, undemocratic practices, exclusion, disempowered citizenry and unaccountable and unresponsive leadership.

Moreover, the examination of the context shows that social inequalities in the country remain structural, entrenched and endemic. To contribute to the reduction of poverty and create opportunities for investment and growth that will benefit all groups in society, particularly the most vulnerable, it is imperative that democratic governance is strengthened and civic groups and individuals are empowered, especially in light of the capacity and financial challenges CSOs currently face internally.

The current operational context, nonetheless, is also marked with opportunities to facilitate poverty reduction and improved service delivery like the consistent economic growth seen in the last decade, unexploited natural resources with the potential to drive the economic growth further and ITC tools that provide prospects for new ways to communicate policy issues and impact processes.

These developments offer Policy Forum with a fresh opportunity to re-examine its framework for enhancing poverty reduction, equity and democratization through improvement of public money accountability using bottom-up approaches. Since 2008, PF worked under the assumption that a more bottom-up and holistic way of addressing accountability challenges would translate to substantive improvement in service delivery at the community level.⁸ To this end, PF incorporated the Social Accountability Monitoring (SAM) methodology⁹ as a solution to the reactive, piecemeal and fragmented nature by which the network previously tackled the issue of governance and accountability.

⁸ Policy Forum (2007), Incorporating Social Accountability Monitoring, PROPOSED ADDENDUM TO POLICY FORUM STRATEGIC PLAN- NOVEMBER 2007

⁹ SAM is a rigorous methodology developed by the Public Service Accountability Monitor (PSAM) at Rhodes University in South Africa and now used by civic actors in several SADC countries including Tanzania.

Although the network still sees enormous value in CSO monitoring of SAM's five major Public Resource Management (PRM) processes¹⁰ for the improvement of service delivery from the lessons it has learned in the last 8 years, the pace of progress is not transformative and rarely sustainable over time. In other words, the previous underlying premise was that enhancing the capacity of demand-side actors to evaluate the performance of supply-side actors using the 5 PRM processes, and the improved ability of the demand-side to engage with duty-bearers and recommend systemic changes at both the local and national levels, would lead to improved service delivery.

It is now acknowledged by PF and recent development literature that improved governance is not principally about rights holders getting duty-bearers to improve systems in the interests of development but about both the demand and supply sides of accountability working together to solve collective action problems in a highly interactive and highly political manner that puts more emphasis on learning rather than the implementation.¹¹

In light of this and the lessons learned, PF presents a conceptual logic is premised on the following:

- That while the demand-side of public money accountability is necessary for responsive governance, it on its own is not sufficient for effective improvement of service delivery and a hybrid approach that involves working with the supply-side to solve collective action problems and top-down mechanisms also play a key role;
- Service delivery challenges are caused by resource flow bottlenecks and policy incoherence in the system and SAM interventions and other social accountability approaches can help identify these and provide the space for prescriptions to emerge but they are not the sustainable solutions in themselves.
- That a vibrant civil society and active citizens are key to building the enabling environment and that capacity building towards policy analysis, advocacy through policy debates and campaigns, participation and effective monitoring of government policy decisions are critical tools for facilitating and enabling desired change;
- That a committed PF network of members, Working Groups and Board of Directors and a capable secretariat - play a vital role in building a vibrant PF and like-minded civil society organisations and using the enabling environment to play the role of convener and broker by encouraging rights holders and duty-bearers to work together to emerge with context-specific solutions.
- That to improve the impact of SAM and other social accountability approaches, the PF network should be documenting in detail feedback from member organisations and their interventions, processing and analyzing the information and learning about what contributes to positive changes in governance and accountability, what does not and why. The evidence should then be shared widely to help deepen sustainable impact.

10 The Five PRM processes are: 1) Planning and Resource Allocation; 2) Expenditure Management; 3) Performance Management; 4) Public Integrity; and 5) Oversight.

11 David Booth and Diana Cammack (2013), Governance for Development in Africa: Solving Collective Action Problems.

- That the learning has to enable the PF network to be adaptive in its programming and be sensitive to the complexity of public money accountability challenges facing Tanzania.

