Policy Forum is a network that seeks to contribute to improved service delivery through enhanced governance and accountable use of public resources by strengthening capacity of civic actors to influence and monitor the implementation of policies and enhancing state responsiveness to civic society’s advocacy agenda relating to the accountable use of public resources.

Our experience shows that when civil society can collect evidence and formulate appropriate messaging targeting government actors and parliament relating to the accountable use of public resources, there is a positive change in the implementation of policies and processes relating to public resource management.

This is why Policy Forum continues to seek exciting opportunities to facilitate social accountability work of its members as a convenor for collective learning and enhancing national-local linkages as well as working with champions in government to adopt provisions and processes that we believe will give effect to accountability norms like improved public access to budgets, extractive industry contracts and enhanced tax justice.
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## List of Abbreviations

PF – Policy Forum  
LWG – Local Government Working Group  
BWG – Budget Working Group  
MEL – Monitoring Evaluation and Learning  
SDG – Sustainable Development Goals  
FYDP – 5-Year Development Plan  
FORUM CC – Tanzania Civil Society Forum on Climate Change  
TGNP – Tanzania Gender Networking Programme  
TRA – Tanzania Revenue Authority  
EFD – Electronic Fiscal Device  
IDRAS – Integrated Domestic Revenue Administration System  
SMEs – Small and Medium Sized Entrepreneur’s  
Repoa – Research on Poverty Alleviation  
NRGI – Natural Resource Governance Institute  
LHRC – Legal and Human Rights Centre  
APNAC – African Parliamentary Network against Corruption  
AGM – Annual General Meeting  
TGR – Tanzania Governance Reviews  
SEATINI – Southern and Eastern Africa Trade Information and Negotiations Institute  
TTJC – Tanzania Tax Justice Coalition  
PBO – Parliamentary Budget Office  
PEA – Political Economy Analysis  
ToC – Theory of Change  
MoU – Memorandum of Understanding  
PO-RALG – President’s Office – Regional Authorities and Local Government
CSO – Civil Society Organisations
YPC – Youth Partnership Country-Wide
PR – Public Relations
FoA – Freedom of Assembly
FoE - Freedom of Expression
DTA – Double Taxation Agreement
TJN-A - Tax Justice Network-Africa
AMV – African Mining vision
LGAs - Local Government Authorities
BITs – Bilateral Investment Treaties
PBO – Parliamentary Budget Office
MPs – Members of Parliament
GRB – Gender Responsive Budgeting
PSAM – Public Service Accountability Monitor
MIICO – Mbozi Ileje and Isangati Consortium
ANSAF - Agricultural Non-State Actors Forum
SAM - Social Accountability Monitoring
MRENGO – Mtwara Regional Non-Governmental Organisation
OSHA - Occupation and Safety and Health Agency
PPP – Public- Private Partner
NGO – Non- Governmental Organization
KCD – Kiteto District Council
CAG- Control Audit General
MOFP – Ministry of Finance and Planning
STIPRO – Science, Technology and Innovation Policy Research Organization
WC –Ward Councillors
SP – Strategic plan
PRM – Public Resource Management
LGDG – Local Governance Development Grants

ATAF – African Tax Administration Forum

MLI – Multilateral Instrument
Introduction

The Policy Forum (PF) is a network of 77 Tanzanian civil society organizations 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. Policy Forum works together to influence policy processes through enhanced governance and accountable use of public resources by the Tanzania government.

2017 represents the first year of PF's 4-year strategic plan (2017-2020) aimed at focusing heavily on integrating constant reflection and learning during implementation of the network's advocacy activities, an aspect that is increasingly becoming a centre of discussion within civil society, development and academic circles. This report captures 12 months of PF's experience embarking on this new journey that has brought optimism about the re-emergence of the relevance of CSO networks in Tanzania as well as warnings of the burden of expectation upon them and the different political dimensions that surround them and affect their work.

The report has four main sections. First, it provides an account of work done under the network's outcome 1, to strengthen PF members' capacity to influence and monitor the implementation of policies relating to public resources. Second, it covers the activities carried out with the intention of enhancing state responsiveness to Policy Forum’s advocacy agenda relating to increased domestic resource mobilization and the accountable use of public resources. Third, it outlines the efforts done to improve PF's own institutional effectiveness, efficiency and sustainability including monitoring, evaluation and learning which are of increasing salience, governance issues and financial aspects of operations for 2017. The last and concluding section places the report in perspective and proposes ways forward going into 2018.
OUTCOME 1: Strengthened PF members’ capacity to influence and monitor the implementation of policies relating to public resource.

PF theorizes that enhancing PF members’ capacities to monitor and analyze the implementation and impact of policies and processes relating to public money enables them to produce the necessary evidence to influence decision-making that translates into policy actions that bring about transparency, accountability, participation and democratic governance. In 2017, PF members were trained on policy, budget analysis and advocacy skills and the Budget Working Group produced budget and tax policy briefs and several position papers that were shared with members of parliament during dialogues, the government and the public. This section describes those outputs and their achievements in more detail.
Civil society organizations equipped with knowledge and skills to analyze policies

To enhance PF members’ ability to effectively engage with policy makers, through evidence-based advocacy for impact, the network organized several training sessions for aimed at improving their understanding and analysis of public budgets, advocacy strategies and baseline knowledge of the Sustainable Development Goals (SDGs). As a result of the trainings, the Budget Working Group (BWG) and Local Government Working Group (LGWG) were able to produce policy briefs related to 2017/18 national budget and other policy current issues relating to PF advocacy areas. The details of the briefs are explained below.

Policy briefs on several sectors and themes including agriculture, the FYDP II, SDGs, extractive industry, water, trade, industry were produced to call upon the government to consider the recommendations proposed by civil society.

Agriculture: Together with ANSAF, PF analyzed the revenues the government is losing from the agricultural sector for the attention of policymakers. The policy brief first explains the importance of the sector to the economy and how much it is likely to improve its contribution to inclusive growth if the potentials are well exploited. For instance, it urges halting the importation of agro-products that could be produced domestically to improve value addition in the country.
PF, in collaboration with FORUM CC, OXFAM, Action Aid and TGNP, produced yet another policy brief on the agriculture, livestock and fisheries sectors. The brief reflects the expenditures of about 10 financial years from financial year 2007/8 to 2016/17 and compares whether this year’s estimates are realistic given past trends. The analysis shows that budget allocation to this ministry continues to drop each year and recommends an increase.

**Natural resource:** A policy brief on the natural resources sector was produced by FORUM CC and PF and it focused mainly on the budget allocation for the financial year 2017/18 again showing that the amount allocated this year is lower compared to the previous financial year risking efforts towards the mitigation of the negative impacts of climatic change.

**FYDP II:** Policy Forum through the LGWG has produced a simplified version of the FYDP II titled "National Five Years Development Plan II (FYDPPII): How Do We Improve Implementation in the Local Government Authorities?“ The document was shared to PF members and other stakeholders to help monitor the implementation of FYDP II at the Local Government Authority level and communicate the status of the implementation at the national level.

