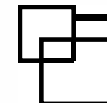


PETS

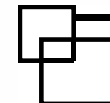
“Follow the Money”

Public Funds and Policy Monitoring



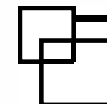
Why PETS?

- Assess the *leakage* of public funds and can help to assess the *efficiency* of public spending and the quality and quantity of services.
- To stimulate both the demand for, and supply of information, (helped to engage communities holding and in making public services more accountable).
- PETS are tracing systems, ultimately intended to provide local communities with information about the level of resources allocated to particular services in their area; [school or health clinic]
- They are systematic, tracking the flow of resources through the various layers of government bureaucracy
- Limited involvement of CSOs in performing expenditure tracking and service delivery monitoring in the past
- Initiatives to train NGO members on budget analysis and advocacy



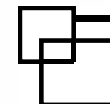
Key Features of PETS

- ***Collaboration:*** Although PETS is a civil society initiative, it is expected that it will be developed with the collaboration with CSOs, Central government and the local government authorities.
- ***Starting gently:*** To begin with, you can aim to map the existing flow of resources and try to show how funds are being spent (include capturing aggregated ‘overall total’ figures for each source of funding, for district, wards and villages).



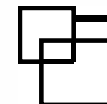
Key Features Cont...

- ***Keeping reporting simple:*** This should not be a burden of reporting for community members, Local government authorities, efforts should be made to ensure computerised budgets and financial reports at the district level.
- ***Helping not auditing:*** PETS is not intended to be an audit of expenditures, rather, the aim is to bring to the public's attention what resources reach the district, wards and villages "*communities*" and help them understand how the budget and expenditure is managed, help control the expenditure of funds and see the '*big picture*' when budgeting.



Key Actors and Potential Allies

- ***Councillors:*** They are representatives of the people in the districts, and might want more knowledge of financial matters so they can hold the district management accountable, and explain to the people who elected them.
- ***District Officials:*** Want to have a better understanding of the way resources are being used in service delivery in order to improve the allocation/ control of these resources.
- ***Community:*** want to improve the quality of services they receive, hold officials accountable and help to re-set the priority of spending.
- ***CSOs:*** Want to improve the welfare of the community. Can dedicate time, energy and expertise to looking at financial information, analysing it, and publicize the results.

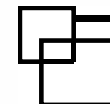


Establishing PETS – Outline Methodology

Step 1: Carry out a Literature Review, including at national level

Analyse national goals, policies and pro-poor policies and strategies paying particular attention to the groups, issues or sectors that concern you most (community). Don't forget to include gender

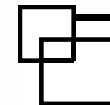
- Investigate the relevant PER/s for their insight on the budgeting processing
- Analyse and evaluate District goals in the light of national policies and objectives and their impact on community concerns



Step 2: Map the situation of the budget process at district level

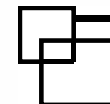
SWOT to answer the following questions:

- Who participate? (women, men, youth-boys n girls, people living with disability, people living with HIV/AIDS, pastoralists, elders, etc)
- How do they participate?
- Whose perspectives/voices are heard most effectively?
- Investigation of the community participation methodology (e.g. O&OD) and how it is being used in the district, ward and village – are any priority issues coming out of this work?



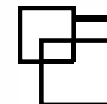
Step 3: Talk with Key actors about PETS and its advantages

- Advocate – talk to people who may be open to change. Target particular people. Spend time developing a positive working relationship.
- Think in terms of:
 - Stakeholders-the individuals and groups who do or will have interest in what you want to change
 - Decision makers-they key individuals that will bring about the change that you want
 - Influencers-the people who can influence decision makers; they can act on your behalf or against you
- A particular outcome from this step can be an agreement with key district officials to share the relevant financial information



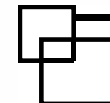
Step 4: Convene an introductory PETS meeting

- Needs to be over a 3-days period
- Covers understanding of community Rights, Roles and Responsibilities; Districts and villages budget processes issues; Pro-poor policies; Rights to information



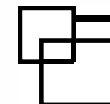
Step 5: Fieldwork

- Make link between district and ward/village level
- Build the capacity of different groups to become involved in PETS work through following their own priorities
- Select key monitoring sector
- Establish Monitoring Teams (Committees)
- Field work requires about 4 weeks
- Supporting visits



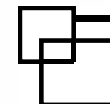
Step 6: Feedback meeting at District level

- Monitoring team report back the findings to the community
- Community members discuss and propose the next steps to better transparency and accountability and hold leaders accountable the way they see it fit.
- Various stakeholders invited can also take steps (councillors, MPs, CSOs, Religious leaders, DC, etc.)