In achieving the above, it requires that Policy Forum focus on the following vision and mission, remain guided by the shared values in achieving the desired change, as outlined in the Theory of Change (see Annex 1).

3.2. Vision and Mission

Policy Forum has a well-defined identity comprising vision and mission statements. These are elaborated so:

Vision

Policy Forum envisions improved quality of life for the Tanzanian people

Our Mission

To influence and monitor the implementation of policies for enhanced governance and accountable use of public resources.

3.3. Core Values

Policy Forum will be guided by following ideals:

- **Solidarity:** we will build coalitions with like-minded individuals and entities, committed to our mission.
- **Independence:** The network members are autonomous and non-partisan organisations, answerable to own mission, values and governing bodies rather than the instructions of any local, national or foreign government.
- **Participation:** We believe in participatory democracy and will work to promote democratic space for citizen voice and action.
- **Equality:** All people are equal, we will actively promote human rights, dignity, equity and inclusion of all.
- **Accountability:** we will promote transparency and accountability in our organizations, partnerships and in society.
- **Integrity:** Committed to high standards of honesty and strong moral principles.
- **Learning:** We will strive for quality and excellence, and a culture of learning and reflection.

Policy Forum Theory of Change

The PF Theory of Change (ToC) builds on the above conceptual frame, vision, mission and core values.

Desired Change:

Improved Service Delivery through enhanced governance and accountable use of public resources

Long-term organisational impact:

Contribution to enhanced governance and accountable use of public resources by improving civil society capabilities and opportunities to influence and monitor policies.

This desired organizational impact is what underpins PF's vision and mission of improved quality of life for the Tanzanian people by influencing and monitoring the implementation of policies relating to accountable use of public resources.

Intermediate outcomes:

Based on mission of the Policy Forum, previous experience as well as the contextual analysis and desired change, the four years Strategic Plan (2017 -2020) will focus on the following three outcome areas:

- **Outcome 1.** Strengthened PF members' capacity to influence and monitor the implementation of policies relating to public resources
- **Outcome 2.** Improved State responsiveness to Policy Forum's advocacy agenda relating to the accountable use of public resources
- **Outcome 3.** Institutional effectiveness and efficiency of Policy Forum network is sustainably enhanced.

These outcome areas will, however, still be anchored by the following elements that existed in the previous strategic plan:

- CSO networks outside of Dar es Salaam will continue to play a crucial role in the activities of the network with the recognition that it is they are crucial in demanding **accountability and responsiveness** from and collaborating with local authorities.
- Public resources are partly acquired through domestic resource mobilization hence **tax justice issues** will continue to play a crucial role in Policy Forum's work and with recent discoveries of large deposits of natural gas in Tanzania, **revenues from the extractive industries**, the network has a major role to play in this area.
- PF will sustain its efforts to **mainstream gender** and other crosscutting issues in its public money accountability work. PF will at the beginning of 2017 prepare a new gender plan that will promote gender mainstreaming in its policy advocacy work, in alignment with the Strategic Plan 2017-2020 by elaborating the gender results in all its three outcome areas and will include relevant indicators to measure the success.

- Members will 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 PF's strategic. The Secretariat will continue to offer support and advice on such matters.

However, the following aspects will be major changes in the strategic period:

- **Convener Role of the Secretariat:** Policy Forum members in 2016 resolved to revert the role of the secretariat to policy convener/facilitator as it was prior to the adoption of SAM in 2008 and organize away from its 2008 - 2016 role as SAM actor/leader. Given the current operating context, PF sees exciting opportunities ahead to facilitate social accountability work of its members as a convener, including making national-local accountability linkages more explicit and strengthening PF member's capacity in this regard.
- **SAM partnerships:** due to the above resolution regarding the role of the Secretariat as convener, PF will from 2017 drop the SAM implementation through partnerships with member organisations that began with the adoption of SAM where the network entered collaboration agreements with partners working at regional level outside of Dar es Salaam for 2 years with the aim of supporting their SAM work. It was assumed then that after 2 years of close collaboration, the partner will be in the position to continue this work with minimum support. Reflection sessions with the Board, Working Group Conveners and members helped inform this new SAM direction of the Secretariat reverting to the convener role by facilitating and convening SAM learning sessions for members and helping members document impact and drawing lessons on the application of SAM. Moreover, nearly all member organisations have been provided with some level of SAM training since 2008 hence there has been somewhat an exhaustion of potential member organisations to train (both in terms of individuals and organisations).
- **Role of the membership:** Well-resourced member organisations have role in helping the Secretariat less resourced members to enhance their advocacy capacity to influence national and local processes; all member organisations will help disseminate PF materials to policy makers, other civil society organisations and the general public; help source funds for the network (membership fees and membership contributions); participate as part of the network in national policy processes and other roles that incidental or conducive to the attainment of PF objectives.

PF theorizes that all the above outcomes are preconditions for the network's successful advocacy towards influencing coherent policies and norms relating to public resource management and accountable governance and monitoring their implementation. The first outcome intends to give effect to growth of PF members' capacities to produce evidence regarding the influencing of policy processes and monitoring of the implementation and impact of policies relating to public money accountability. The second outcome is designed to enhance government responsiveness to PF's public money agenda. This will include the government adoption of provisions and processes that PF deems will give effect to accountability norms, for instance improved public access to budget, extractive industry contracts and revenues and

broader tax information. The third outcome seeks to strengthen PF's institutional ability to efficiently and effectively deliver the two preceding outcomes. This includes the Monitoring, Evaluation and Learning system of PF being strengthened, the Secretariat effectively and efficiently managing its resources, Policy Forum governance being strengthened and the financial availability and sustainability being enhanced. Embedded in the ToC is the following results chain linking the Intermediate outcomes with the organizational impact (see the Schematic Representation on page 24):

Enhance the ability of PF members to influence and monitor implementation of policies

so that

They can collect evidence and formulate appropriate messaging targeting the Executive and parliament relating to the accountable use of public resources

so that

The Executive and parliament increase their interest and knowledge on policies for the accountable use of public resources

so that

policies and/or their implementation change

which will

contribute to enhanced governance and accountable use of public resources

so that

Service Delivery improves

For the Schematic Representation of the Theory of Change, please see Annex 1

4. Key Strategic Interventions

4.1. Description

In achieving the planned impact of "**Contribution to improved service delivery through enhanced governance and accountable use of public resources**"; this Strategic Plan is intended to contribute to the positive realization of the following three outcomes:

Outcome 1: Strengthened PF members' capacity to influence and monitor the implementation of policies relating to public resources. In achieving this outcome, the following outputs will be delivered:

1.1 *PF members are equipped with knowledge and skills to analyse policies*

This output would be achieved through the training of PF members on policy analysis, documentation and information packaging primarily through the Budget Working Group and the Local Governance Working Group. Building the capacity to analyze and produce policy related publications, as well as to produce and disseminate relevant position papers.

1.2 *Improved Policy Forum members' learning for effective monitoring of public budget and policy processes*

In achieving this output, PF will create incentives and a supportive learning environment for member organisations to learn from one each other so as to improve the effectiveness of their monitoring of public resources. This will include organising Quarterly Members Learning Meetings in Dar es Salaam as well as Zonal Reflection meetings upcountry, an Annual Learning Forum and effectively document and disseminate lessons learnt for all stakeholders involved in improving accountability and policy influencing work.

1.3 *Policy Forum members have access to tools and platforms to engage the public on budget and policy issues*

In achieving this output, PF will produce simplified versions of relevant policies and guidelines through working groups for public consumption, use media strategically to inform public on current relevant policies and legislative issues relating to public resources and continue to organize monthly breakfast debates on policy issues to broaden public understanding.