**SDGs:** Regarding SDGs, the working groups produced a policy brief which describes localized goals in Tanzania as well as mechanisms set in implementing the same. The document will be used by PF members and other stakeholders to track the implementation of SDGs in their localities and communicate it further at the national level during the engagement with decision makers.

**Education:** HAKIELIMU analyzed the basic education budget of the 2017/18 financial year for the BWG. Some of the issues raised in the brief were the budget allocation, status of the free fee basic education while the schools' infrastructures remain a great challenge. Village girls are also reported in the brief to either use inappropriate materials to manage menstrual flow or/and opt to not attend school.
during the 3-4 days of their menses. This analysis was shared at various engagement meetings organized by the Budget Working Group as described under Outcome 2 below.

**Industry, Trade and Investment:** This brief urges the Government to improve Domestic Resource Mobilization by focusing on fixing the Revenue leakage to secure financing/Revenue for development plans with Trade and Industrial sector and ultimately improve public service delivery for marginalized community. Moreover, the brief urges the government to improve financing for participation, involvement and realizing the contribution of women and marginalized communities in the national budget and the implementation of development plans and programmes.

**Water:** Water analysis highlighted on the extra work that needs to be done in disaggregating gender issues from the water budget for development as most figures are presented to address overall water policy objectives. In addition, it had been observed that for the past three years there has been a significant contribution of domestic resources towards Rural Water Supply compared to foreign resources while development partners allocate more resources in curbing the problems faced by women and children in the sector as stated in the National Water Policy of 2002.
**Extractive Industry:** In this brief, the Ministry of Energy and Minerals is called upon to initiate and capture in better detail all the specific barriers and capacity gaps for women's economic engagement in the value chains of the minerals and energy sub-sectors as it is obvious that a disaggregation by sex or gender would reveal even more menacing or unfavorable treatment for women, youth and marginalized groups.

**CSOs Position Statements on Budget, Local Governance and Tax through working groups**

**The budget for the financial year 2017/18:** Budget Working Group produced a position statement on the performance of the 2016/17 fiscal year and provided
inputs on the then ongoing deliberations on the National Budget. Amongst others, the position statement recommends for the maximization of revenue mobilization and completion of pending infrastructure projects (roads, railways, port, energy) and agriculture sector (irrigation infrastructure and agro-industries). Also, it urges the government to consider using the Public-Private Partnership (PPP) framework as an innovative option for financing stalled projects and reduce harmful borrowing. Furthermore, it advises on opening dialogues with international financial institutions as means of helping forge links with the private sector in this regard.

**Tax:** Through Tanzania Tax Justice Coalition, PF produced a position statement that was placed in The Citizen and The Guardian Newspapers on 8th May 2017. The statement urged the Government to effectively mobilize sufficient, predictable, reliable and timely domestic financial resources. Moreover, it provided recommendations on how the Government can build on recent achievements to further raise domestic resources which in turn will help improve the quality of public service. In the statement, members of the coalition called upon the government to not confine itself to addressing tax leakages through dealing with tax exemptions but also strengthen its strategies to counter transfer mispricing and harmful Double Taxation Agreements (DTAs).

Also, PF through Tanzania Tax Justice Coalition produced a position statement during the Tanzania Extractive Indaba Conference held on the 2nd and 3rd of November, 2017 in Dodoma. This statement focused on the state of domestic resource mobilization in Tanzania, the expenditure challenges and proposes a number of recommendations to the government including: the need for the Government to reduce tax exemptions to the intended target; improving openness in the granting of tax exemptions; continuing with the public education; taking punitive action against those who are involved in violations of regulations and showing the importance of EFD and institute tax collection electronically, even at municipal level.

**Local Governance:** LGWG produced a position statement on local governance following the government decision of shifting the mandate of own source revenue collection on property tax from LGAs to TRA in 25 municipal councils, 5 Town Councils and 5 cities as phase one of the plan. Titled “Bajeti ya 2017/18: Mamlaka na Ufanisi wa Serikali za Mitaa”, the position statement amongst others, recommends government to strengthen the capacity of the LGAs in collecting their own revenues so that their economic and advises for the political autonomy to be strengthened as the Decentralization by Devolution policy states. The position statement was also used to support a script of a TV spot on PF’s call to central government to strength LGAs capacity to collect their own revenues.

**Dissemination of Info-packs to PF members, Development Partners and MDAs**
PF continued with its tradition of disseminating monthly information packages (info-packs) to the member organization within the PF network and other liked-minded CSOs across the country. These information packages typically contain various publications such as policy analyses, policy statements, results of the studies and lessons learned in advocacy work and policy engagement processes.


![Sample of Publications disseminated in the Info-packs in 2017](image)
Analytical support to Policy Forum members through working groups meetings

This among other things, represents the working groups meetings which are convened to plan and carrying out the activities of the PF annual plan. For the year 2017, the LGWG met 8 times to deliberated on several issues including the production of popular versions of different policy documents and production of its position statements on the PO-RALG National Budget for the financial year 2017/2018 to mention a few. The BWG members met 8 times and deliberated on a number of issues including the production of its position statements on 2017/18 national budget, analyses of the various sectoral budgets and engagements with Members of Parliament.

PF members engage in quarterly meetings

In 2017, PF conducted four quarterly meetings as per its annual plan. The aim of the meetings is to provide a platform to both upcountry and Dar- based members where they can engage to improve their learning for effective monitoring of public budget and policy processes. For example, in June and September 2017, quarterly meetings were combined with monthly breakfast debates whereby up-country members had an opportunity to engage and participate in the debates titled "Natural Resource Governance Index 2017: What is Tanzania’s stand in the global rankings for Oil, Gas and Minerals Transparency?" and "The power of Tanzanians Informal Economy; Unveiling the concealed Opportunities" respectively. These meetings are also convened to update members on the activities implemented by the network.

61 PF members out of 76 (80% of PF members) engaged in quarterly meeting

PF members and government officials share experience on Social Accountability Monitoring through Zonal reflection meetings

In 2017, two zonal learning sessions were conducted in Morogoro and Mwanza which among other things focused on capturing and reflecting on the most important lessons as far as the social accountability monitoring practice in the country is concerned. Participants were drawn from PF member organizations who implemented SAM, local government officials in whose districts SAM was implemented, other Non-Governmental Organizations who implemented SAM independent of the PF initiative from Lindi, Mtwara, Dar es salaam, Dodoma,
Mbeya, Manyara, Mwanza, Shinyanga, Simuyu and Kilimanjaro regions. Some of the key learnings emerging from the zonal meetings are as follows:

- **Political Savviness**: This emerged as one of the key attributes that individuals and organizations implementing SAM need to cultivate and nurture for successful advocacy. A broad understanding of the local political context where SAM will be implemented will pave way for it to be well-grounded and increase the likelihood of its sustainability. To this end, practitioners need to be conscious about the political incentives and understand the power relations involved in change and make SAM adapt to that reality strategically.

