

REPORT ON LOCALIZED SOCIAL ACCOUNTABILITY MONITORING (SAM) TRAINING TANZANIA CASE

DATE: 30TH OCTOBER TO 11TH NOVEMBER 2011

VENUE: DODOMA-ROYAL VILLAGE HOTEL

INTRODUCTION:

In keeping with objective 3 of the strategic plan for 2011/13 that: **the capability of civil society organizations to understand and systematically monitor the accountability system is progressively enhanced, and the ability to engage more effectively in governance processes at both local and national level through evidence-based advocacy is improved**, there are number of activities that are being implemented so as to realize the objective. One of the activity conducted recently is localized training on SAM course, the objective of the training was capacity build of the Policy Forum members/partners on the concept of SAM as tool of monitoring the public resources in service delivery to the Tanzanians citizens

The training was conducted for two weeks and the topics covered were the five processes of SAM which are Strategic Planning and Resource allocation, Expenditure Management, Performance Management, Public Integrity Management, Oversight Management as well as the ways of doing advocacy.

PARTICIPANTS

The training involved 31 participants, who had the composition of Local Government Authority Officials, Councillors and Civil Society Organizations. Others were from Centre for Social Accountability (CSA), Legal and Human Rights Centre (LHRC), MACSNET and Policy Forum (all these were training facilitators)

DAY 1: 31ST OCTOBER

Started at 0830 hours

SESSION 1: INTRODUCTION AND WELCOMING

1. INTRODUCTION TO SOCIAL ACCOUNTABILITY MONITORING

- AIMS

Facilitator gave an overview of the session one by highlighting the concept of Right based approach to service delivery and the social accountability monitoring process. Tools used for monitoring social accountability process, the principles of social accountability advocacy. And on each process looking at the roles of oversight body, and civic actors engagement on each process (CSO's entry points in each process)

Working guidelines were set as listed below:

- Time management
- Phones should be in Silence mode

- Respect among each other
- One thing at a time;
- Time keeper
- Keeping the environment clean

In case of not abiding to the above guidelines the following action will be taken upon one misconduct:

- Paying the amount of Tshs 1000/=

SESSION 2: INTRODUCTION TO SOCIAL ACCOUNTABILITY MONITORING

This session covered the following: A right based approach to service delivery, what do states need to be able to realise people's socio-economic rights? How can civic actors strengthen the Social Accountability System? Tools for Social Accountability Process Monitoring and Conclusion

1: A right based approach to service delivery

Facilitator explained to the participants on the concept of right based approach by showing the International and National covenant that the state has signed. That the state is obliged to make sure that every individual has the right to education for example, The Banjul charter on Human People's right (1981) article 17. Therefore the Tanzanian government is obliged to make sure that their citizens realize this right and the failure to do so it is the violation of the citizens' rights and it is going against the commitments it has taken.

DISCUSSION:

If the state has fail to abide with the signed covenants what can we do, there must be legal sanctions upon the covenants signed, this was suggested by the participants so as to make sure that the duty barriers abides to the International Covenants signed by them.

2. What do states need to be able to realise people's socio-economic rights?

a. Public Resource management Framework

- For the state to be able to realize peoples social economical rights it must adopt the Social Accountability system and it's five processes the state has to act as an efficient public resource management
- Produce documents in each process which are rigorous and detailed.

Facilitator gave a detailed explanation of the processes of Social Accountability Monitoring. State must have mechanisms which prevents the ineffective or misuse of public resources and must clearly state what are the corrective action that will be taken in response to the misuse of public resources.

Oversight body; recommendations by the oversight bodies are they being considered by the public officials so as to improve the service delivery system and hence progressive realization of peoples social economic rights.

b. The right to Social Accountability

Demanding explanation and justification from the duty bearers and in turn they are obliged to provide explanations and justification where weaknesses have been identified and take corrective actions. It is important for civic actors to engage from process 1 which is planning and resource allocation

Approaches to strengthen the Right to Social Accountability were discussed and they included Policy monitoring and analysis, Social Accountability process Monitoring and Local level needs analysis and social auditing for outputs.

SESSION 3: RESOURCE ALLOCATION

This session was then followed and it covered all of its six parts which are what Resource Allocation is? Why monitor the Resource Allocation Process? Resource Allocation in Tanzania, What to look for in a Budget, Oversight of the Resource Allocation Process

The strategic entry point for the CSO to intervene is through the council's committee hearings when budgeting

DISCUSSION

After the presentation from the facilitator, during discussion, participants sought it is important then to build capacity to the oversight bodies from the ward/local level to the national level. So as to be able to analyse budget documents

This was followed by the group activity whereby they were told to identify key role players and their influence in budget process. Then present the answers whereby they did and it was done well.

The session ended at 1750 hours.

