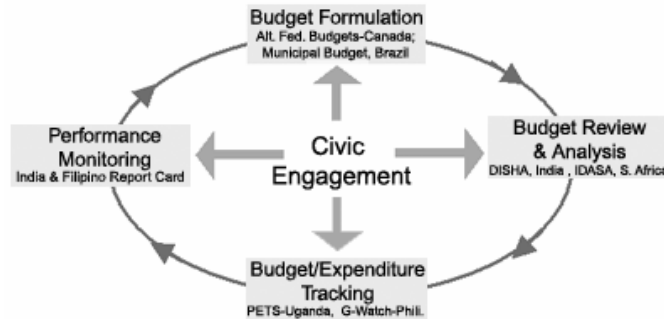




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# “From Shouting to Counting” - Introducing the Concept of Social Accountability



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# What is Accountability?

*Accountability is the ability to call public officials, private employers, or service providers to account, requiring that they be answerable for their policies, actions and use of funds.*

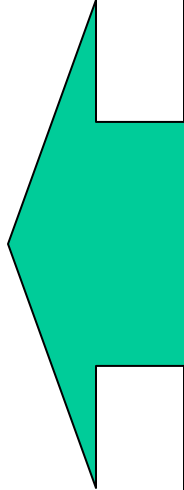
- Empowerment and Poverty Reduction Sourcebook, WB, 2002

- Therefore accountability involves both an **obligation** of public officials or corporations and a **right** of people or citizens
- Further, these public/corporate officials can be held accountable for their:
  1. **CONDUCT** or **ADHERENCE TO RULES**
  2. **PERFORMANCE**



# How can one enhance Accountability?

- 1. Rules and Regulations** – administrative procedures, audits,...
- 2. Bring in Market Principles** – privatization or contracting out to private sector and NGOs
- 3. Independent Agencies** – ombudsman, vigilance commissions,...
- 4. “Social Accountability”**



There has been varying success with these. What has been learnt is that success often depends on direct participation of the people