- **Empowered Communities**: It was expressed numerous times that SAM can seem complex, elaborate and often elitist and that there was reason to adapt it to be used not only by civic groups but by communities at large. The obvious assertion was made that when people and their communities are empowered they are better placed to hold their duty-bearers accountable. The power of informed and empowered people and communities if nurtured and harnessed it can make a huge difference. The implication is that SAM should be made less intimidating to communities and be simplified both in terms of size and relevance.

- **SAM Institutionalization / Sustainability**: It was articulated that in each organization implementing SAM, the approach was not supposed to be an episodic, one-off programme and efforts should be made to turn it into an initiative that is deeply rooted in the core of the organization that it becomes part of its identity, vision and mission. It was noted this was a dependable means of enabling it to survive beyond the project-based annual planning and implementation phases. It was cautioned, however, that mostly strong and capacitated CSOs & NGOs will manage this outlook due to their ability to be strategic in terms of both financial and non-financial resources mobilization and leveraging.

- **Partnerships / Relationships/ Behaviors**: It was counseled that creating partnerships, relationships and behaving in collaborative manner can go a long way to ensure that SAM is sustainable and scaled up. For example, organizations that work on education can collaborate on SAM instead of each doing its own work. Organizations can also coordinate, it was noted, to ensure that each focus on different sectors to ensure more comprehensive accountability monitoring in their specific localities.
Annual learning forum on Social Accountability Monitoring

PF recognizes that learning is part and parcel of Social Accountability and advocacy work because it not only gives practitioners the opportunity to review implementation but also draws best practices from application of various approaches. The 2017 PF Social Accountability Monitoring annual learning brought together Development Partners, CSOs and Government officials to share experiences from the implementation of social accountability monitoring interventions and to learn from the adaptations that practitioners have made to the methodology and tools and the effect of these adaptations on subsequent implementation. The conference had three panels whereby the first panel was discussing on Social Accountability Approaches: Experiences and Lessons learned, the second panel was on how best to adopt a framework to suit your context and the third panel discussed on how CSOs and Government can collaborate to enhance governance and accountability initiatives. The following are few of the lessons emerged:

- **Networking:** It emerged that greater impact is achieved when SAM practitioners work through CSO networks rather than individual organizations due to ability of the former to rationalize efforts by forging linkages amongst NGOs to collaborate on human and financial resources, planning, information sharing, capacity building and research. Networks were also seen as a space for effective dialogue space with other external stakeholders and offered opportunities for NGOs to speak with one voice and have ‘safety in numbers’ when threatened in a climate of shrinking civic space.
**Emphasis on both demand and supply:** Like with the Zonal Reflection Meetings, the learning event also heard that for sustainability reasons, it is important to build capacities of right holders within communities but also emphasized is that duty-bearers also need to understand how to respond to demands for accountability from citizens and this is frequently overlooked as it is assumed that the accountability supply-side is inherently able in this regard.

**The right to information:** This was observed as a fundamental aspect of SAM for practitioners and communities as when both are denied information, their participation in public resources management is very limited. Apart from being frequently poorly informed, however, it was noted that communities also lack the skills and resources to influence or contribute to the decision-making process at the local level so efforts geared towards improving capacity were also acknowledged as important.

**SAM as a Project:** Like with the Zonal Reflection Meetings, it also emerged that in most CSOs, SAM is implemented as a project with a time limit albeit with ambitious outcomes. As a result, desired changes are usually not achieved within the project time frame.

**Adapting to context:** The different approaches and tools associated with social accountability need to be adapted (customized) to fit the local context to serve the desired outcome. In some cases, the practicability of the approach and tool should be emphasized over underlying framework.

**Institutionalisation at the village level:** Some SAM teams formed in the villages have been incorporated in village by-laws and so they legally exist and are recognized by village governments and the district authorities as community-based groups. This practice has been instrumental in sustainable implementation of SAM.
Production of the Tanzania Governance Review 2015/16

Policy Forum produces the Tanzania Governance Reviews (TGR) report every year focusing on governance and accountability issues that occurred throughout each year. This year’s TGR focuses on the transition from the fourth to the fifth phase administration. Entitled “From Kikwete to Magufuli: Break with the past or more of the same?” the review looks at recent governance trends in the country and concludes that ‘democracy’ has mostly offered to distract from the key challenge facing Tanzanians today: embedding a rules-based political order that is inclusive and developmental and ultimately surpasses competitive clientelism. The report is expected to be launched at the breakfast debate on the 28th of July 2017 and disseminated widely thereafter for discussion by different stakeholders on the state of governance in Tanzania and possible crafting of interventions to address existing challenges.

Policy Forum has already commissioned a consultant to carry out a 2017 TGR study which is expected to be finalized and launched next year.
Participating in local and international networking meetings

Regional Workshop on Civic Space for NGOs working in East Africa's Oil and Gas Sector

To foster collaboration and networking amongst Civil Society Organizations (CSOs) working in East Africa’s budding oil and gas sector, PF was invited by Global Rights Alert (a CSO based in Uganda) to attend a regional workshop to share lessons on the civic space for NGOs working in Tanzania's oil and gas sector and the security of Human Rights Defenders. The workshop enabled the participants to learn of the dynamics of repressive policies and practices impacting CSOs working in the extractives sector in the region and forge partnerships to mitigate the impacts that are curtailing CSOs’ work. Policy Forum will use the lessons learned in its advocacy in Tanzania and in its leadership role in HakiRasilimali.

Engagement with Parliamentary Committee on Constitutional and Legal Affairs

Early this year, the government presented before the Parliament some amendments that are proposed to the 2015 Budget Act. Policy Forum was amongst
Stakeholders that were consulted during the enactment of this law (2015 Budget Act). Given its role in influencing policies and its interest in budgeting, the Parliamentary Committee on Constitutional and Legal Affairs extended invitation to PF to provide inputs on the 8th March 2017 in Dodoma. Amongst the recommendations provided included the need to clarify the role of the Parliamentary Budget Office (PBO) and proposing that whenever a Minister waives taxes, fees or charges imposed by the Government, he or she should not only provide a reason for each waiver but also submit a mid-year report to the National Assembly. An analysis of what has been adopted from our recommendations will be done during the coming quarter.

**Scaling Up Tax Justice (SCUT)**

Following up on last year's planning for an initiative to Scale up Tax Justice work on the African continent, Policy Forum, together with The Tax Justice Network – Africa, SEATINI-Uganda, The Centre for Trade Policy and Development, Zambia, Ghana Integrity Initiative and Civil Society for Legislative Advocacy Centre in Nigeria met in Cape Town in February 2017 to concretize the plan after funding had been secured. The agreements with the partners are now in place and Policy Forum, with the Tanzania Tax Justice Coalition (TTJC), has begun working at national level on following up the Stop the Bleeding Campaign, engagement with Members of Parliament to push our agenda on ending illicit financial flows and launching of the African Mining Vision study in Tanzania.

**Simplified versions (popular versions) of relevant policies and guidelines to enhance efficiency of the local government officials**

In line with counsel offered by the ToC and Political Economy Analysis (PEA) undertaken for PF last year, that the organisation identify and build relationships with politicians and officials within the administration who are fully behind the reform agenda in the area of public money accountability, formal links have been forged this year with the President’s Office – Regional Authorities and Local Government (PO-RALG).

