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# WAJIBIKA PROJECT QUARTERLY PERFORMANCE REPORT

FIRST QUARTER: OCTOBER – DECEMBER 2010



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**Abt Associates Inc.**

**Wajibika Quarterly Performance Report  
1<sup>st</sup> OCTOBER THROUGH 31<sup>st</sup> DEC, 2010**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ACRONYMS

Abt	Abt Associates, Inc
BCC	Behavior Change Communication
CCHP	Comprehensive Council Health Plans
D by D	Decentralization by Devolution
DHMT	District Health Management Team
DHO	District Health Officer
IIA	Institute of Internal Auditors
MOHSW	Ministry of Health and Social Welfare
MOU	Memoranda of Understanding
USAID	U.S. Agency for International Development

## **Introduction**

This report presents Wajibika Project's progress in the quarter starting 1st October to 31<sup>st</sup> December 2010. The report outlines key project activities and achievements, the challenges and constraints faced, lessons learned, and recommendations for future implementation.

## **Background**

At the end of 2009, USAID awarded Abt Associates Inc, under the AIDSTAR II mechanism, a project called Wajibika. Wajibika is a Swahili word meaning be accountable. Wajibika supports the initiatives of the Government of Tanzania to strengthen Local Government Authorities' (LGA) capacity for fiscal and programmatic accountability under the Decentralization by Devolution (D by D) program.

Abt Associates Inc implements the Wajibika Project in partnership with the Prime Minister's Office Regional Administration and Local Government (PMO-RALG), the Ministry of Health and Social Welfare (MOHSW), Family Health International (FHI), and Technobrain.

## **Project Activities Completed**

During the quarter the project was involved in supporting the Councils in:

### **i. Training in CCHP Pre-planning Preparations**

The Ministry of Health and Social Welfare (MOHSW) requires all councils in Tanzania to conduct Comprehensive Council Health Plan (CCHP) pre-planning and pre-budgeting meetings in order to ensure the quality of the plans. This requirement is mentioned within the CCHP guidelines. However, many councils have not been including funding in their CCHP plans to support these meetings and they often do not take place. This is one of the reasons that the CCHPs in previous years were not as comprehensive as MOHSW would have liked. For this reason, Wajibika supported these pre-planning CCHP meetings and conducted training with all facility in-charges, Council Health Management Teams (CHMTs) and some Regional Health Management Team (RHMTs) members. These trainings were conducted between October 4<sup>th</sup>-December 2<sup>nd</sup>, 2010 in collaboration with RHMTs of four regions namely; Iringa, Dodoma, Morogoro and Pwani.

The main objective was to support participants in preparation of the 2011/12 CCHP from the community level to the council level (using a bottom up approach) by involving both public and private not for profit health facility in-charges.

Specific Objectives include:

- Provide technical backstopping to health facility in charges for pre-planning preparations in the all the councils in the four regions (Iringa, Dodoma, Morogoro and Pwani).
- Provide direct technical assistance and guidance to Councils/Districts in strategic planning in key public health areas such as HIV/AIDS, Reproductive Health, OVC support, health information systems, human resources

management, development of quality assurance, supervision systems, and decentralization of services.

- Train facility in-charges in the use of MOHSW templates for the development of CCHP.

The total number of trainees was 1,728. These are categorized according to which council they came from in the table below:

**Table 1 Number of trainees for pre-planning**

S/N	COUNCIL NAME	NUMBER OF PARTICIPANTS		SN	COUNCIL NAME	NUMBER OF PARTICIPANTS
<b>IRINGA REGION</b>				<b>MOROGORO</b>		
1	Iringa MC	46		15	Morogoro MC	169
2	Iringa DC	84		16	Morogoro DC	
3	Kilolo DC	65		17	Kilosa DC	82
4	Mufindi DC	80		18	Mvomero DC	72
5	Njombe TC	66		19	Ulanga DC	51
6	Njombe DC	87		20	Kirombero DC	51
7	Makete DC	57				
8	Ludewa DC	67				
	<b>TOTAL</b>	<b>552</b>			<b>TOTAL</b>	<b>425</b>
<b>DODOMA REGION</b>				<b>PWANI</b>		
9	Dodoma MC	75		21	Kibaha TC	33
10	Bahi DC	48		22	Kibaha DC	36
11	Chamwino DC	70		23	Bagamoyo DC	122
12	Kondoa DC	77		24	Kisarawe DC	
13	Mpwapwa DC	77		25	Mkuranga DC	47
14	Kongwa DC	62		26	Rufiji DC	74
				27	Mafia DC	30
	<b>TOTAL</b>	<b>409</b>			<b>TOTAL</b>	<b>342</b>
<b>GRAND TOTAL FOR THE FOUR REGIONS (27 COUNCILS)</b>						<b>1,728</b>

