



WAJIBIKA



WAJIBIKA PROJECT QUARTERLY PERFORMANCE REPORT

JANUARY –MARCH 2011



Wajibika Staff with Chamwino District Council CHMT during CCHP compilation

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Abt Associates Inc.

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ACRONYMS

Abt	Abt Associates Inc.
CCHP	Comprehensive Council Health Plan
CHMT	Council Health Management Team
D by D	Decentralization by Devolution
FHI	Family Health International
IFMS	Integrated Financial Management System(s)
IIA	Institute of Internal Auditors
IPSAS	International Public Sector Accounting Standards
IT	Information Technology
LGA	Local Government Authority
MOF	Ministry of Finance
MOFEA	Ministry of Finance and Economic Affairs
MOHSW	Ministry of Health and Social Welfare
MOU	Memorandum of Understanding
P4P	Pay for Performance
PMORALG	Prime Minister’s Office, Regional and Local Government
TOTs	Trainer of Trainers
UPS	Uninterruptable Power Supply
URL	Uniform Resource Locator
USAID	U.S. Agency for International Development

Introduction

This report presents Wajibika Project's progress in the quarter January 1 to March 31, 2011. The report outlines the 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 Kiswahili 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 operates 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 Ltd.

Project Activities implemented

During this quarter the project implemented the following activities:

Supervisory follow up on the development of facility plans and the compilation of the Comprehensive Council Health Plans (CCHP)

During the previous quarter, Wajibika sponsored pre-budgeting and planning meetings, which are required by the recent CCHP guidelines. While the guidelines requested these meetings, the councils had not budgeted for them within their CCHPS. As part of these meetings, facility staff were trained in how to develop comprehensive facility plans, which would feed into the overall CCHP plan and budget. The hope of the Government of Tanzania is that if the councils have accurate information from the facility level, their plans will also be more accurate.

This quarter, the Wajibika team visited all councils in Dodoma, Morogoro and Pwani regions between January 11-19 to follow-up on the progress of the facilities' development of their 2011/12 health plans, which will feed into the overall CCHP plan and budget. The team also followed up to see whether the Council Health Management Teams (CHMT) have analyzed and used these facility level summaries to prepare the overall 2011/12 CCHPs. During these follow up visits the Wajibika team, in collaboration with the Regional Health Management Teams (RHMT), assisted the visited CHMTs in areas where difficulties were reported. For example, most CHMT teams had difficulties forecasting resources from different sources during the budgeting process. The Wajibika supervision team advised CHMTs to use 10% as an inflation rate.

Several councils included a costed CCHP pre-planning activity in their 2011/12 CCHP budgets. This is a clear indication that the councils understood that the pre-planning and budgeting meetings value to the CCHP process. It also provides hope for the sustainability of this activity in the future.

Other findings on follow up visits included:

- CHMTs are working hard to complete the CCHP preparations using the new MOHSW guidelines.
- Most relevant stakeholders were involved in the process of developing CCHPs
- CHMTs are using the facility plans to develop their CCHPs, which makes the pre-planning output useful and will likely lead to the creation of more accurate CCHP plans.
- RHMTs have been involved in the preparation process of CCHPs.

Signing of MOUs

During the supervisory visits mentioned above Wajibika signed MOUs with the council authorities in the councils visited. The signed MOUs outlined areas of intended collaboration between the councils and Wajibika. Among 19 councils, 17 have signed the MOUs (89%) thus far. The councils that have not signed are Morogoro Municipal Council and Rufiji District Council. These two councils requested for time to consult their legal officers before signing. It is anticipated that they will sign the MOU soon.

Advocacy Activities

During this quarter, the Wajibika team met with national authorities advocating for Wajibika's involvement in several areas as follows:

- **Meeting with PMO-RALG on Rolling out the Integrated Financial Management System (IFMS)**

The Wajibika team met with PMO-RALG to discuss the government's plans to roll out IFMS (Epicor) and possible areas of collaboration with the project. At the meeting, PMO-RALG mentioned that they plan to roll out IFMS to the all councils that do not yet have the system. As part of this effort, they said they would train 660 accountants from all councils. This training was to take place between March and June 2011 and would be facilitated by PMO-RALG and Soft-Tech (the supplier of Epicor). In addition PMO-RALG explained that they will first conduct a Training of Trainers (TOT) with 40 staff from the councils. Twenty staff will be trained in Epicor application and twenty will be trained in Epicor technical issues.