The two organisations are partnering to simplify manuals that are intended to enhance Local Government Authorities’ knowledge on the execution of their roles but are too complex for the intended audience. Given PF’s expertise in this area, PO-RALG sought the network’s support in this area during last year’s Policy Week event organised by PF in Dodoma, outlining their desire to collaborate on popularizing three local governance documents.
For this year, Policy Forum’s Local Government Working Group (LGWG) in collaboration with President’s Office-Reginal Administration and Local Government (PO-RALG) officials simplified three Local Government Development Grant Manuals for the purpose of helping CSOs, Local Councilors and ward and village executives better understand the system of allocating development funding at the subnational level. These documents are their Implementation and Operational Guide; The Assessment Manual; and the Monitoring and Evaluation Framework.

The simplified manuals were launched by the Deputy Minister PO-RALG George Kakunda in October 2017 in Dodoma. In his speech, the Hon. Minister appreciated and acknowledged the efforts done by the PF for their expertise in assisting the government to simplify the documents to extend social services to the public, saying the government appreciate their contribution. He further said that the plan to sign official agreement of collaboration between Policy Forum and PORALG is underway, and he was optimistic that the agreement will be signed as soon as possible so that the intention to enhance the collaboration is cemented.

Furthermore, Policy Forum produced a fourth simplified version of the relevant laws and regulatory frameworks which guides the conduct and mandate of the Local authorities in Tanzania titled “Sheria Mbalimbali Zinazohusu Mamlaka za Serikali za Mitaa Wajibu na Majukumu ya Diwani”. The simplified version is tailored to raise awareness and increase knowledge and understanding of the relevant laws and regulatory frameworks by the Councilors.

**Raising citizen awareness through TV spot on Local Governance finance**

In 2017, the LGWG prepared a one-minute TV spot in reaction to the government move to shift the mandate of collecting property tax from Local Government Authorities (LGAs) to Tanzania Revenue Authority (TRA). The objective of the TV spot is to reinforce importance of the separation of powers and to improve financial autonomy and implementation at the local level. The TV spot was aired on social media, Azam Two TV for two weeks and Channel 10, STAR TV and Cloud Media Group for a month on the pre- news of the main news bulletins.

**Broadcasting Radio programs to raise the community awareness on accountability and the extractive industry**
In this year four community radio stations located in Lindi, Mtwara and Iringa Regions as well as Kahama District were engaged to inform and raise awareness of the targeted community on issues related to extractive industries, gender, Sustainable Development Goals, accountability and public resources. The radio stations are Mashujaa FM (Lindi), Safari FM (Mtwara), Ebony FM (Iringa) and Kahama FM (Kahama).

Overall objective of the radio programs was to equip the targeted community with information and knowledge on the investment of extractive industry and how it can impact development of the community. Relevance and importance of openness in the extractive contracts, gender, oil and gas policy, local content, laws and regulatory framework are emphasized on the aired programs.

Prior to the commencement of the programs, two radio presenters from each radio station attended a two-day training facilitated by LGWG Chairperson in Dar es Salaam. The training highlighted about PF’s areas of advocacy and the Chairperson led the participants to identify themes of the radio programs.

A total of 19 themes and 93 radio programs have been aired ranging from transparency in the local governance, participation of citizens in the development plans, corporate social responsibility, social economic rights, rights and responsibilities of the citizens regarding extractive investments, relevance of the extractive industry to the community, local governance, CSOs and media responsibilities to the community, the problem of unreliable service delivery, involvement of youths in the oil and gas sector, and gender equality in the decision making.

**Production of documentary to raise awareness on Domestic Resource Mobilization (DRM)**

A loose coalition facilitated by PF namely Tanzania Tax Justice (TTJC), prepared a 5-minute documentary with animated explanatory infographics to advocate for enhancement of Domestic Resource Mobilization (DRM). Since DRM is a broad discourse, the documentary focuses on revenues collection, expenditure, challenges of collecting tax in the country and it also provides recommendations to curb the challenges. The documentary was launched on 3rd November 2017 during the Tanzania Extractives Industry Conference 2017 as well as in the Stop the Bleeding Follow-up Event on 8th November in Dodoma. The documentary was aired on the main stream media and social media at the end of 2017.
Website and social media

Policy Forum has continued to use its website as well as social media accounts to inform the public on current developments of policies, statutes related to accountability, transparency, gender, Sustainable Development Goals (SDGs) and extractive industry.

Website statistics shows that, by the time of writing this report, the site had recorded a slight surge in users compared to the same period last year (see graph below) with a total of 32,289 sessions (for 2017) against 29,199 sessions (for 2016). In 2017 the percentage of first time visits is 78.6% (25,367) against 77.7% (22,693) for 2016. Data shows that Tanzania has more number of sessions (24,667 [76.39%]) that the users were actively engaged whereby Dar es Salaam is leading by 23,218 (94.13%) sessions. Moreover, 52.07% of users access the PF website through mobile phones and 46.19% of users access the website through desktop. Users who use tablets account for 1.75%.

Following the release of the reports of the two presidential committees appointed by His Excellence John Pombe Magufuli to probe mineral content in the exportation of unprocessed concentrates, Policy Forum used its Facebook page to relaunch its TV spot emphasizing transparency in the extractive industry. The spot recorded
103,618 views by the time of writing this report of which 9.1K (9%) views are organic and 94K (91%) views are a result of being paid for, showing the importance of allocating funds for internet-based adverts to reach a wide audience.

<table>
<thead>
<tr>
<th>People Reached</th>
<th>Engagement</th>
<th>Total Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>475,153</td>
<td>100,473</td>
<td>$53.00</td>
</tr>
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**Print media**

PF strategically planned to use media to reach out wide community as well as policy makers to inform on current systemic issues related to public resources policies, accountability, transparency, extractive industry and other cross cutting issues. Below, are insights emanating from 45 tracked newspaper articles that cited PF in both Swahili and English press from the period under review.

The Citizen, Nipashe, Mwananchi, Habari Leo, Majira, The Guardian, Tanzania Daima, Raia Mwema, Mtanzania and Daily News all cited PF in six (6) themes namely: Tax and Revenues, Governance & Accountability, Freedom of Expression and Freedom of Assembly (FoE & FoA), Extractive Industries, Natural Resources, and the National Budget that were result of Breakfast Debate meetings, Zonal Reflection Meetings and Annual Learning Event. Other sources indicate the newspaper articles emanated from engagement meetings and position statements published by PF to address systemic issues. The surge in citations in the press can be attributed to the decision, early in the year, to assign consultants to provide professional Public Relations (PR) services to enable the network showcase to the public the PF content and to broaden their understanding of topical policy issues.

Analysis shows that most articles with PF stories are covered in English language. English language newspaper articles accounts for 28 (62%) while Swahili language articles collected are 17 (38%). Out of the 45 articles, 26 (58%) pieces were feature articles. This indicates that there was reasonable effort given to explore and write in depth details. 12 (27%) pieces were news articles. In terms of placement within the newspaper, the article that appears closest to the front page is on page 3 and most are placed on page 5 and 6; the furthest appears between pages 7 to 12.
Further strategies are needed to encourage placement as top stories. And other articles covered press release that was made by PF to address other systemic issues were 5 pieces (15%).

