# Policy Forum Learning Output

Tanzania Webinar for PSAM Learning
5th April 2018

## About Policy Forum

Policy Forum is network of 79 Tanzanian CSOs drawn to influence policy processes that help in poverty reduction, equity & democratization with a specific focus on public money accountability at both central and local levels

## Policy Forum and PSAM Partnership

- Partnership established in 2008
- Policy Forum incorporated the Social Accountability Monitoring (SAM) methodology as a solution to the reactive, piecemeal and fragmented nature by which the network previously tackled advocacy issues on governance and accountability
- SAM was also seen as a bottom-up and holistic way of addressing service delivery challenges at the community level.
- Trained more 30 member organizations on SAM
- PF has partnered with 15 member organizations in undertaking SAM at local level (how PF implemented SAM)
- Policy Forum now has recognition within the Tanzania civil society domain for building collaborative relationships with local state actors to enhance the supply-side of accountability.

policy forum

PSAM
Public Service Accountability Monitor

## Why PF chose to Participate.

This decision follows an internal process that prompted Policy Forum to embark in a revision of its **Theory of Change/Action and MEL framework that will assist Policy Forum and its members** to determine learning strategies, plans and tools.

# Why continued…

## 2014-2016

**Objective 1:** The effectiveness of public resource management is analyzed

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

**Objective 3:** The capability of civil society organizations to understand public resource management is enhanced (SAM trainings & interventions)

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

## 2017 - 2020

**Outcome 1:** Strengthened PF members' capacity to influence and monitor the implementation of policies relating to public resources

**Outcome 2:** Policymakers supportive of PF agenda related to transparent, equitable use of public money and increased DRM.

**Outcome 3:** Institutional effectiveness and efficiency of Policy Forum network is sustainably enhanced

## Learning questions we chose and why

- Think about Change: When, where and how do we assume change happens? - Delving into our role in Tanzania

- Reflect on SAM practice to understand what MEL is useful for

- How do we get better at Learning?

Why?

Challenge: Drawing causal links between activities and impacts from SAM interventions

# Summary of the country output findings

- Building relationships is as important as the SAM processes itself to help understand when and how success occurs.

- SAM is more than just technical work. Day-to-day political savvy and embeddedness are key ingredients in the "secret sauce" that lubricates SAM work and makes challenging impacts feasible.   (Small "p"olitics)

- Constructive engagement with the public sectors yields better results than confrontational ones

- Prior to engaging in  SAM work in a District, an extensive social and political analysis is important to understand the attitude of local leadership, the profile of the local community and what to avoid to make sure its interventions go well.

- describing organizations' contributions by drawing causal links between activities and impact from SAM interventions requires a collective narrative. Yet this is not factored into each other's ToC!.

## Key Lessons Learnt and their Importance

- In Policy Forum and its partners' SAM journeys, the main reason for inviting a person to a training often is not to increase those technical competences for implementation. The goal can be to establish a collaborative relationship with a government official. Partaking in a joint state-society training can help the latter understand what it would take to nudge responsiveness (the tips for getting the sauce right).

- MEL lesson: Needed is a MEL system that is tailored to measuring impact (i.e. tools of M & E need to be aligned with what you want to show).

- In the current funding environment, it can pay-off to be open about SAM and MEL course-correction – but it takes courage!

