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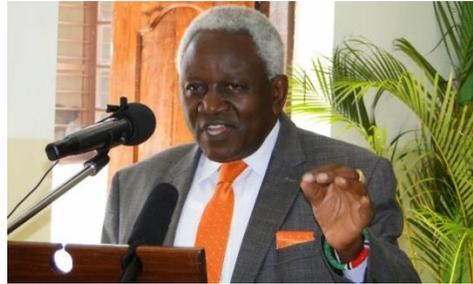
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Accountability Newsletter

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Foreword from the Executive Director

WAJIBU – Institute of Public Accountability was founded with the purpose of fostering an environment that supports accountability and good governance in the country. This electronic newsletter is the second edition of the series of Accountability Newsletters which will be released by WAJIBU on a three monthly interval.



Currently, pressure is mounting around the world on governments and public sector organizations to deliver more goods and services at least cost. In order to meet this challenge, governments and public organizations need to define their performance objectives and measure their performance against this objective. This challenge is a reality confronting the Government of the United Republic of Tanzania and its institutions.

The fifth phase Government under President Dr. John Magufuli on the other hand, has a vision of making Tanzania a medium industrialized country by 2025. To attain this goal, there is a need for the public sector to ensure that Sustainable Socio Economic Growth is attained through Industrialization Strategies that embed Good Governance, Risk Management and Compliance Systems.

I welcome our dear readers to this second edition of WAJIBU’s electronic accountability newsletter. I hope you find the newsletter educative and useful in advocating on the importance of having proper accountability and good governance practices in the country.

The Editorial Board of WAJIBU’s Electronic Newsletter would like to welcome all our patrons on accountability and good governance to publish with us. We believe by publishing with us will increase the knowledge body on accountability/good governance issues to our readers. This will also be an excellent way of sharing useful information and experience in our efforts of advocating for accountability and good governance in TANZANIA and elsewhere in the world.

Ludovick S. L. Utouh

Executive Director,

WAJIBU – INSTITUTE OF PUBLIC ACCOUNTABILITY.

WAJIBU Attends Strategic Plan and Theory of Change Training



WAJIBU Staffs in training facilitated by KPMG on 18th January, 2017 at Best Western Coral Beach Hotel Dar es Salaam

By Octavian Swai

Swiss Agency for Development and Cooperation (SDC) engages KPMG Advisory Limited (KPMG) to facilitate a dedicated organisational development process to further the development of WAJIBU Institute of Public Accountability as an effective accountability organisation.

Speaking during the opening of the Strategic plan and Theory of Change training which was held at Best Western Coral Beach Hotel, in January 2017, the Executive Director of WAJIBU – Institute of Public Accountability Mr. Ludovick Utouh said the overall goal of the process is to prepare

WAJIBU to receive grant funds to effectively engage on governance and accountability matters over the coming years.

“The support package covered three components; firstly is to strengthen WAJIBU’s ability to efficiently run a program and manage grant funding by enhancing management and finance/admin capacities” said Utouh.

He added that, “this will be done by conducting an organizational health check using KPMG’s pre-grant assessment approach to determine WAJIBU’s state of affairs and to identify risks and mitigation strategies before WAJIBU can be considered ready to receive further grant funding” said Utouh.

The assessment resulted in the review and improvement of the organizations’ Finance Policy and Procedural Manual, and other guiding policies. These other policies are Terms of Reference for the Board of Directors, Conflict of Interest Policy and Ant-bribery and Corruption Policy.

This process was preceded by the recruitment of the Finance and Administration Manager for which KPMG (AcT Operations Team Leader) was involved as a Resource Person

Utouh described component number two as the revision of WAJIBU’s Strategic Plan through a clear articulation of its theory of change to support the implementation of the strategic plan, results framework, monitoring and capturing of results.