A graph showing the newspaper articles and in what genres they belonged as observed from the collected newspaper articles

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**Public dialogue through breakfast debate on systematic policy issues**

Breakfast Debates (BDs) on various systemic policy issues have been held as usual this year. The debates involve various stakeholders from Civil Society Organizations (CSOs), government officials, media, like-minded organizations and diplomatic representatives to debate on the topic of the day and make suggestions to address different policy issues.

To break new ground, in the beginning of 2017, PF prepared a special form whereby applicants are required to fill a form prior being offered the Breakfast Debate slot. This helped determine what issues the they desire to address, how it aligns with PF’s agenda and the reasons the applicant selected the platform. Some of the reasons worth quoting on why the space is useful are:

*BD provides an open platform for public awareness, dialogue on specific policy issues, thus, the perfect match with Resource Governance Index broader objectives: To raise awareness of the general global and Tanzania specific governance deficit in the extractive sector, encourage informed multi stakeholder*

1 Article news covering BD from January to November 2017 can be accessed from https://goo.gl/NNRWdT
dialogue about extractives governance standards and desirable practice to inform better policy choices in Tanzania. June 2017, NRGI

Policy forum BD has been purposely selected with the aim to reach a wider audience. The BD as a platform attended by a number of stakeholders involved in the oil and gas sector, the presentation on local content and technological capabilities will therefore reach appropriate actors, which include public and private actors involved in the policy formulation. April 2017, STIPRO

Breakfast Debates (BDs) have a wider and diverse audience compared to other platforms. Experience and longevity of the BD makes it more appropriate to discuss policy issues with other likeminded individuals and groups- CARE International in Tanzania

Topics covered in 2017 Breakfast Debate

1. Revenues from the Agriculture Sector: How Much is Tanzania Losing from the Sector?
2. One Year of the Tanzania Extractive Industry Transparency Act 2015
3. Taking off to the inclusive Society: Freedom of Expression in Tanzania
4. Thinking Local: What are the Lessons and Challenges of Enhancing Local Content in Tanzania?
5. The National Budget 2017/18: What is Changing in the Education and Agriculture Sectors?
6. Natural Resource Governance Index 2017: What is Tanzania’s Stand in the Global Rankings for Oil, Gas and Mineral Transparency
7. Tanzania Governance Review 2015/16: From Kikwete to Magufuli: Break with the past or more of the same?
8. The New Land Policy (Draft) 2016: Giving Land Back to the People of Taking it Away from them?
9. The power of Tanzania’s Informal Economy: Unveiling the concealed opportunities
10. Freedom of Assembly: Supplementing the Voice of the Citizens to Contribute to the Evolution of Governance
11. Community Land Protection and People Centered Land Governance
Policy Forum undertook an evaluation of the 2017 breakfast debates purposely to understand its performance, relevance, impact and finally come up with some lessons learned and recommendations to be used for further improvement of the events in the future. For quite some time, there has been a need for the Policy Forum to extract some results from this very core activity within the organization. The evaluation used both qualitative and quantitative methods including 5 key informant interviews and 1 focus group discussion comprising of 8 (3 female and 5 male) participants clustered around citizens and CSOs representatives. A Statistical package for Social Sciences (SPSS) in analyzing quantitative data collected through an individual survey (Questionnaire) was used while the qualitative data were analyzed using the content analysis in an excel and Nvivo software.

Policy Forum as usual held all 11 planned Breakfast debates for the year 2017 starting from January to November. General implementation of the BDs was rated high among the respondents whereby a total of 55.3% reported to be happy with how debates are organized and further stated that their expectations were met. Moreover, about 53.2% of the respondents strongly agreed on the fact that all topics presented during the BDs were relevant and current and “hot” in Tanzania. This was followed by 38.3% who simply agreed while 6.4% were neutral and 2.1% strongly disagreed (Figure 3). Moreover, in terms of the way message was delivered, 48.9% of the respondents agreed on the fact that the message delivered was clear and easy to follow, 29.8% they strongly agreed while 12.8% were neutral, 6.4% disagreed and 2.1% strongly disagreed. On the other side, the respondents were not happy on some of the venue facilities and comfortability mostly the sound system was not appealing and especially people who seat at the back had hard time to hear what the speakers were saying.

The idea of doing these BDs outside Dar es Salaam was reiterated and to start, the BDs should at least be implemented in the major cities such as Arusha, Mwanza, Mbeya on a rotational basis.
OUTCOME 2: State responsiveness to Policy Forum’s advocacy agenda relating to the accountable use of public resources

This outcome is designed to enhance government responsiveness to PF’s public money agenda including the government adoption of provisions and processes that PF deems gives effect to accountability norms, for instance improved public access to budget, extractive industry contracts and revenues and broader tax information. In 2017, the following were attained:

**Strengthening capacity of CSOs and government on Open Extractive Contracting**
Policy Forum and HakiRasilimali organized a training on Open Extractive contracting to strengthen the capacity of 24 CSO members, media experts and government officials who were purposively selected due to their extractives work. They learned about the dynamics and challenges of implementing transparency and accountability initiatives on an African continent (including Tanzania) and the role of each stakeholder (government, CSOs, media, and private sector, academic institutions, and citizens) in promoting transparency and accountability using OC principles.

**Engagement in the legislative process on the amendment of 4 bills; Written Laws (Miscellaneous Amendment) No. 4 Of 2017; Natural Wealth and Resource Contracts (Review and Renegotiations of Unconscionable Terms) Act 2017 and the Natural Wealth and Resources (Permanent Sovereignty) Act 2017**

Early this year, the government presented before the Parliament some amendments that are proposed to the 2015 Budget Act. Policy Forum was amongst stakeholders that were consulted during the enactment of this law (2015 Budget Act). Given its role in influencing policies and its interest in budgeting, the Parliamentary Committee on Constitutional and Legal Affairs extended invitation to PF to provide inputs on the 8th March 2017 in Dodoma. Amongst the recommendations provided included the need to clarify the role of the Parliamentary Budget Office (PBO) and proposing that whenever a Minister waives taxes, fees or charges imposed by the Government, he or she should not only provide a reason for each waiver but also submit a mid-year report to the National Assembly. An analysis of what has been adopted from our recommendations will be done during the coming quarter.

Policy Forum also contributed to the legislative process initiated by the President of Tanzania at the end of June to review and renegotiate extractive-related contracts by the government tabling 3 related Bills in the parliament. These were the Written Laws (Miscellaneous Amendment) No. 4 Of 2017; Natural Wealth and Resource Contracts (Review and Renegotiations of Unconscionable Terms) Act 2017 and the Natural Wealth and Resources (Permanent Sovereignty) Act 2017.