Step 7: Systematic and on-going follow-up

- It is important that CSOs ‘stay with the process’ rather than seeing PETS as a ‘one off’ series of workshops.
- Information provided by the government should be used (quarterly allocations and reports)
- Information to be posted on an agreed *notice board* at the district, ward and village level.



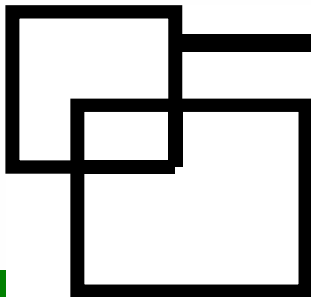
PIMA CARD

A Tool to Public Expenditure Tracking

“Community Empowerment”

Public Expenditure Tracking Conference

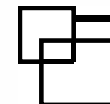
By - Joram Massesa



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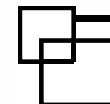
Knowledge. Action. Change.

- **The Process of conducting PETS forms a strong tool for community empowerment.**
- **The process is innovative because the community members collect the information they need, receive only mentoring from trained facilitators or intermediaries**
- **Monitors the budget process from the bottom up**
- **Collects information from community level and based on community needs**
- **The basis of the approach is producing score cards. In Tanzania the cards are called PIMA Cards - in other parts of the world they are known as Community Score Cards.**