Outcome 2: Improved State responsiveness to Policy Forum's advocacy agenda relating to the accountable use of public resources. In achieving this outcome, the following outputs (services and products) will be delivered:

2.1 *Improved public access to budget, extractives revenue and tax information*

In achieving this output, the network members will use results of the Open Budget Survey (OBS) to advocate for greater transparency of the budget process, conduct

campaigns to encourage openness in the extractive industry value chain including contract and revenues transparency as well as encourage government to continue and improve on the production of simplified versions of key audit and budget documents.

2.2 *Policy Forum's domestic resource mobilisation agenda integrated by government*

This output would be achieved by conducting campaigns for reduction of tax exemptions, reviewing of Double Taxation Agreements (DTAs), as well as Illicit Financial Flows (IFFs) by developing reports on tax policy in Tanzania for advocacy targeting policymakers and MPs. The network will also advocate for the domestication and implementation of the African Mining Vision in Tanzania and follow up on the Stop the Bleeding Campaign (STB) tax justice campaign that was launched with MPs in 2016.

2.3 *Government are more accountable in the use of public resources including gender budgeting and policies*

Under this output, PF will analyze the national budget with a responsive and gender lens and work with the Parliamentary Budget Office (PBO) to sensitize parliamentary staff (institutional memory of parliament) on responsive and gender budget and policy analysis so as they can counsel MPs accordingly, develop policy briefs on responsive and gender budgeting and work with local councillors to improve responsive and gender sensitive budgets at the local level.

Outcome 3: Institutional effectiveness and efficiency of Policy Forum network is sustainably enhanced. In achieving this outcome, the following outputs (services and products) will be delivered:

3.1 *Monitoring, Evaluation and Learning system strengthened*

In sustaining the effectiveness and efficiency of delivering its mission, the Policy Forum will direct specific efforts in the improvement and institutionalization of the monitoring, evaluation and learning (MEL) systems and culture in the organization. MEL will form an integral part of everyone's responsibility. To start with a competent staff will be employed to manage a participatory performance monitoring strategy development process, review of data collection, analysis and reporting tools at organizational and membership levels be reviewed, and the training of all staff (and staff from selected member organizations) on how to carry out participatory monitoring and assessments. Parallel to this, an organizational learning strategy will be developed and operationalized. The organization is also committed to undertake the semi-annual and annual reviews of its Annual Operational Plans in a participatory manner. Both mid-term and final evaluations of this Strategic Plan are planned for, a process that will later feed into a participatory stakeholders strategic thinking process for developing next (6th) Strategic Plan document.

3.2 *Secretariat effectively and efficiently manages its resources*

In achieving this output, it is necessary to make necessary improvements in PF's

internal operating systems building on existing internal frameworks such as reviewing policies on Human Resources and Management system, an Administration and Financial manual, organizational advocacy and communication strategy, and the structure of the working groups. Integrated Management Information System (MIS) and Internal Audit function will be established, along with the development of an occupation health and safety policy. During this strategic plan period, a new training and career enhancement plan will be developed and implemented aiming to build the necessary capacity of staff, conveners, board members and selected leaders of member organization for effective and efficient delivered to the mission. The need to strengthen the manning levels in the administration and finance departments as well as monitoring, evaluation and learning will be given a higher priority.

3.3 *Policy Forum governance strengthened*

This output will be achieved by ensuring timely organization of the Annual General Meeting (AGM), all planned Board meetings, as well as the implementation of both AGM resolutions and Board recommendations. Board members will attend training on effective policy decision-making and board governance, and the secretariat will set aside resources for conducting annual retreats (and mini-retreats in the middle of the year) that is intended to invite members of the board, conveners and staff. Deliberate efforts will be made to enhance the accountability and facilitate conduction an Annual External Audit.

3.4 *Financial availability and sustainability enhanced*

During this strategic plan period, the following main activities are planned for implemented in achieving this intended output: review the fundraising strategy, and semi-annual joint donor meetings. Network members' annual subscription fee management and membership contributions, and the organization will establish a database on sources of funds/potential donors. Importantly, in ensuring its financial sustainability, Policy Forum is aiming at securing its own plot of land for development purposes.

4.2. Activity Outline

The outline of activities to be implemented under each planned output over the Strategic Planning period is presented in a Result Based Management Framework (**Annex 2**).