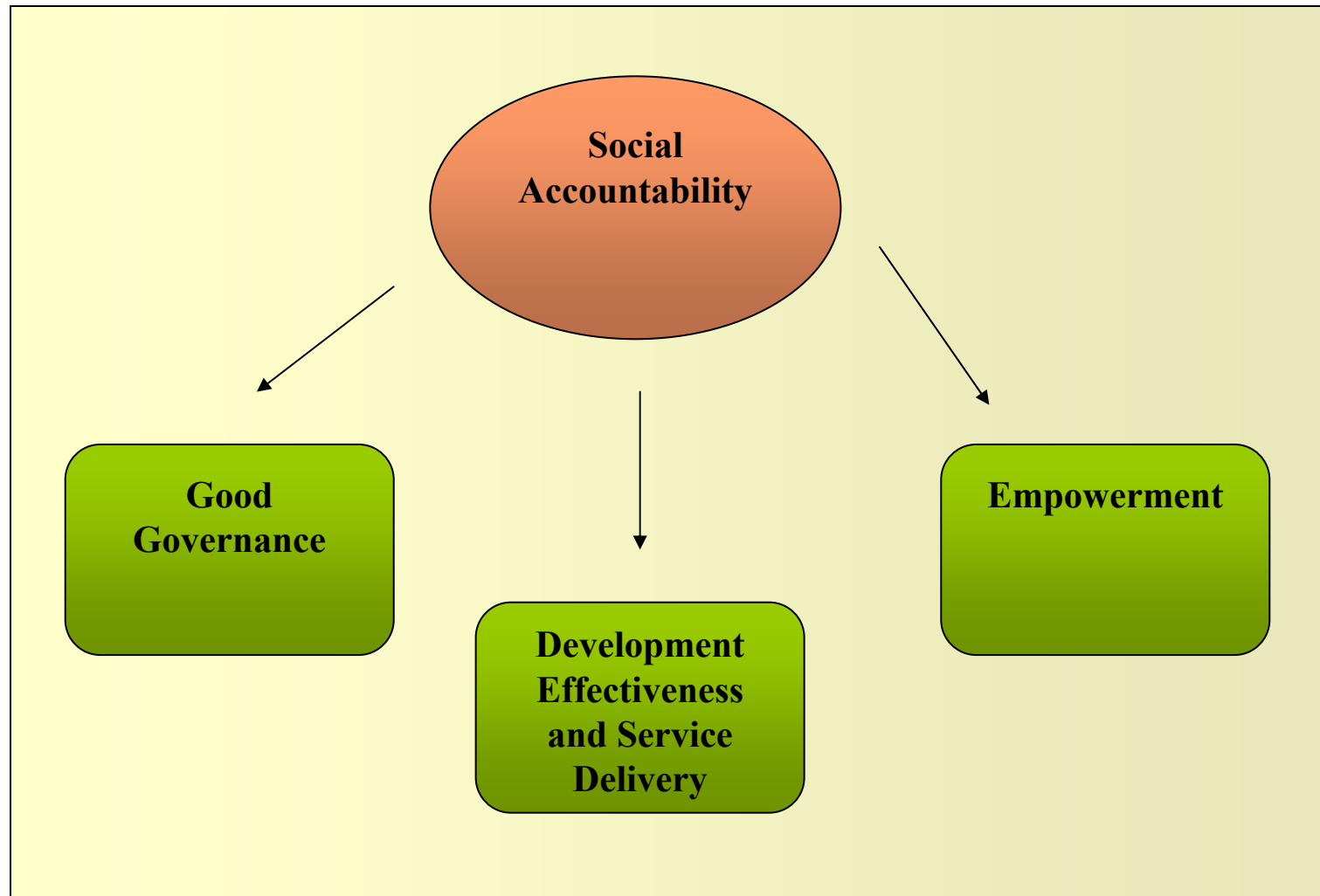


# What is ‘Social Accountability’?

- ... is an approach towards building accountability
- that **relies on civic engagement**,
- where ordinary citizens and/or their organizations **participate** directly or indirectly in exacting accountability
- It is **‘demand-driven’** or **“bottom-up”**
- and **complements** non-effective, formal accountability systems



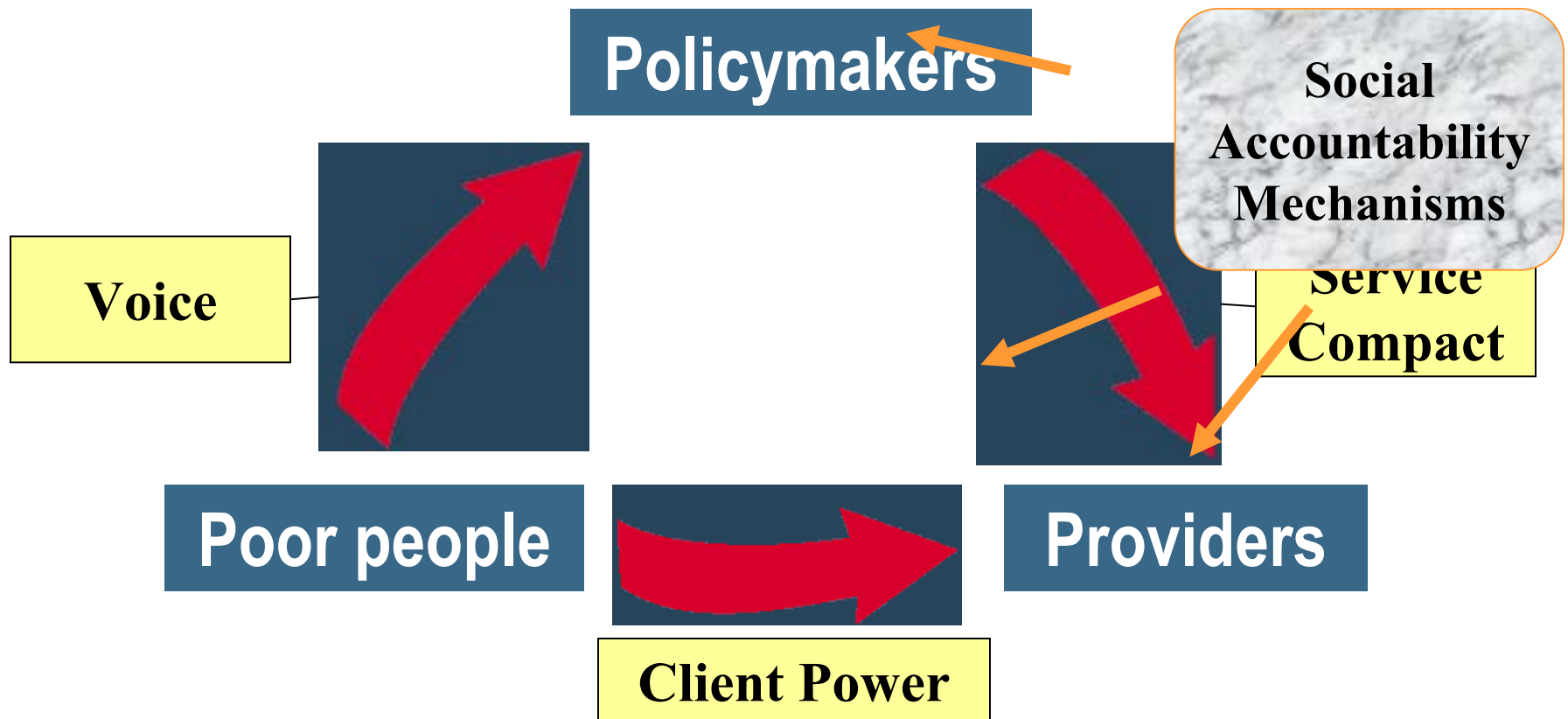
# Why Social Accountability Is Important?