## ii. Training of Internal Auditors

The training of Internal Auditors (IA) in this quarter, was the scale up of the IA training conducted in the previous quarter in Iringa region. Sixty-one auditors attended the training. The training was aimed at enhancing the IA's knowledge in the following areas:

- Developing a risk based annual audit plan (Identifying high risk departments and processes on which they should focus their audit efforts during the year),
- Conducting risk based audits, as well as writing high impact internal audit report capable of influencing management actions.
- Expose IAs to the International Professional Practices Frameworks (IPPF), a body of knowledge issued by the Institute of Internal Auditors (IIA) Global which IAs across the globe use as a guide in performing audits which add value to their organizations..

The training was done in two batches. Table 2 shows the date, number of trainees and place of training:

Table 2: Number of internal Auditors trained per training session and the venue of training

Sn	Region	Date trained	Number trained	Venue
1	Dodoma and part of Pwani	15-19 Nov 2010	30	VETA Mikumi-Morogoro
2	Morogoro and part of Pwani	22-26 Nov 2010	30	ADEM Bagomoyo-Pwani Region

### iii. Advocacy Activities

During this quarter, the Wajibika team held meetings with authorities in the scale up Regions/Councils. The team visited all the Regions and Councils in Dodoma, Morogoro and Pwani regions between October 7<sup>th</sup> and November 29<sup>th</sup>, 2010 to introduce the project and inform them of the intention for Wajibika Project to scale up to their areas.

Wajibika also met with national authorities as part of introducing and advocacy of the project and identifying champions of the project. The authorities visited included those which were new due to a change in leadership. The following meetings were held at national level:

- Meeting with the Minister of Health and Social Welfare, Hon. Dr. Hadji Hussein Mponda (Dec. 15, 2010). The Wajibika team briefed the Minister on the project and on the relationship with MoHSW. The Minister showed an interest in the project since it addresses accountability which is very relevant to his Ministry. He promised to provide support whenever necessary.
- Meeting with the Minister, Prime Minister's Office Regional Administration and Local Government (PMORALG) Hon. George Huruma Mkuchika (31 Dec 2010): The Wajibika team briefed the Minister on the Wajibika objectives and activities.
- Meeting with The Controller and Auditor General Mr. L.S.L Utouh: The Wajibika team informed Mr. Utouh on the findings of the rapid assessment and interventions that have been implemented thus far, in particular the training of internal auditors.

## Benchmarks Achieved

Benchmark	Status
Disseminate rapid assessment results study findings	On going
Conduct debriefing meeting with USAID	Done
Conduct project related meetings with key stakeholders at the national level (semi-annual and as needed)	On going
Select scale-up councils (21 councils	Completed
Assess the functionality of integrated financial management system (IFMS) in the scale-up councils and identify areas that need intervention.	Completed
Report on assessment of IFMS in new councils.	Completed
Hire mentors for 21 scale up councils	Dodoma in second quarter, Pwani and Morogoro in third quarter
Procure servers and desktops for 8 initial councils.	Completed
Support the development of a CCHP	In progress –pre-planning training completed
Participatory review of council annual planning process and documents to make sure that all stakeholders are involved.	In progress
Support/advocate for the creation and functioning of a pre-budgeting resource coordination meeting among Council level stakeholders or participate in meetings that are already planned	Done : Some facilities have already submitted reports to the Councils and the councils are consolidating the CCHP. Wajibika follow up continues.
Collect the various financial reporting formats currently being used from councils.	In progress
Meet with stakeholders at the regional level to discuss the incentives that the councils have proposed, so that the regions can provide supportive supervision to Councils.	Had meeting with all regional authorities during the CCHP training
MOUs signed in 21 scale up councils	Not done (re-scheduled for Jan-March 2011). Could not be done as planned because of October Elections.
Mentors participate in preparation of CCHP using CCHP guidelines and Plan-Rep2 tool	On going
Conduct mapping of key partners (USG partners and other development partners, TACAIDS, FBOs and private facilities) at	On going

Benchmark	Status
council level to identify all sources of resources	
Develop web based tool for Councils, mentors and supervisors (at regional and central levels)	In progress – TechnoBrain started this activity in Nov 2010
MoUs with PMORALG, MOHSW and MOEA signed by MoHSW, PMO-RALG; MOFEA is yet to sign	In progress – The MoU is in the Ministry of Finance and Economic Affairs awaiting their signature for the last three weeks.
Conduct quarterly supportive supervision to mentors	Supportive supervision did not occur due to the CCHP training. Re -scheduled for January –March 2011
Training of council Internal Auditors in scale up councils (19 councils )	Completed
Recruitment of M&E Officer	Completed