(Attached)

4.3. Assessment of Risks and Proposed Risk Management Plan

The following risks and risk mitigating measures have been identified:

	Risk factor	Likelihood	Background to assessment of potential likelihood	Impact	Background to the assessment of potential impact	Risk response	Residual Risk
1	Lack of commitment from donors to support the Strategic Plan.	Medium	Difficulties in obtaining firm commitment from donors.	High	Limitation of resources will limit full execution of SP.	<p>PF will review resource mobilization strategy to fit current reality and managerial staffs will be trained in resource mobilization.</p> <p>Careful budget monitoring to equilibrate resources with expenditures.</p> <p>Policy of not receiving more than 1/3 from individual DP.</p>	Change of areas of focus to support from donors can be foreseen.
2	Shrinking space for civil society	Medium	2015 as an election year and 2016 as the 1 st year of 5 th administration saw drafting of restrictive legislation and shrinking space for CS	Medium	<p>Restrictions on freedom of expression and media.</p> <p>FYDP II from Government does not mention role of CS.</p>	Opening spaces of engagement with parliamentarians and committees, as well as government.	Government and parliament may not want to collaborate with CSOs.

3	New line sectors (trade, construction/infrastructure, environment) not interested in working with Policy Forum	Medium	Difficulties in establishing collaboration with new ministries.	High	If no collaboration is established, work in new sectors will be hampered.	Consistent and open insistence on collaboration.	New line sectors not experienced in CSO collaborations.
4	Staff turnover and loss of institutional capacity and memory	Low	10 % annual staff turnover, which should not increase	Medium	Institutional memory will be threatened and established capacity diluted.	Ensure satisfactory working conditions, including updated and regular salary surveys.	External employment environment (market forces) could make PF less attractive for staff.
5	Incoherence of programme design resulting in declining support from member organizations	Medium	Competition between members and secretariat	High	Fewer members will play role in leading the PF agenda	Set up system to motivate and track membership commitment. Devise a conflict resolution strategy	Membership growth may stagnate due to focus areas being narrowed down.
6	Members' resistance to adhering to new learning culture	Medium	Members have low consideration of the importance of learning	Medium	Learning will be a Secretariat-only venture	Pilot learning with the 3 member organisations in 2017 and participatory framework formulation with other members.	Only members engaged in SAM may want to continue with new learning approach

5. Budget 2017-2020

OVERALL IMPACT	Contribution to enhanced governance and accountable use of public resources by improving civil society capabilities and opportunities to influence and monitor policies	Aggregate Outcome & Output Budget in TSH.	Aggregate Outcome & Output Budget in US\$
PROGRAMME BUDGET		6,950,090,000	3,232,600
Outcome 1	Strengthened PF members' capacity to influence and monitor the implementation of policies relating to public resources	4,353,320,000	2,024,800
	Output 1.1 <i>PF members are equipped with knowledge and skills to analyze policies</i>	443,330,000	206,200
	Output 1.2 Improved Policy Forum members' learning for effective monitoring of public budget and policy processes	1,576,165,000	733,100
	Output 1.3 <i>Policy Forum members have access to tools and platforms to engage on policy issues and the public</i>	2,333,825,000	1,085,500
Outcome 2	Improved State responsiveness to Policy Forum's advocacy agenda relating to the accountable use of public resources	1,088,760,000	506,400
	Output 2.1 Improved public access to budget, extractives revenue and tax information	253,915,000	118,100
	Output 2.2 <i>Policy Forum's domestic resource mobilisation agenda integrated by government</i>	581,575,000	270,500
	Output 2.3 Government are more accountable in the use of public resources including gender budgeting and policies	253,270,000	117,800
Outcome 3	Institutional effectiveness and efficiency of Policy Forum network is sustainably enhanced	1,508,010,000	701,400
	Output 3.1 <i>Monitoring, Evaluation and Learning system strengthened</i>	923,640,000	429,600
	Output 3.2 <i>Policy Forum governance strengthened</i>	442,685,000	205,900
	Output 3.3 <i>Secretariat effectively and efficiently manages its resources</i>	126,635,000	58,900
	Output 3.4 Financial availability and sustainability enhanced	15,050,000	7,000