Policy Forum, in collaboration with HakiRasilimali, delivered its presentation to Members of Parliament (led by Parliamentary Committees for Energy & Minerals and Constitutional & Legal Affairs) as well as issued a written submission to parliament representing civil society views on the tabled Bills. These included inputs that will enhance openness in the extractive industry value chain including contract and revenues transparency in the law and provisions that will strengthen parliament’s role to scrutinize mining and gas agreements. Initial analysis by Policy
Forum shows that several CSO recommendations that presented were incorporated into the final law. This includes inclusion of Zanzibar in the application of these laws and enhanced clarity on other provisions. Another pressing recommendation that was suggested by Policy Forum was to overlook the law proposes that Natural resource ownership and control being vested and concentrated in the President. The question is how will there be accountability and oversight on the government? This is one recommendation that was taken into consideration with some of the Members of the Parliament who supported the statement.

Meetings with the Government to provide inputs on the simplified versions of citizens budget and citizens Audit Report

Policy Forum through Budget Working Group had a Meeting with the Ministry of Finance on 11th and 12th October 2017 at Bagamoyo to provide the necessary inputs that will improve the Citizens Budget document. The discussion proposed that the drafting of the document should begin sometime in April or May just after the National Budget approval to get a reasonable number of copies to dispatch to most effective stakeholders such as the District Council Executives, District Planning Officers and Council Chairpersons, to obtain a better evaluation strategy of the Citizens Budget document from a few districts and considering media channels for dissemination.

Report on tax in Tanzania for advocacy

Policy Forum contracted a consultant to carry out a study on Dangers of Double Taxation Agreements in financing development: Case Studies of Tanzania DTAs with South Africa and India. The study has aimed at demystifying the policy logic behind signing of various tax treaties in Tanzania by undertaking a critical review of DTAs signed by Tanzania with South Africa and analyzing the dangers that those DTAs pose towards financing development in Tanzania. It has also made policy recommendations on the key consideration that Tanzania needs to incorporate during the negotiations or renegotiations in line with the proposed best practices like ATAF Model and the recent developments on the Multilateral Instruments (MLI). The Draft of the report is currently in place for inputs and comments and will be finalized early next year.

Engagement with MPs on the tax and revenues from the extractives findings

Policy Forum in collaboration with Tanzania Tax Justice Coalition organized and participated in the Tanzania Extractive Industries Conference whereby PF members and TTJC members had an opportunity to share important findings on tax and revenues. In this conference, recommendations provided to enhance domestic resource mobilization included: government reducing harmful tax exemptions and
improve openness in their granting; continue educating the public and taking punitive action against those who involved in violations; continue distributing EFD machines and institute tax collection electronically, even at municipal level; and review various laws.

Advocating for the domestication and implementation of the African Mining Vision mapping study recommendations at regional and national levels

Tax Justice Network-Africa (TJN-A) in collaboration with PF launched a study entitled, Where is the Money? Taxation and the state of Africa Mining Vision implementation (AMV): A case study of Tanzania and East Africa. The study examined the fiscal regimes and revenue management frameworks in the country. The launch targeted members of the Parliamentary Standing Committee on Energy and Minerals but also the Commissioner of Minerals Eng. Ally Samaje, Senior Officer from TRA, Deputy Executive Director from TJN-A, TTJC members and the media attended it.

Key issues emerged in the engagement includes:

The country is not getting enough revenues from the extractive industry. This is caused by presence of illicit financial flows and transfer pricing in the mining sector. Therefore, amendments of laws to curb the problems were recommended.
Questions and reasons to why the country has not yet domesticated the AMV were discussed. The overdue to domesticate the AMV has raised eyebrows among stakeholders and legislators.

The government makes mining investment decision without involving the Local Government Authorities (LGAs). This has caused confrontations among communities that are not involved or informed about the implications of the investments.

A need to review terms of double taxation agreements and bilateral investment treaties (BITs). Stakeholders should champion an advocacy to amend DTAs and other treaties that causes the country to lose remarkable amount of revenues and taxes from the natural resources.

The problem of transparency in mining projects. Secrecy in the mining projects and contracts denies access to crucial information regarding how much the country is supposed to get from its resources.

Towards the end of this year, PF relaunched the translated Africa Mining Vision study entitled Pesa Ziko Wapi? Utozaji Kodi na Hali ya Utekelezaji wa Dira ya Madini yaAfrika nchini Tanzania. This followed a request from the Parliamentary Standing Committee on Energy and Minerals to translate the AMV report from English to Swahili Language. The re-launch was attended by Members of the African Parliamentarians Network Against Corruption (APNAC), Members of the Constitution and Legal Affairs Committee, Standing Committee on Energy and Minerals and other Members of the Parliament and TTJC members.

**Generating country specific informal tax knowledge in Tanzania**

Policy Forum through TTJC has also conducted a study on the nexus between the taxation of the informal sector and inequality which focuses on analyzing the trends of the growth/ decline of the informal sector in Tanzania over the years 2010/11-2016/17, revenue collections foregone from the informal sector over the years 2010/11-2016/, establish the level of inequality due to taxation or non-taxation of the informal sector and provides recommendations on how to improve revenue collections from the informal sector. A draft of the study has already been submitted by the consultant and shall as well be finalized early next year.

**Stop the Bleeding Campaign follow-up event with Tanzania MPs**

Policy Forum through the Tanzania Tax Justice Coalition (TTJC) launched the stop the bleeding campaign in Dodoma on 18th of June 2016 with the aim of calling for informed actions and political will by the government to put in place interventions that will reduce and eventually stop all acts that contribute to loss of resources
from our country such as tax incentives to foreign investors, illicit financial flows, inefficiency of the Tanzania Revenue Authority in collecting tax, harmful tax treaties and lack of electronic payment system. Henceforth, this has necessitated the need for PF to arrange for sessions this year that brought together TTJC members and the Members of Parliament – the Executive Committee of the African Parliamentary Network against Corruption, Tanzania Chapter aiming at tracking what has been done since the launch of the campaign.

The first engagement with the Executive Committee of APNAC was held on 8th June 2017 and the second one on 8th November, 2017 in Dodoma. The two engagements aimed at raising awareness of the initiatives taken by the government to reduce illicit financial flows and to strengthen collaboration between PF and these officials for better policies on tax issues. From the discussions, it was apparent that some initiatives have been taken by the government including review of legislation governing the extractive industry where most multinational companies have invested. The extractive sector has the potential to boost mobilization of domestic resources if well-handled and managed.

**Engagement with the Committee Clerks and the Parliamentary Budget Office Staff on responsive and gender budget and policy analysis**

PF through its Budget Working Group organized a workshop on budget to orient the essential skills to the Committee Clerks as well as the staff of the Parliamentary Budget Office to ensure an effective budget process. An interest was expressed last year on the need for PF to provide budget and policy analytical skills to clerks of the parliamentary committees and officials from the PBO. It was also realized that there was a need for PF through its BWG to engage closely with them. PF under its BWG conducted the session that took place in Dodoma on the 13th of May 2017 aiming at fostering working relationship between PF and these officials as well as brainstorming together on how best the collaboration between the two can lead to improved policies especially budgets.

From the discussions, it was agreed that PF and especially through its BWG needs to continue engaging parliamentary clerks and PBO officials to enhance their skills and share the analyses that the BWG members produce for them to be more informed of the CSOs work.