“The last component is developing and documenting operational strategies and approaches that WAJIBU will use to implement its activities in order to build up a strong and systematic methodology as the foundation of its work” said Utouh

This process is expected to be finalized by documentation of the WAJIBU model and training materials for CSO’s (as intermediaries to reach out citizens and also acting as pressure groups to demand accountability from duty bearers).

Mr. Utouh insisted on WAJIBU staff to concentrate on the training in order for them to thoroughly understand what will be taught to be able to apply the knowledge of Theory of Change in the development of WAJIBU as an effective accountability organisation.

Risk Governance and Compliance Workshop



Representative from the Office of Treasury Registrar Mr. Mafta Bonini giving his speech on behalf of the Treasury Registrar on the RGC workshop held on 16th April, 2017 at Dar es Salaam Convention Center (DCC)

By Octavian Swai

Risk, Governance and Compliance (RGC) is an important topic which needs to be addressed by Board of Directors (BoD) and Chief Executive Officer's (CEO's) in the public sector so as to enable them to know various ways of mitigating risks in their organisations. There is a false belief that Risk, Governance and Compliance is more relevant to the private sector institutions as compared to public sector entities!

Speaking during the RGC workshop on 16th April, 2017 at Dar es Salaam Convention Center (DCC), Treasury Registrar representative Mr. Mafta Bonini says, the RGC workshop was very important to public institutions because it will enable them to apply governance principles in their institutions.

“In order to make the public sector achieve its intended goals and objectives we need to strengthen governance, it is the role of CEO to ensure that the organisation’s objectives are properly achieved” says Mr. Bonini

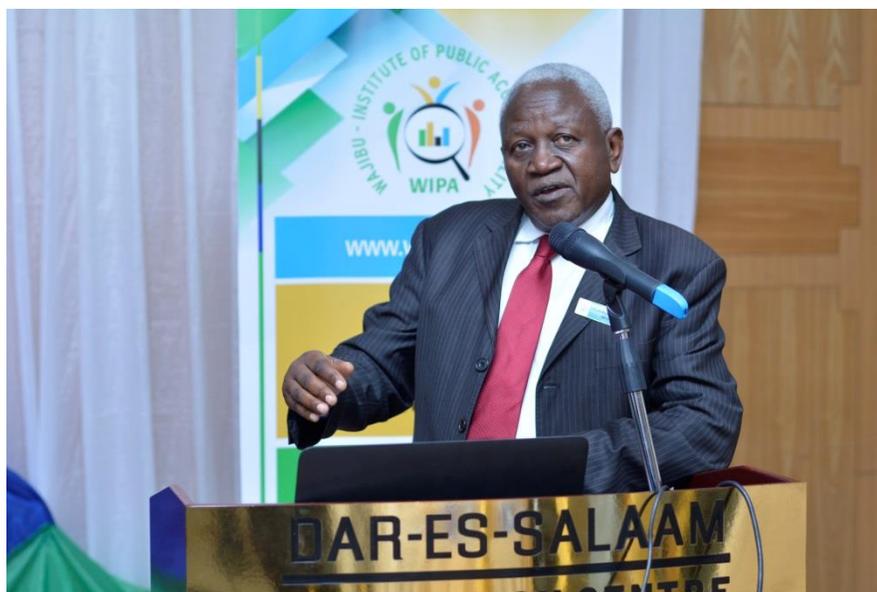
He says, the CEOs of public institutions are always there to ensure that on a daily basis, activities are being implemented, he/she is responsible to the board of directors.

He requested the participants of the workshop to set signals to the public sector to make sure that it comes up with the risks which are likely to hinder the institutions intended goals.

He added that “All public institutions should have a Risk and Compliance Strategy in place, if they do not have this, WAJIBU’s workshop will not achieve its intended goals”

In the opening of the workshop, the Executive Director of WAJIBU, Mr. Ludovick Utouh says that, Tanzania has made great strides in public accountability over the recent years.