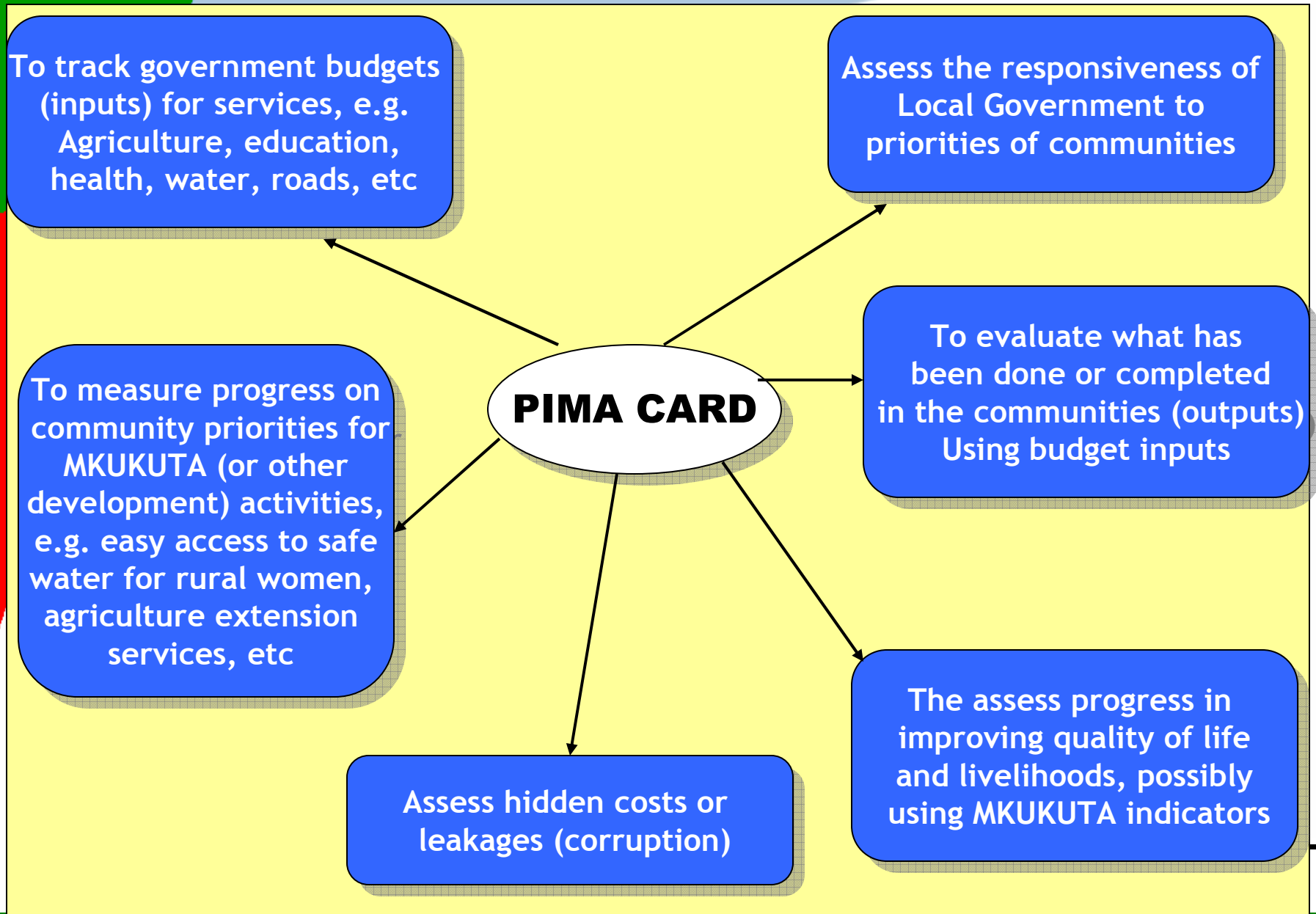


What are PIMA CARDS?

- PIMA Cards are simple, flexible information gathering tools that empower communities by enabling them to have 'a Right to a Say'
- Provides communities with a framework for collecting quantitative and qualitative information about inputs, outputs and outcomes of government services
- Importantly, the community itself decides which sectors should be tracked.
- Information gathered can be used at an interface meeting with local government to promote greater accountability and responsiveness



How can PIMA Cards be used



Success of PIMA CARD

Understanding

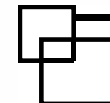
- ✓ The context in which they will conduct tracking
- ✓ Idea of Poverty Monitoring and Pro-poor policies like MKUKUTA (PRSs)
- ✓ Causes and Indicators of Poverty
- ✓ Poverty Reduction targets

With this understanding, communities will then be in a position to assess the effectiveness of poverty reduction efforts in their area by tracking village and district budgets and their resultant activities, outputs and outcomes.

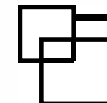
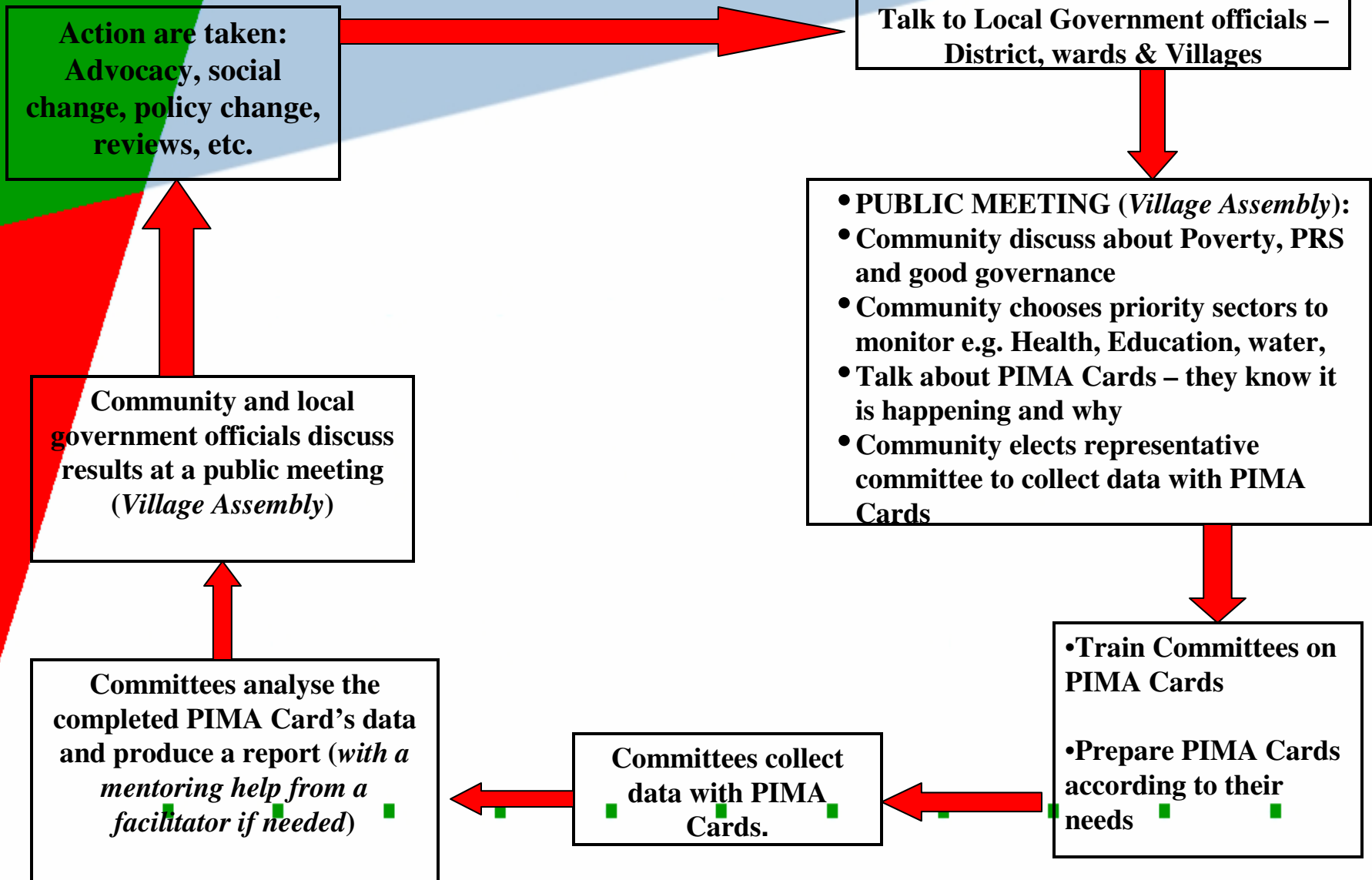