During the discussion, PMO-RALG requested assistance from Wajibika, to which the project team agreed. First, they would like to borrow the 9 servers that Wajibika has already purchased for the councils. These servers are to be used during the training of 6 pilot districts, where they will begin the roll out of the upgraded IFMS. Wajibika also agreed to sponsor 10 TOT participants from the project target areas. This was seen by the team as a great opportunity for Wajibika to support PMO-RALG in rolling out the IFMS system. Especially since this was one of the interventions identified during the Wajibika Rapid Assessment.

- **Meeting with PMO-RALG Deputy Permanent Secretary**

The Wajibika team met with the Deputy Permanent Secretary (PS) and provided an update on the progress of the project. Wajibika informed the Deputy PS of the team's intention to recruit two IT/Epicor specialists, who will also be involved in

TOT training. These specialists would also conduct follow up training with council staff within Wajibika target areas.

- **Meeting with MOHSW**

The Wajibika team met with the legal advisor of MOHSW to discuss issues related to the tripartite MOU before it was sent to the MOF. It is after this meeting that the team decided to see the Personal Assistant to the Permanent Secretary MOF (see below).

- **Meeting with MOF**

The Wajibika team met with the Personal Assistant to the Permanent Secretary to debrief on updates on tripartite MoU. This meeting was prompted by the fact that there has been a change in the name and functions of the Ministry from Ministry of Finance and Economic Affairs to its form function of Ministry of Finance only. We also discussed the signing of the Tripartite MoU which was delayed due to the change of the Ministry name. The Personal Assistant to the Permanent Secretary promised to follow up the issue of MoU signing with the Permanent Secretary.

- **Advocacy in Councils**

Wajibika staff continued to interact with council authorities in Dodoma, Morogoro and Pwani regions. These are the regions for the scale-up of Wajibika activities. It is after this interaction that the MOUs with councils were signed. Wajibika’s support for 2011/12 council budgets was also presented and discussed. The Wajibika team shared the advertisement for mentor positions within the scale-up councils, and their assistance was requested in recruiting appropriate mentors.

Pay for Performance (P4P)

P4P is being piloted by MOHSW in collaboration with the International Centre AIDS Care and Control Program (ICAP) and Clinton Health Access Initiative (CHAI) in Pwani region. Wajibika provided support for the pilot testing of P4P by participating in meetings with ICAP and CHAI. CHAI shared their draft document on P4P implementation in Pwani, which the Wajibika team provided comments on. Team looks forward to an updated version of the document.

Benchmarks Achieved

Benchmark	Status
Disseminate rapid assessment results study findings.	Done in 19 scale-up councils.
Conduct debriefing meeting with USAID	Done
Conduct project related meetings with key stakeholders at the national level (semi-annually and as needed)	Done with PMORALG, MOF and MOHSW
Disseminate results of IFMS status to all stakeholders	Done in in 27 councils.
Hold consultative meetings with stakeholders to agree on most appropriate interventions for each scale-up council	Done
Hire mentors for 21 scale up councils	In progress. Interviews expected to be

	conducted early April.
Introduce web-based tool and helpdesk service in scale –up councils to share best practices and resources, highlight model councils and provide feedback.	In progress
Procure servers and desktops for scale up councils	After change of plan of using a Central Server in PMORALG head office the need for procuring servers for each council has been obviated. The saving out of this will be used to procure relevant hardware including desktops for the councils.
Support the development of CCHP	In progress
Conduct supportive supervision and technical assistance from Wajibika head office to mentors and councils.	In progress
Mentors providing technical, management and administrative support	In progress
Identify or assist in preparation of relevant written resources and disseminate to 21 councils.	In progress
Document incentive packages that are practiced in LGAs	In progress
Conduct advocacy to share different packages that exist in LGAs	In progress
Provide technical support to partners in at least one region to design, implement, and monitor and evaluate P4P	In progress in Pwani region.
Support PMORALG in training of IFMS (Epicor)	In progress.
Support PMORALG with the needed equipment for the training of IFMS	Done (Eight servers loaned to PMORALG)
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	In progress.
Registration of Internal Auditors to IIA	In progress
Collect the various financial reports formats currently being used from councils.	In progress
MoUs signed in 19 scale up councils	17/19 (89%) MoUs signed.
Mentors participate in preparation of CCHP using CCHP guidelines and Plan-Rep2 tool	In progress
MoUs with PMORALG, MOHSW and	In progress

MOF	
Recruitment of additional staff: Mentor coordinator, council mentors, EPICOR/IT Specialist and Driver	Mentor coordinator, EPICOR/IT Specialist and Driver are going to officially join Wajibika in April but for Mentors the interview is scheduled in Mid April.

