



WAJIBIKA



WAJIBIKA—PROGRAMMATIC AND FISCAL ACCOUNTABILITY IN TANZANIA

BACKGROUND

There is now widespread acknowledgement that country-owned and -led development requires local institutions that have the capacity – the technical and management skills, experience, and leadership – to plan and implement activities, and to account for the resources they receive and manage. This is of particular importance given the new USAID *Forward* initiative that aims to increase the amount of funding that goes directly to local institutions.

The Wajibika project works with the Ministry of Health and Social Welfare (MOHSW,) Ministry of Finance (MOF), and the Prime Minister's Office Regional Administration and Local Government (PMO-RALG) with which the Project has initiated a formal sub-agreement. This formalizes PMO-RALG's ownership of Wajibika interventions and is attached to an agreed upon work plan which outlines its supportive supervision role as well as other important activities. As Wajibika documents lessons learned from this unique partnership, it will provide USAID and other partners critical information on the opportunities and potential challenges of working directly with local government entities in Tanzania.

The USAID funded Wajibika Project is a partnership between USAID and the Government of Tanzania (GOT) that has been in the forefront in preparing Local Government Authorities for the increased accountability that such direct funding will require. Wajibika (a Kiswahili word meaning "be accountable,") supports the national priorities of GOT as it implements its local government reform program, Decentralization by Devolution (D by D), whereby local governments are to become largely autonomous, democratically governed institutions that 1) derive legitimacy from service to the people; 2) foster participatory

development; 3) reflect local demands and conditions; and 4) conduct activities with transparency and accountability.

WAJIBIKA GOAL

While achieving the primary Project goal, "stimulate stronger programmatic and fiscal accountability at the Council level," Wajibika also helps Councils to accomplish the following:

- A clear understanding of community level priority needs in all sectors for incorporation in Comprehensive Council Health Plans and strategic plans
- Improved plans that have a goal and measurable objectives
- Quality and professional internal audit, procurement and accounting procedures that contribute to clean Council audit reports
- Heightened confidence and trust in the Council management teams for future replication

THE WAJIBIKA APPROACH

Wajibika has implemented an innovative approach to capacity building that focuses on both management and technical skills and utilizes mentoring, coaching, needs-based focused training, advocacy, and strategic communication.

"Wajibika. It's all about learning compliance and accountability. This is something Tanzania has to have for growth." – Training Participant

"People own the system. They truly feel they are a part of improving individual lives and those of the community as a whole." – Council Mentor

"Knowledge transfer is forever" – Council Member

Wajibika not only builds the capacity of individuals at the Council level, but goes a step further to build capacity at an institutional level so systemic improvements will remain regardless of individual staff turnover.

Although focused on the health sector, Wajibika has improved the overall capacity of 27 Councils and has thus had a positive multi-sectoral impact. **The Wajibika approach rests on the following three pillars outlined in the figure below:**

- **Capacity building** at local government level through mentoring, focused needs-based training and supportive supervision
- **Advocacy** with government leaders and other key partners
- **Strategic Communication**

Wajibika’s mandate demands that it operate in

Wajibika Conceptual Framework		
Context	Wajibika Approach	Outcome
USAID Forward	Capacity Building <ul style="list-style-type: none"> • Mentoring • Focused, Needs-based Training • Supportive Supervision 	Strengthened and accountable councils with effective and transparent planning and financial management
Tanzania Partnership Framework	Advocacy <ul style="list-style-type: none"> • GOT Leadership • Partners • Stakeholders 	
Local Government Reform Program II (D by D)	Strategic Communication <ul style="list-style-type: none"> • Tuwajibike Sharepoint • Stakeholder engagement 	

a totally collaborative manner within the context of the Local Government Reform Program II, USAID *Forward*, and the US and Tanzanian Partnership Framework which outlines their common goals and objectives. Wajibika directly supports Goal Three in the Partnership Framework: Leadership, Management, Accountability and Governance.

IMPROVING SERVICES

Because Wajibika’s approach in developing health sector plans involves gathering input from the grassroots level, community and village priority needs are clearly understood, incorporated into proposals and responded to

as budget allows. One such case in point involves Nurse Rosemary Ndunguru who participated in Wajibika trainings. By working with the mentor for her Council, she learned how to prioritize activities and allocate resources.



Nurse Rosemary Ndunguru cares for a patient at the Ihongole Health Center in Mufundi.

Wajibika helped her conduct a needs assessment and together determined that installing water and electricity to the health center was critical. There is now a clean water system and electricity is provided throughout the day and night, allowing for significant improvements in service delivery and responsiveness to the health needs of those coming to her facility for care.

TRANSITION AND SCALE-UP

To ensure sustainability of Wajibika interventions and results, the Project, in close collaboration with the MOHSW, PMO-RALG, the Regional Secretariat, and the Councils, will develop a plan to transfer ownership and national scale-up of the Wajibika approach to the GOT. The plan will focus on geographic scale-up and outline how to responsibly transition final key project interventions to PMO-RALG. National ownership and scale up of Wajibika results, i.e., programmatic and fiscal accountability at the Council level, will create an environment conducive to direct funding by the United States Government USG and other donors.

April 2012