DAY 2: 1ST NOVEMBER 2011

The session started at 0815 hours

Session 3 continued with the facilitator introducing to participants the resource allocation process in Tanzania. The session was well discussed and understood.

DISCUSSION

Experience shows usually planning and budget guidelines are not released on time, this was shared by the LGA officials. With this facilitator introduced the budget classification to the participants as classified below:

- Functional/Policy area-by sector-spending by policy area/objective area policy priority
- Economical-type of expenditure

- Administration-who is going to spend, vote and sub vote which are spending unity(challenge not well understood)

OBSERVATION: The budget classification was a bit difficult to be understood by the participant. However, at the end of the day there was some evidence that showed at least some understood the classifications as a result of presentation they made from the group activity.

Key calculations when analysing budget documents, were introduced to the participants. Calculations included; ratio, adjusting to inflation and the rate of increase. In this session it was as well difficult for participants to understand easily as it involved mathematics but generally most of them were able to understand

Calculations were made and participants understood, activity given was done well by the participants

The session ended at 1730 hours.

DAY 3: 2nd NOVEMBER 2011

The session started at 0820 hours

Session 3 continued with key calculations and the following calculations were made; **adjusting to inflation (The role of inflation), measuring inflation.**

Calculations were made and showed participants understood, then followed by the activity

GROUP PRESENTATIONS: Presentations were done well.

With the above the Rate of Increase (percentage of increase) was introduced to the participants. Formula: $(\text{future year} - \text{prior year}) / \text{Prior Year} \times 100$

An activity was given, and it was done well then followed by the session of Oversight and Resource Allocations.

The session ended at 1730 hours.

DAY 4: 3rd OCTOBER

The session Started at 0815 hours

Session 4: Introduction to Strategic Planning

The session started by articulating the meaning of Strategic Plan: process by which needs are identified and plans are drawn to address them. Facilitator gave the key concepts which SP must have, and they are: Strategic Goal, Strategic objectives, and Measurable objectives, Targets, Coasted activities & responsible person for implementation

Facilitator explained to the participants the importance of monitoring SP as far as the Right Based Approach to Social accountability, Right to Social Accountability and Social Accountability Systems are concerned.

ACTIVITY: Participants were given the group activity which needed them to explain the importance of strategic planning within SAS approach

FEEDBACK: Group presentation were done and it showed demonstration of understandings

The Strategic Planning in Tanzania session followed, then the participants were given the activity and then they presented.

Then part 4 of the session followed which covered the topic of what to look for in a strategic planning. Facilitator presented to the participants the important thing that one has to concentrate when analysing the strategic planning documents. Generally the session went well then was followed with the Oversight of the Strategic Plan

The session ended at 1653 hours

DAY 5: 4th NOVEMBER 2011

SESSION 5: INTRODUCTION TO ADVOCACY

The concept of advocacy was introduced to the participants. The meaning of advocacy was first demonstrated by the participants whereby it showed the general understanding of the advocacy concept.

POWER AND ADVOCACY

It is important that when doing advocacy one must know the power relations that exists in the government system. Failure to do that may result to the failure of your advocacy objectives.

Experiences were given by the participants on the challenges they face as a result of power relations (political power)

ADVOCACY USING LITIGATION

This session was presented by Glory Mafule – Legal and Human Right Centre (LHRC). She started by highlighting key things to consider when conducting Litigation namely; Time, Locus stand and Jurisdiction

The session was very informative as she gave a lot of examples of cases they are advocating using litigation one of them being CDCF case.

The session ended at 1305hours

DAY 6: 5TH NOV 2011-11-07

The session was for the group activity where by the participants were required to analyse the Kibaha District documents basing on the process one (Strategic Planning and Resource Allocation) then present the findings.

Group activity presentations: It was well done; groups did their best.

DAY 7: 7TH NOVEMBER 2011

The session started at 0820 hours

SESSION 7: INTRODUCTION TO EXPENDITURE MANAGEMENT

In this session topic covered were; meaning of Expenditure Management, Why monitoring Expenditure management, Expenditure Management process in Tanzania, what to look for in financial reports and oversight to expenditure Management.

PART2: EXPENDITURE MANAGEMENT WITHIN SAS

In this part, participants were given an activity in which they were required to explain the impact of effective/ineffective expenditure management within the Social Accountability System (SAS).

Group activity presentation: Group presentation demonstrated a general understanding of the SAS and its impact when there is ineffectiveness/effectiveness in each process.

NOTE: It was argued by the facilitator that it is important for one to understand more on the key concepts within each process of the Social Accountability System

The rest of the session went well it ended at 1815hours

DAY 8: 8TH NOVEMBER 2011

Expenditure management session continued with the activities done by the group. The group activities in this session took long time to be finished and the main reason was the way Kibaha District documents produced. It was a little bit confusing to the participants. Though, with the class discussion and the help from facilitators the activities were done well.