Success of PIMA CARD

- ✓ It is vital for the community facilitators to have technical competency to ensure that communities are empowered
- ✓ PIMA Cards should not be treated as a “One-off” exercise but rather as a Powerful “On-going” monitoring tool as with PETS more Generally.
- ✓ Community fears of a negative responses from authorities should be alleviated through mediation of contacts with local government by CSOs but this mediation needs to be handled sensitively.
- ✓ *FOLLOW UP NEEDS TO BE A PARTICIPATORY ACTIVITY*



PIMA CARDS Process



PIMA Card Activities - In a Nutshell



Meeting with all Stakeholders



Community meetings to decide what sectors to monitor and select committees

TSh/= ? For building Classrooms
TSh/=? Repairing Health Centre
TSh/=? Spot improvement of roads

Obtain Local Government budgets for sectors selected and analyse inputs



Monitoring Committee trained on PETS & PIMA Cards and Develop PIMA Card on the specified Sector



Monitoring Committee members collect information using PIMA Cards

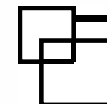


Monitoring Committee Analyse information gathered and write a report

Village Assembly for Feedback and Action to be taken



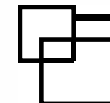
What we do “PIMA CARD Experiences”



1: Introducing the Project

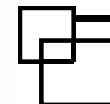
Introduction of the project:

- We ensure that the District, ward and village level officials are aware of the project and what will be happening in their areas.
- These meetings involving all level of local government officials and the community (DC, Councilors, WEOs, VEOs, and the Facilitators) to gain the trust and cooperation of all actors



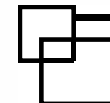
2: Participation of Local Government Authorities

- Discuss the importance of the project, its impact in Poverty Monitoring**
- Discuss how the exercise will be carried out, with whom, for how long, collaboration needed, and possible inputs, outputs and outcomes**
- Discuss the Purposes and benefits of PETS in general and PIMA Cards in particular**



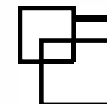
3: Training to build confidence

- We train the community on
 - Rights, Roles and Responsibilities of LGAs (*in their respective positions*) and Community rights and responsibilities
 - MKUKUTA (Pro-poor policies/PRS)
 - Budget Advocacy
- The training includes *community members, CSOs in the area, FBIs, LGAs and Private Sectors.*
- Develop Action Plan for implementation



4: Village Assembly

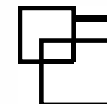
- *Through VEOs/Village Chairpersons hold a Village Assembly*
- *At this meeting, the community should be facilitated to:*
 - Introduce PETS and develop common understanding
 - Understand how budgets work and get the villagers to take interests in following up village expenditures
 - Build a sense of transparency and accountability to duty bearers
 - Enable the community to apply PETS and PIMA Cards on various sectors as a tool in tracking expenditures in the future
 - Motivate the villagers to identify leakages and be able to improve the impact of plans and budget allocations
 - Agreeing on sector of priority
 - Select a 7-15 villagers - Monitoring Committee [MC], and Build capacity of the MC on understanding the PIMA cards and design of questionnaires
 - Agreed on Action Plan