To address the Parliamentary Clerks & PBO officials request on sharing of the analyses, BWG members had an engagement with the Parliamentary Budget Committee that took place in Dodoma in November 2017 in which a number of briefs on sectors such as Education, Extractive Industries, Water as well as on Industry, trade and Investment were launched and disseminated. Amongst other things it was agreed that the committee will assist PF to easily access the budget
documents used for future analyses and they also requested that the same kind of informative analyses to also be done at the local level.

Analyzing the national budget with a responsive and gender lens on various sectors

Following the approval of the 2017/18 National budget, PF through its Budget Working Group organized a session to analyze the National budget focusing on gender dimension in order to advise the government on how best it can allocate resources with a responsive and gender lens. This took place at Bagamoyo from the 9th of August 2017 to 12th of August 2017. The BWG came up with several key recommendations in each sector that they would want addressed to the Government. However, members urged the need to be keen on the language used during advocacy, so that the Government buys in the recommendations.
Enhanced skills and knowledge of councilors on responsive and gender sensitive budgets

In ensuring the government is more accountable on the use of public resources, PF in June and October 2017 conducted training to councilors in Mafia and Kilwa district councils respectively. The aim is to enhance councilor’s capacities in overseeing the council’s use of public resources. The trainings were conducted to not only contribute in improving councilors’ knowledge as oversight bodies but also to understand the context in which they work and how it affects them (both positively and negatively) when executing their roles.

For this year a total of 41 councilors were reached whereby women were 11 and men were 30.

In both councils a major observation was a big knowledge gap on relevant laws and regulation related to accountability and those which guides councilor’s roles as oversight bodies.

In November 2017, PF launched the booklet whereby the event was participated by councilors from Mafia, Kilwa, Mafinga, Kiteto, Temekte and Kibaha councils. During the launch the councilors appreciated the work done by PF in simplifying the laws and put them all together in one document. A councilor from Kiteto said “this book is a very important tool to me as a councillor, it has increased my awareness on the laws that governs the LGAs, for this case while executing my roles I will be referring to the booklet and cross-checking if the council officials are implementing/using the public resources as per the laws and regulations of the country”. The produced booklet has been disseminated to Local authorities targeting councilors. Policy Forum believes that, this will contribute in enhancing the councilors’ knowledge as far as their role is concerned.
A councilor from Mafia perusing a booklet on relevant laws during its launch in November 2017
OUTCOME 3: Institutional effectiveness and efficiency of Policy Forum network is sustainably enhanced.

In sustaining the effectiveness and efficiency of delivering its mission, the Policy Forum has directed specific efforts in the improvement and institutionalization of the monitoring, evaluation and learning (MEL) systems and culture in the organization. MEL is beginning to form an integral part of everyone’s responsibility.

Baseline Survey

The more detailed narrative baseline report further documents in detail definitions and expressions of the indicators, what they measure, how to report each indicator and means of verification of the indicators. Baseline report is expected to help PF staff to understand what they are planning to achieve and how to monitor and measure change. During developing the baseline report, review team observed areas for improvement in the Theory of Change (ToC) where new and modified results and indicators have been recommended. Along with the baseline report,
there are suggested tools to be used to document evidence of the processes and incremental changes occurring during implementation.

For instance, the baseline report suggests that to have a logic flow, the new impact read “improved lives of all Tanzanians” as PF and its members or other stakeholders cannot claim attribution to the achievement of this in the long-term and advises not to bother monitoring it as baseline information at impact level is usually not required for implementation. A review of the outputs and output indicators observes the need of revising some since they were not well framed or not sufficient to contribute to the attainment of the higher results without other outputs. Gender as a crosscutting issue didn’t have an output and clear indicator or was vague hence an output (Increased government responsiveness towards Gender Budgeting (GRB)) and its indicator were suggested. Also, there were indicators at output level that PF didn’t have control for their achievement like the percentage of revenue and of tax increase. It was suggested these two to be moved higher up to the outcome level. Moreover, it was advised to rephrase outcome 2 to read as: Enhanced governance and accountable use of public resources by the Tanzania government.

Strengthen MEL Capacities through participating in the PSAM Pilot

PF and the Public Service Accountability Monitor (PSAM) began a joint pilot learning programme to deepen and improve their MEL functions and approaches and develop practitioners’ capacities to learn more consciously and proactively through and from practice for improved outcomes and impacts. For 2017, the pilot focused on work with 3 Policy Forum members who have consistently undertaken social accountability work. These are Agricultural Non-State Actors Forum (ANSAF), Mbozi Ileje and Isangati Consortium (MIICO) and SIKIKA.

The approach used was an inductive-deductive methodology adjusted to the resources available for data collection and analysis. This involved a participatory reflection workshop in May as the main data collection process. Participants traced and documented processes over time highlighting PF and its partners’ application, iteration, and adaptation of the SAM framework, highlighting the interactions and effects of key variables in a context, taking into account a theoretical framework that improved over time. Also conducted, was a quick but extensive political economy analysis of areas and organizational relationships of interest.

The lessons emerged from capturing, analyzing organization’s reflections on why and how they took on the PSAM approach and what it has accomplished and triangulating information from other stakeholders and documentation. Also invited were public sector individuals who work with the member organizations to provide their perspective during our reflections. These lessons, and others are listed in the next subsection.
SAM Cycle has missing parts and ignores ‘Big P’ politics which looks at bigger picture contextual issues

- Cycle has missing parts and ignores ‘small p’ components such
- Cycle empirically changes over time
- Cycle (and SAM related action) moves in a positive direction (OR DOES NOT REGRESS) thanks to
- An effective understanding of the PRM system can mean not all steps are equally relevant in a time and place
- An effective ‘deepening’ (or targeting the center) of the SAM cycle (which refers to rights/service delivery achievements) requires organizational coordination.
- Training is but one of a range of tactics in a strategy for effectiveness
- We have instances of changes in boundary partners’ behavior and still -that on its own is no enough to let us achieve, see, show impact
- The SAM Cycle and practice are still too detached from each other and from service delivery outcomes/impacts
- An effective understanding of the PRM system can mean not all steps are equally relevant in a time and place
- Training is but one of a range of tactics in a strategy for effectiveness

Document lessons from the Kiteteo Councilors Training

Capturing lesson learned is part of our regular implementation to improve our actives. A monitoring and learning visit was conducted in Kiteto district council to document the lessons learned from the councilors training that was done in May 2016. Policy Forum conducted SAM training to councilors at Kiteto District Council, the decision was made based on CAG report of 2014/15 which showed that KDC was among of the least performing councils in terms of accountable use of public resources. The following are the key lesson that emerged during the visit.

- **Transparency and Access to information is vital in ensuring effective execution of SAM:** Access to information is a very essential component in Social Accountability system. Information should be available and accessible to the councilors so that they can effectively execute SAM.