Utouh says, accountability oversight institutions in the country have been strengthened including the Office of the Controller and Auditor General and the Parliament through its oversight committees.



WAJIBU Executive Director Mr. Ludovick Utouh addressing the participants during the RGC workshop held on 16 April, 2017 at Dar es Salaam Convention Center (DCC).

“Unlike in the past, it has now become routine practice for the audit reports of the Controller and Auditor General on all publicly funded institutions to be presented in Parliament, discussed by the Parliamentary oversight committees and deliberated by the full house and they are made public immediately after they are tabled in Parliament” says Mr. Utouh

Since the early years of independence, notably over the last decade or so, Tanzania has made significant efforts to put in place, maintain, and nurture systems, structures, processes and practices to uphold transparency, accountability and good governance principles in the management of its public affairs.

The country has also sought to guard itself against both petty and grand corruption. As Tanzania adopts economic and political reform measures to democratize and to benefit from globalization; corruption, lack of accountability and transparency have created some damage in the implementation of the measures focusing on the attainment of sustainable development in Tanzania.

It must be well understood that; there is nothing intrinsic about Tanzanian cultures that predisposes the country to corruption or creates a vacuum of transparency and accountability

Mr. Utouh says, the performance of the state should be understood in its role of promoting accountable democratic institutions.

“The central issue is not only about preventing corruption or financial malpractice but also delivering the expected public services and information to the taxpayers about how government policies and programs are being carried out” says Mr. Utouh

It is anticipated that WAJIBU will go a long way to complement the aforementioned Government efforts in upholding accountability and good governance and promoting accountable democratic institutions and citizens of this country.

The RGC was organized in collaboration with GIZ’s Good Financial Governance Program.

The Good Financial Governance Program (GFGP) is co-funded by the European Union, the German Government and the Swiss Government.

GFGP is working along four fields of action which are external audit, internal audit, revenue mobilization and social accountability with key government and non-governmental partners, such as NAOT, IAGD, PO-RALG, WAJIBU and SIKIKA.



Prof. Borni Borni from GIZ giving his presentation during the RGC workshop held on 16 April, 2017 at Dar es Salaam Convention Center (DCC)

In witness of the close collaboration, Prof. Borni Borni, GIZ advisor for the Internal Auditor General’s Directorate, provided an input and shared with participants his vast experience on the issues deliberated through the presentation of his paper “*Risk Management and Assurance – The role of Board of Directors*”.

Prof. Lumumba: If Countries and Governments don't comply with the Rule of Law they never realize their potential



Prof. Patrice Lumumba from Kenya giving his presentation during the RGC workshop held on 16 April, 2017 at Dar es Salaam Convention Center (DCC)

By Correspondent

Countries thrive because they have good laws, good institutions and there is a culture of obedience to those laws. Institutions are the only thing that can sustain an agenda and an idea for a long time.

Speaking during the Risk, Governance and Compliance workshop organized by WAJIBU on 16 February, 2017 at Dar es Salaam Convention Center (DCC), Prof. Patrice Lumumba who is a Director of The Kenya School of Law says countries/governments must have laws and regulations and those laws and regulations must be underpinned by institutions.

“It is those institutions that then create a culture, an institutional culture which is sustained over the years, and it is those institutions that then ensure that things are done in a particular way” says Prof.



Lumumba.

Prof. Honest Ngowi of Mzumbe University giving his ideas during the RGC workshop held on 16 April, 2017 at Dar es Salaam Convention Center (DCC)

Prof. Lumumba says, when a country has institutions, it will guarantee the existence of strong institutional culture which will positively contribute to the economic growth and therefore prosperity of the country’s citizens.

He adds, since the Tanzania general elections of 2015, the elected president Dr. John Pombe Joseph Magufuli has come out very strongly against misuse of public resources, theft of public resources and corruption.