### **Problems Encountered (and whether resolved or outstanding)**

- Configuration of Servers: We have been trying to get the PMORALG staff to guide us on how the servers purchased for use by the councils should be configured. It has been difficult to get someone who knows how they should be configured since they have to conform with the upgraded EPICOR.
- Slow implementation of signing of MoU by MOFEA
- PMORALG reluctance to sign the subcontract

### **Proposed Solutions to New or Ongoing Problems**

- Configuration of Servers: We are following up with the IT person from the PMORALG who was out of office for sometime at the end of the year and we hope that he is going to be available during the early part of January 2011.
- Slow implementation of signing of MoU by MOFEA: Follow up with MOFEA through the facilitation of MOHSW.
- PMORALG reluctance to sign the subcontract: This partly happened because the sub-contract was provided to the PMORALG during the election period and that no one was prepared to sign any contract at that time. We intend to follow it up in January so that it becomes immediately operational.

## Success Stories

### The Importance of On-the-job Coaching of Health Workers at Ihongole Health Centre, Mafinga:



*Wajibika mentor Mr. Yessaya Mwakyalanda provides on-the-job coaching to Ms. Rose Ndunguru, head of the Ihongole Health Center*

Wajibika Project supports the Government of Tanzania's initiatives to strengthen Local Government Authority Capacity for Financial and Programmatic Accountability under the Decentralization by Devolution Program. For the past six months (July –December 2010), Wajibika's focus has been on improving governance in all eight councils, including the Mufindi District Council, within the Iringa Region. During this period, the Wajibika Project has trained 76 Council health workers on CCHP development. One of the deliverables from health workers is the preparation of CCHPs for 2011 and 2012.

Ms. Rose Ndunguru is a clinical officer at the Ihongole Health Centre in the Mafinga Mufindi District of the Iringa Region. She previously worked with the Council for four years as the head of a dispensary at Igomaa Village. In December of 2009, she was promoted to head of the health centre at Ihongole, which began services in Mafinga Township Authority in July of 2010. It serves more than three sub-villages with a total population of more than 29,753.

Rose narrates her success story of preparing a Health Facility plan that contributes to the compilation of CCHP being trained by the Wajibika Project. She had previously prepared plan for the Igomaa Village dispensary, but was unsure of how to create one for the Ihongole Health Center.

After attending a Wajibika-facilitated CCHP development training session in Makambako and getting on-the-job coaching through a Wajibika mentor, Rose Ndunguru and her team is in a process of developing the Health Facility budget which will be part of the CCHP. This facility plan is the first of its kind which have all the input from the lower level. This is a bottom up approach which takes into account the real needs of the facility providing a discussion point for what feeds into the CCHP.

## **Documentation of Best Practices (that can be scaled up)**

- **Training of internal auditors**  
In order to add value to government operations and in particular to councils IAs should be trained on contemporary global practices to enhance the level of accountability.
- **On-the-job training /mentoring**  
Of recent it has been the normal practice for workers to rotate between training and seminars. In this way they are increasing out of their work station, despite the fact that Tanzania has inadequate human resources. Wajibika's approach of deploying mentors to provide for on the job-training minimizes staff missing from their work station. The project will continue to document whether this approach is successful and how to improve the quality of mentoring, however it seems thus far like this is an intervention that could be scaled up.
- **Pre –planning preparation for CCHP**  
Experience shows that most CHMTs conduct planning process on crises thus the Comprehensive Council Health Plans are developed hastily and with less involvement of stake holders especially the lower levels. Wajibika's move to facilitate early pre-planning preparation involved more stake holders in the process.

## **List of Upcoming Activities/Events**

- Supervisory follow up for the development of facility plans /CCHP
- Recruitment of additional staff: mentor coordinator, council mentors, EPICOR/IT Specialist and driver
- Procurement of equipment for scale up councils
- Participate in stake holders meetings at council level
- Receive second project vehicle
- Handing over of council equipment to Iringa Region
- Training/orientation of accountants from both start up and scale up councils
- Collect the various financial reporting formats currently being used from councils
- MOUs signed in 21 scale up councils
- Introduce web-based tool and helpdesk
- Train mentors to coach councils on the use of the web based tool
- Train staff on use of web-based tool and help-desk
- Configure Epicor to produce required reports in 8 councils
- Examine the existing council incentives and the effectiveness of these incentives and report on best practices
- Conduct advocacy to share different packages that exist in LGAs
- Identify policies and regulations that need to be changed in order to facilitate implementation of interventions identified from the Wajibika rapid assessment.