5: Monitoring Committee

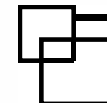
□ Committee Members Selection:

- 7 to 15 people from the village
- Represents all groups [*women, men, youth, disables, religious leaders, HIV/AIDS, etc.*]
- Should be able to read and write
- Be ready to volunteer
- Non-political leaders (*the discretion of selecting people for the best interest of the exercise is in community hands*)
- Non-Local Government Officials
- Action Plan in place



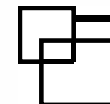
Access to Information

- **District's plans**
- **Districts budgets, MTEF**
- **District's Quarterly financial reports**
- **Full Councils reports in relation to budgets**
- **Donors contribution reports**



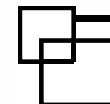
Challenges in Access to Information

- **Ward and Village authorities are reluctant (some of them are deeply involved)**
- **Some counselors if involved in leakages creates stumbling blocks and difficulties, sometimes convince the community to do PETS in a different sector**
- **Most of the information is not user friendly to community members**
- **Information at District level is too general “aggregated”**
- **Some local government officials do not understand the Rights (Laws) of information access**
- **Villagers lack data and some data are not posted on Village Notice Boards as agreed**



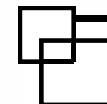
Challenges Cont...

- From the side of the CSOs there is a number of factors that prevents from accessing data.
 - Some CSOs lack awareness of their right to access information
 - If they are aware, they are reluctant to pursue their demands for fear of spoiling their relationship with the local government
 - And lastly, the most difficult factor to address is the culturally accepted value that one does not openly criticize others, certainly not if there is a sub-ordinate relationship (e.g. *Planning Officers to DED*)



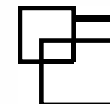
Challenges Cont...

- The findings (e.g. audited reports, quarterly/mid financial reports), once analysed, are often neither accessible nor useful at the level at which the information is collected in particular ward or village level
- People/community members who do tracking sometimes are called/labeled as “oppositions” by the ruling party members as a means to scare them off



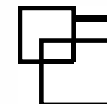
Getting information

- District Planning Officers are cooperative *‘in most of districts’*
- Counselors help community members to access and understand information
- WEOs and VEOs when pressed by community, they release information *“kept away from community members eyes”*
- NGOs, CBOs and FBIs ■ ■ ■ ■ ■ ■



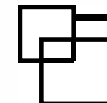
Use of gathered information

- **Comparison between budgeted and expenditures at District, ward and village level**
- **Tracking on amount allocated and the way it has been used ‘*Value for money*’**
- **Evidence for community actions**
 - Request for a thorough/technical audit
 - A “No” vote to some leaders and holding them responsible
 - Police evidence in opening charges on misuse and corruption
 - Strengthening of development projects monitoring systems
 - Community awareness



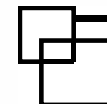
Key Steps and Actors Involved

- **Project introduction** – *NGOs, FBIs, CBOs, Facilitators, LGAs*
- **Capacity Building** - *NGOs, FBIs, CBOs, Facilitators,*
 - *TOTs,*
- **Expenditures Tracking** – *Community members*
 - *Bottom up using PIMA Cards and PETS forms*
 - *Meetings with various village committee members, project's leaders and service providers, community members, and government authority*
- **Information provision** – *LGAs, Officials, NGOs, Counselors, community members*
 - *Approved reports, MTEF, word of mouth, approved plans,*



Successes

- Village see it as an eye to the community for budget monitoring and accountability
- Accountability and plugging the leakages in Mkonoo village (Water and Education)
- Community understanding on Budget issues, good governance, Poverty Monitoring
- Confidence in Expenditures Tracking and taking actions/holding accountable for those in faults
- *“PETS is an eye to the community development. It is good to see where our money goes, because if we see where our investment is used we are more motivated to contribute”, [a community member offered a land for Primary School construction in Monduli – Sinoni Ngarashi Village]*

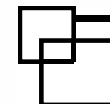




Thank you for Listening!

Asanteni kwa Kunisikiliza!

Joram Massesa



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