“President Magufuli is clear about certain things, firstly; he does not like corruption, he wants everybody to pay their due taxes and he wants the right things to be done at the right time”

He says, what President Magufuli is doing can only survive if there is an institutional culture which is developed so that the natural instinct of the Tanzanian civil servant should always be, to do the right thing and shun away corruption and mis use of public resources.

He adds, “Beyond the institutions, we must look at the structure of the government, beyond the institutions there must be something called public opinion”

Talking of corruption in Africa, Prof. Lumumba says most of African countries with exception of very few are burden with corruption.

He says, corruption is everywhere in the world but the only difference with Africa is that, those who engage in corruption in Africa are not punished, they enjoy their wealth and are admired publicly by the very same society being robbed.

Lastly, he says, the experience demonstrates that the sustainable economic growth of most countries is underpinned by a sound legal system and political system where there is citizen's participation.

Utouh insists for CSOs to push for Implementation of CAG's Recommendations



Seated from right, WAJIBU Executive Director Mr. Ludovick Utouh, Ms. Sarah Cooke British High Commissioner to Tanzania and Executive Director The Foundation for Civil Society Mr. Francis Kiwanga during the stakeholders forum held on 19th May, 2017 at Serena Hotel – Dar es Salaam

By Octavian Swai

Retired Controller and Auditor General (CAG) Mr. Ludovick Utouh has revealed that the CAG's recommendations being issued by the CAG every year are not in a good pace of implementation, this situation makes these recommendations to be repetitive in each year and leads the country to lose billions of money.

Utouh who is currently the Executive Director of WAJIBU – Institute of Public Accountability said this during the stakeholder's forum which was organized by The Foundation for Civil Society (FCS) in collaboration with WAJIBU- Institute of Public Accountability on 19th May, 2017, at Serena Hotel Dar es Salaam Tanzania.

The Foundation for Civil Society in collaboration with WAJIBU has agreed to organize a country wide initiative for empowering CSOs and other development actors to understand and access the CAG's reports every year once they are released as public documents after being tabled in Parliament.

Mr. Utouh pointed out that, in the Local Government Authority audit report for 2015/16, out of 79 recommendations issued by CAG in previous years, only three recommendations which is equivalent to 4% had been fully implemented by the government.

He added that "in the CAG's report 44% of the recommendations were under implementation while 52% had not been implemented at all" said Mr. Utouh.

He said even the directives of the parliamentary oversight committees (LAAC, PAC) are not acted upon by the responsible authorities even though many times they are of great significance in



Participants in a group photo during the stakeholder's forum held on 19th May, 2017 at Serena Hotel – Dar es Salaam, Tanzania

improving financial management processes in the public sector.

"Previous financial year, LAAC issued 1,094 directives to Local government authorities out of which, 438 recommendations which is equivalent to only 40% were implemented, 230 recommendations which is equivalent to 21% were under implementation and 427 which is equivalent to 39% were not implemented at all" said Mr. Utouh.

He said government officials ignore these recommendations due to the fact that the government does not take decisive actions on the reported weaknesses.

In talking of principles of accountability, Utouh argued that for accountability to be alive, there are issues which must be in place; Fair electoral process, a free media with broad protection, peoples freedom of expression, and citizen's right to access information.

Numerous researches globally have confirmed that public sector fraud and corruption normally thrives well when transparency, accountability, democratic systems and rule of law are absent.

Mr. Yonna Killagane retired Managing Director of Tanzania Petroleum Development Corporation and currently WAJIBU's Director, was also one of the main speakers in the event.

In his presentation of the analysis of central government audit report he said, the trend of audit opinions starting from 2013/14 to 2015/16 is deteriorating each year.

He said, during the year 2015/16 CAG carried out 222 audits under MDAs and in his audit findings, there were 86 % Unqualified Opinions, 11% Qualified Opinion, 1% Adverse Opinions and 2% Disclaimer Opinions.

"The government should find a way of dealing with this situation which is not good and it can lead the country into serious economic problems" said Mr. Killagane.