OPERATIONS/ADMIN BUDGET FOR SUPPORTING		1,709,680,000	795,200
	Salaries for Supporting Staff	756,155,000	351,700
	Plant, Property & Equipment (PPE) Acquisitions	127,925,000	59,500
	Running Costs	825,600,000	384,000
Sub Total Strategic Plan Budget		8,659,770,000	4,027,800
Unanticipated/contingency (approx. 4% of budget)		346,390,000	161,100
TOTAL STRATEGIC PLANBUDGET (TZS)		9,006,160,000	4,188,900

6. Implementation Frameworks

6.1. Monitoring, Evaluation and Learning

During the previous Strategic Plan (2014-2016), PF intended to use a fusion model of Outcome Mapping (OM) and Results-Based Management (RBM) Logical Framework but this proved challenging due to the inability to secure dedicated staff to lead PF's MEL functions and the lack of clarity of MEL roles between the Secretariat and the member organisations. To bridge the gaps observed, for the 2017-2020 Strategic Plan the PF Secretariat has created the post of MEL officer to support this function and will take a different approach to enhance its learning by fusing RBM with 'Process Tracing' to deepen the understanding of the impact of the advocacy and policy influencing work that PF facilitates and help strengthen the 'contribution claims' by examining the processes where change is thought to have occurred and improve the credibility of the claims. A detailed Learning plan will be prepared in the first year of the strategic plan and a Result Based Management Framework is attached (Annex 2).

6.2. Financing Modalities and Management

Accounting, auditing and reporting will be undertaken by the PF in accordance with International Financial Reporting Standards (IFRS). Policy Forum has preference for a basket-funding approach in which donors and members contribute to the Policy Forum Strategic Plan. The PF Secretariat will prepare an Annual Plan and Budget at the beginning of each financial year which would be submitted to the Board for critique and comment and the final version would then be submitted to PF members for endorsement.

One agreed accounting and reporting mechanism would need to satisfy the needs of all PF donors. It would therefore need to be rigorous enough to satisfy the accountability needs of the strictest of the PF donors but would not require multiple accounting and reporting procedures thus minimizing transaction costs for the PF Secretariat and Board. PF does not engage in sub-granting.

A recent Risk Assessment concluded among other things that PF faces challenges to acquire commitment from donors to support the strategic plan as well facing competition from its own members for limited resources and that Board members do not have effective processes of evaluating their performance and appraise directors at least once a year. On the donor commitments, PF will review fundraising strategy to fit current reality and managerial staffs have expressed interest in acquiring skills on resource mobilization. Moreover, PF will identify new potential donors from those who do not traditionally fund governance work but now recognize its importance in other themes (e.g. climate change financing, infrastructure contracting, etc). This would not mean change of focus but rather communicating to others why they should be interested in supporting governance work at the national level.

Activity	Timing
Semi-annual progress report is submitted	January and July
Audited financial statements are presented together with Auditors' Management Letter	May the following year
PF mid-term review	2018
Final evaluation of PF Strategic Plan	March 2019

6.3. Governance

Day to day responsibility for management and implementation of the engagement and its outcome rests with PF. PF will assume the responsibility of holding an annual dialogue meeting with funding partners.

6.4. Gender Plan

Understanding how 'ordinary Tanzanians' are affected by policies requires an awareness that men and women, as they are often not affected in the same way, may not have the same needs and priorities. PF will at the beginning of 2017 prepare a new gender plan that will promote gender mainstreaming in its policy advocacy work, in alignment with the Strategic Plan 2017-2020 by elaborating the gender results in all its three outcome areas and will include relevant indicators to measure the success. Also, gender policies within PF as an institution and network will be reviewed.

Annexes

Annex 1: Theory of Change

(Attached)

Annex 2: Result Based Management Framework

(Attached Excel File)

Annex 3: Detailed Budget

(Attached Excel File)

Annex 4: Staff Structure