Problems Encountered (and whether resolved or outstanding)

Development of the Web based tool

TechnoBrain Ltd. has been very slow in producing their deliverables since the beginning of the project. The Wajibika team had to reduce their original scope, due to a lack of initiative on their part. Currently, TechnoBrain Ltd. is responsible for the creation of a web-based tool. They have not been able to get some essential elements of the URL due to inadequate contact with potential users of the tool (PMO-RALG central level, LGAs, etc.). The Wajibika Chief of Party attempted set up meetings with PMO-RALG so that TechnoBrain Ltd. could meet with them, but TechnoBrain Ltd. Staff were not able to attend. Overall, they have not been as proactive as they should have been to put together a comprehensive tool. In fact, they have repeatedly missed their subcontract deadlines. The Abt team has documented this and continues to do so. The team recently extended their subcontract until the end of April. If they do not meet their deliverables, we will be required to find an alternate solution to complete this important tool.

Signing of the tripartite MOU

The MOU between Abt Associates Inc. and the three ministries (PMO-RALG, MOF and MOHSW) has taken longer than expected due to the change of name of one of the participating ministry (MOFEA to MOF). Although the MOU was initially signed by MOFEA, the process needed to be restarted to ensure that the Ministry's new name, MOF was present in the MOU.

PMO-RALG Signing of their subcontract

Signing of the subcontract between Abt Associates Inc., and PMO-RALG was delayed due to technical issues which required ratification.

Proposed Solutions to New or Ongoing Problems

Development of the Web based tool

TechnoBrain Ltd.'s contract has been extended to accommodate some field visits to obtain the opinion of the users. The pending steps include:

- Completion of pilot testing
- Installation
- Training and transfer of web-based tool to Abt /Wajibika team

These three steps are expected to be completed by end of April 2011. If TechnoBrain Ltd. is not able to meet this target, the team will re-assess the situation and take necessary action to ensure the tool is done on time.

Signing of the tripartite MOU

The MoU has been amended and it is in circulation for signatures.

Signing of the subcontract by PMO-RALG

The technical issues have been addressed and it will be resubmitted for signing.

Success Stories

Wajibika Mentor’s intervention reduces payment processing time in Makete District Council

For a long time the Finance Department of Makete District Council operated from different offices. The Finance Department had 7 rooms allocated for its exclusive use. There was a room for District Treasurer, Cashier, Salaries section, record keeping and 3 rooms for Accountants. This setting resulted in more time being used to shift payment files from one room / building to another and sometimes some documents were displaced or lost.

The council mentor in Makete District, working under the Abt Associates Inc. led Wajibika project, identified this as a key issue at council level and came up with an idea for the council finance staff to change from operating within multiple offices to a single open office. This idea was accepted by the District Executive Director (DED) and implemented. After this change occurred, one of the accounting staff remarked, “Now this room has made the accounting process very efficient and has cut the waiting time for payment by 50% and no more documents are getting lost”.



Accounts office after the reform

The mentor’s advice to the council authority to reorganize the finance department has also contributed to efficiency of other departments in Makete district council. In addition, the increased efficiency in the finance department has reduced complaints from council departments and other clients. Mentoring is one of the key interventions implemented by Abt Associates Inc. through its Wajibika project operating in four regions in Tanzania. Wajibika is a USAID funded project designed to improve programmatic and fiscal accountability at council level.

Documentation of Best Practices (that can be scaled up)

Mentors/Mentoring in councils

The mentoring approach has been appreciated by most of the council authorities in Iringa region. At national level the IT section will adopt the same approach when rolling out Epicor.

List of Upcoming Activities and Events

1. Follow up on Web based tool design and ensure it is functioning
2. Procure shared computers and monitors for the scale up councils
3. Conduct supportive supervision and technical assistance from Wajibika head office to mentors and councils
4. Support PMORALG in the training of IFMS (Epicor)
5. Continue Identifying and document policies and regulations that need to be changed in order facilitate implementation of interventions identified from the Rapid Assessment
6. Recruit, orient, train and deploy mentors to 21 councils
7. Participate in regional and national assessment of CCHPs
8. Advocacy to councilors, council head of departments and audit committee members
9. Training of council accountants.