- **Mutual understanding between the SAM practitioners and the government officials is very important:** Most of the government officials are not aware of SAM and their obligations towards effective execution of SAM. There are no mechanisms in place for the Councilors to share their feedback of the identified gaps and their recommendations to the government. The SAM practitioners should make sure they share their findings with the government so that the government is aware about SAM and thus see the importance and as a result provide support to the SAM practitioners.
- **SAM practitioner’s knowledge level should be highly considered when designing the trainings:** According to the knowledge of the councilors, they need a simplified version of the SAM materials to help them better understand SAM.

- **Local context is a vital component to consider in localizing the training content:** Local context should be highly considered when designing the training because this will help to inform the facilitators on how to link SAM with the actual context. It is important to have practical trainings with councilors as this will help them to understand the SAM process better by linking with their local contexts.

- **Political interest hinders the effective execution of SAM:** Political inclinations have been observed to affect the Councilors’ role in executing SAM. When training SAM, there is a need for critical analysis on the magnitude of differences in terms of political interests and ideologies among WCs in a respective district. Political interest can influence the decision making of the SAM practitioners.

- **Citizen participation in Executing SAM is very important:** It’s important for ordinary citizens to be part of SAM process. Key messages dissemination through different platforms (e.g.: Radio, TV, Flyers, SMS) helps citizens to be informed on SAM. Engaging citizens in SAM is very important as they will be aware of their rights and demand them from the local government.

**Semi and annual reviews with Staff, Board members and conveners**

Policy forum Secretariat (PF) held its semi-annual review on the 3rd and 4th of August 2017 together with board members and working group conveners at the Oceanic Hotel in Bagamoyo. The objectives of the review meeting were to review the 2017 operational plan in order to align with potential changes in context, to strengthen PF team work and to review the theory of change. How the baseline survey will positively affect PFs’ future plans. The review discussed following issues and came up with action points for the secretariat to work on.

- Strategies to curb the challenges faced in the course of implementing the current strategic plan (SP).
- The way forward in implementing the SP taking into account the nature of the current regime.
Community Radio Evaluation

The Annual radio evaluation included 15 key informant interviews with government officials, Civil Society Organization representative’s, radio presenters and radio station managers. The Evaluation team used qualitative methodology to collect data to answer evaluation questions of relevance, impact and effectiveness and sustainability. The study also involved 6 focus group discussions with active radio program listeners, and two Focus Group Discussions per each region being assessed.

The findings show that radio program was highly relevant. It supported the implementation of the Mineral Policy of Tanzania (2009), Tanzania National Energy Policy (2003) and the National Natural Gas Policy of Tanzania (2013). These Policies require the multi-sector group to ensure that outreach events, whether organized by government, civil society or companies, are undertaken to spread awareness of and facilitate dialogue about the extractive industry and accountability.

Overall, the data analysis shows that the project was able to achieve its planned activities. In one year of radio program implementation; A total of 770 calls were made, 93 live programs were aired- each program aired for 45minutess between from 02:45pm to 03:30pm on every Friday of the week, a total of 13 councilors and 4 radio presenters were trained and total of 1804 short message service (SMS) sent to the radio stations. Radio Presenters, Managers, COS and Councilors, in three regions being assessed have enhanced knowledge and undertake initiatives to address extractive and accountability issues.

The evaluation noted that the radio program has the following challenges: insufficient resources for transportation of radio talk show representatives, using one communication channels, insufficient number of radio talk shows, missing some monthly reports and inconsistently use of standardized data collection tools. PF needs to use multiple communication channels beyond radio programs, enhance monitoring and Evaluation framework to capture impact of all radio programs, set targets for developed indicators, train all radio presenters, radio managers and Counselors and add number of talk shows.

Secretariat and efficient resource management

Established Integrated Management Information System.
Policy Forum now has a Management Information System for use effective from January 2018. This tailor-made information system will significantly reduce redundancies, increase efficiency, increase level of compliance and documentation. This will be an added layer of assurance for monitoring all programmatic activities and increase level of involvement of individuals on such functions.

Monitoring, evaluation and Learning function, human resource, donor management, members management and financial accounting functions are expected to be integrated into one. Emphasis on security, access via internet and simple interphase to reduce learning is important for minimizing risks of such implementation.

Administration and Operations Support

Support for the new Strategic Plan 2017-2020 is through finance and administration functions of policy Forum Secretariat. One of the key function is acquiring of funds(fundraising), execution of the budget and management of resources.

Fundraising
The projected funding for 2017-2020 Strategic Plan was US$ 4,188,764 which equals TZS 9,006,842,600.

See the chart which shows the extent of funding projection for the current strategic Plan.
From the Chart above only 2019 and 2020 is funded around 50% compare to 2017 and 2018.

The role of our Donors cannot have emphasized further, they have been tremendously helped stay the course to implement our strategic plan by funding 100% of the budget for 2017 alone. One of the lessons drawn out of this success is the facts that review, and formulation of current strategic plan was very inclusive of all stakeholders and started early. Also, DANIDA’s advent as one of major funder led to this success.

**Annual Budget Implementation:**

In the first quarter of 2017, Policy Forum’s 2016 Financial Statements were audited as required by its MEMARTS. Audit was conducted by Horwath Auditors and they were approved during Annual General Meeting in March 2017. Link to the audited statement are found on our website at [http://www.policyforum-tz.org/about/mission](http://www.policyforum-tz.org/about/mission)

At the end of December 31st Policy Forum had secured funds from number of sources with105% contracted pledges compared to the budget, but this could only be translated to 84% disbursement to the budget for the period. This means Policy Forum had received. This is promising start for new strategic plan, from the chart below which shows the status and fund contributions for all funders of Policy Forum 2017 annual plan.
One aspect that has changed in the new strategic plan is the mid-year programmatic and budget reviews done in collaboration with the Board and working group conveners. One expectation of such exercise is to help with monitoring evaluation of both programmatic and budgetary aspects.

In this year total expenditure for year ending 31st December 2017 is TZS 2,220,066,923 equaling 93.7% of total budget for the period. implementation of activities.

From the Graphs, Income and Expenditure trend for the year ending 31December 2017 is clearly showing the extent such impact.

Human Resource and Safety and Organisation Development

Policy Forum Secretariat has been working to increase female gender participation on its office. During first two quarters of 2017 Policy Forum had hired 2 female
employees for the 2 vacated program assistant positions. Female gender ration has increased from 30% to 36% while male employees’ gender ration has decreased from 70% to 64%.

Further Policy Forum had enrolled its two employees into health and safety training conducted by Occupation and Safety and Health Agency (OSHA) in the first quarter of 2017. It is expected that in 2018 more staff will under go health and safety training.

**Conclusion**

2017 has been challenging in terms of showing PF a new way of working that requires integrating constant reflection and learning during implementation in the network’s activities but has also opened new optimism as the network embarks on a journey to better observe and describe the key contributions by drawing causal links between interventions and impact.

It has also been an opportunity to observe that, despite the closing civic space, entry points still exist when the incentives for government are recognized on the part of the advocacy group and power dynamics and relationships are better understood. The engagement with parliament on inherently political budgeting processes and deepened collaboration with PO-RALG can attest to this. The challenge now is building upon this in the years ahead and progressively opening up more spaces for civil society to impact policies and processes.