DISCUSSION

The concern from one participant was that: - immediate repairs for instance roads, mostly happens when executives does visits in councils. The question is where the fund (line item) for such immediate activities comes from and in most cases such expenditures are not in plans.

Experience were shared regarding this from the Public officials (LGA), and they said that in most cases there is reallocation of funds, and especially during Uhuru

Torch race and hence delay of development projects which results into poor service delivery to the citizens and hence violation of human rights and capabilities.

Then the other question rose: Who authorises such kind of expenditures, the LGA officials answered by saying that Head of Departments are the final decision maker for spending BUT District Executive Director (DED) is the last signatory though the decision maker for spending is Head of Department.

It was as well shared that, councils in Tanzania have so many accounts but it has been ordered that each council should have only 6 accounts effective from September 2011.

The session went well then Performance Management Session was introduced

SESSION 8: PERFORMANCE MANAGEMENT

In this session the parts covered were; what is Performance Management, Why monitor Performance Management, Performance management in Tanzania, What to look for in performance reports and oversight of the Performance Management.

The session went well and during the session of Performance Management in Tanzania the following discussion rose;

It was asked by the participants if the general requirements for Performance Management for instance Open Performance Review Assessment System (OPRAS) are being followed accordingly.

The LGA officials responded by saying, OPRAS are usually not done the major reason given by the LGA official was that since there is delay of funds from Central Government most activities are not implemented accordingly and hence it's hard for the Head of the Department to review the performance of their employees.

When tools for monitoring Performance Management were discussed, the participant from Korogwe District Council shared his experience that, in his district tools for monitoring quality of service delivery are there for example they have Dawati la Kero also on each door there is a sticker written if the client has been satisfied with the service provided or not, if not he/she should see the Administrative head of department. Also Kinondoni Municipal Hospital has a room specifically for unsatisfied service.

The question asked was; do all these function effectively??

The other parts of the session went well and the session ended at 1825hours

DAY 9: 9th NOVEMBER 2011

The Oversight in Performance management session continued this day it went well then Public Integrity management session was introduced

SESSION 9: PUBLIC INTERGRITY MANAGEMENT

In this session the topics covered were: What is Public Integrity Management (PIM), Why Monitor PIM, Requirements for Effective PIM, The Normative and Regulatory Framework Governing PIM, Introduction to Disciplinary Action, Institutional Mechanisms Necessary to Ensure Effective PIM and Oversight of the PIM Process

Issues of the integrity and how they are effectively implemented continued to be discussed and in reality it's still a challenge.

Compliance regulation report was read and analysed it was shown that there are a lot of non compliance cases especially on the recruitment and OPRAS

The session was good but the following question was raised:

The regulations for integrity are there but are they being implemented effectively? Are the public ethics reports tabled to the parliament?

Oversight of the Public Integrity Management was discussed and the session ended at 1700 hours

DAY 10: 10th NOVEMBER

The session started at 0803 hours

SESSION 10: INTRODUCTION TO OVERSIGHT MANAGEMENT

In this session the following were covered: what is oversight, why monitor oversight, requirement for effective oversight and working with oversight.

The session went well then was followed by the Group work 2; whereby participants were suppose to continue with the analysis of Kibaha District documents considering the entire Social Accountability Monitoring circle.

DAY 11: 11th NOVEMBER

SESSION 11: GROUP ACTIVITY Presentation was done generally participants did their best.

The session ended 1400hours with participants having a farewell lunch.

LESSON LEARNT

- Good combination of participants; as the class had participants from Local Government Authorities, Councillors and people from CSO's, with the presence of Council officials....some sessions were understood well as they were explaining basing on the experiences from their respective councils. For example, when groups were discussing on the budget process and time lines in the councils the participants from the LGA's shared the real situation that happens in the councils regarding the budget process in LGA's.

- Number of participants; though the class had a good combination of participants, the class was too huge to be managed well, therefore in future when conducting such training it is necessary to limit the number of participants to be the maximum of 25 persons while considering such kind of combination.
- Language; we have observed that, the fact that the slides are in English language, it becomes difficult to some of the participants to understand regardless of being delivered in Kiswahili, therefore there is a need of translating the whole course package in Kiswahili.
- We have as well observed that when CSO's and Government are in the same table, CSO's tend to hammer the government and see them as fault ones. So, it is important to figure out how best we can strengthen relationship as both are development practitioners.
- SAM is becoming known at local level, it is no longer a new phenomenon, this was as well observed during the training, as there were participants who have already attended other SAM trainings and they are implementing in their organization.

CONCLUSION

Generally the concept of SAM is now expanding, however it still faces the challenge of sustainability, therefore it is important that when trainings like this (LOCALIZED SAM) are conducted to the members it is necessary for us (PF Secretariat) to monitor on the impact it may have to the trained members as related to their works which focus on accountability monitoring activities.