# Key Lessons Learnt and their Importance


Expectations

Reality
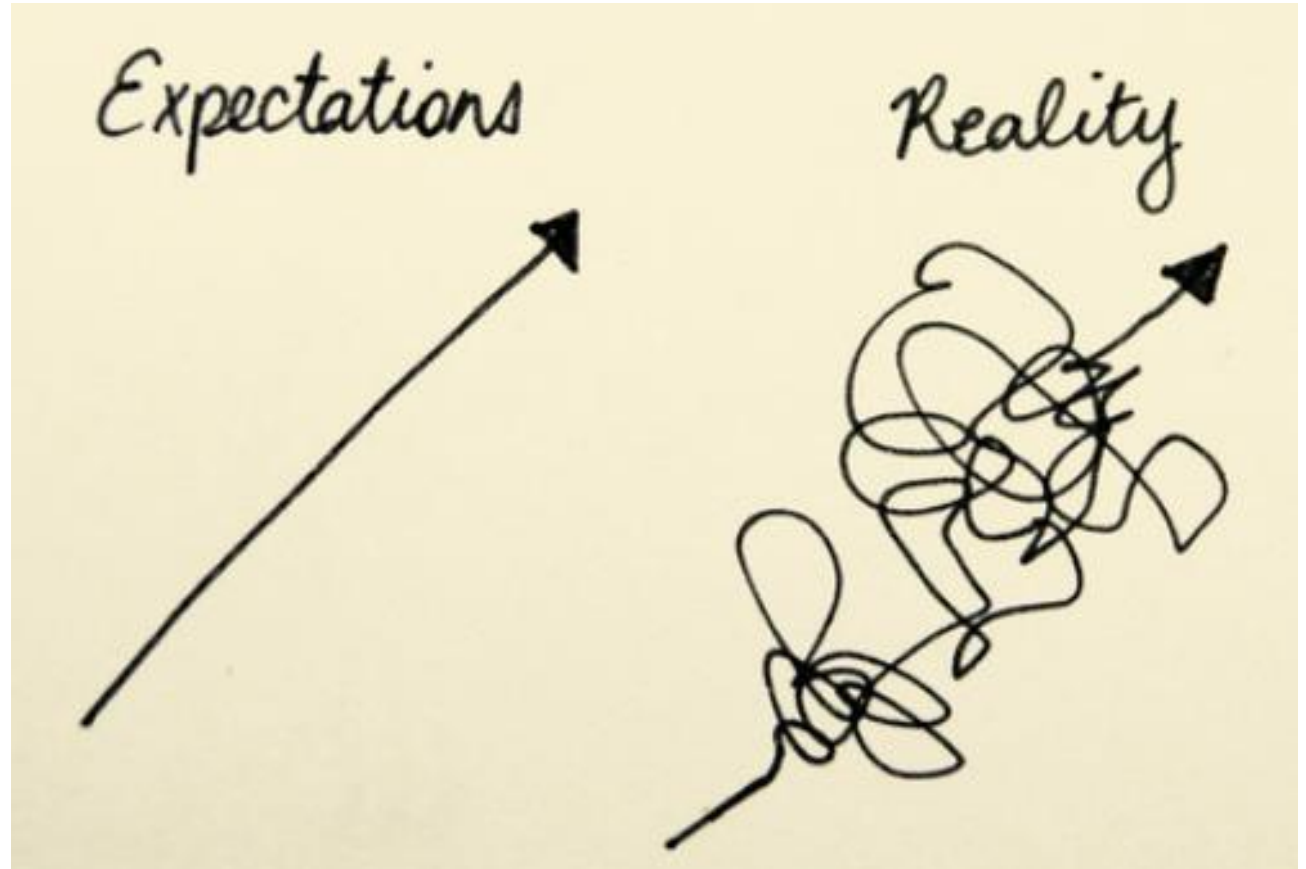
## How did these lessons affect PF's SAM practice

- More effort engaging with policy makers and oversight bodies e.g NAOT, Parliament, Local Councilors

- Development of the PMEL strategy to strengthen internal systems that will:
  - Guarantee the availability of data/ evidence whenever needed.
  - Facilitate the attribution of outcomes/ results i.e. clearly identify/discern PF's contribution in the advocacy arena.
  - Be able to distinctly document value for money i.e. to be in a position to respond with certainty on whether the results claimed resonate with the inputs and.
  - Ensure members willingly/ voluntarily provide data and report on progress.

- Sharing widely with national and international stakeholders including potential funders

## How did these lessons affect PF's SAM practice

- Being clear about the change you seek and creating a MEL system that tracks causal links between interventions and changes

- Participatory MEL strategy that helps SAM practitioners produce a collective narrative of their contributions

- Instilling learning culture is a challenge, means investing in the 3 OL crimes:
  - Motive (Is it helpful?)
  - Means (Tools/capacity to be self-critical)
  - Opportunity (time)

## What did PF benefit from the exercise?

- Learning from other SAM practitioners across SADC

- Identifying the gaps; thinking harder about the purpose of our activities

- Public Resource Management is a SYSTEM to which SAM can be applied. SAM can contribute to service delivery results.

- Zonal Reflection Meetings in Tanzania are structured partly using this approach

## What would PF do differently in an exercise like this?

- More practical and contextual learning

- Storytelling

- Exploring the possibility of having a simplified MEL tools for measuring impact for each SAM five processes

# THANK YOU

# FOR LISTENING