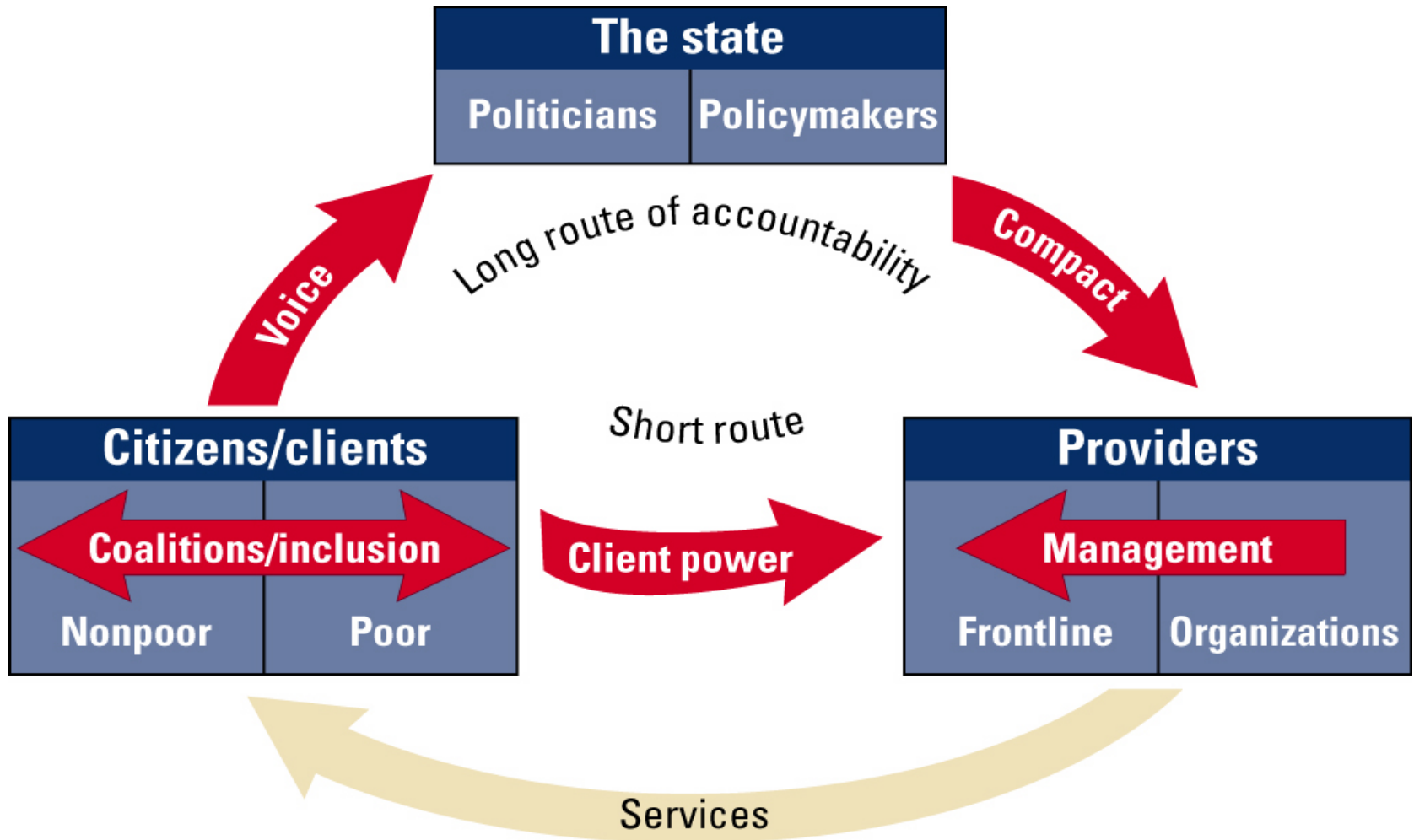
# Unbundling Service Delivery – the WDR 2004 Approach

**A framework of accountability relationships**





# Short and long routes of accountability





# **Social Accountability Mechanisms**

## **Enable a shift...**

- **From Coping to 'VOICES' by Citizens**
- **From 'Shouting' to 'Counting' by Activists -  
quantify voice and feedback**
- **From Reaction to Informed Action**
- **From Episodic Responses to Organized  
Action**
- **From confrontational to "win-win" situations**



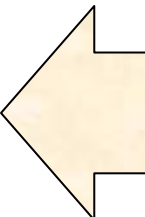
# Social Accountability Mechanisms

- Social accountability mechanisms include many actions and tools that citizens, NGOs and media can use to hold public authorities accountable.
- But most effective are those that involve participation of citizens in the process of allocation, tracking disbursement, and monitoring use of public resources
- This is called *Participatory Public Expenditure Management*



## **Social Accountability through Participatory Public Expenditure Management - a 4 Stage Process**

- 1) **Budget Formulation** – How public resources are allocated
- 2) **Budget Review** – Diagnosing the implications of the budget when formed
- 3) **Expenditure Tracking** – Seeing where the money goes
- 4) **Performance Monitoring** – Even after the money is spent, see how the output/service is performing



Note that each of these things can be (and are usually) done in a non-participatory manner. That is not PPEM.



# Social Accountability through Participatory Public Expenditure Management





# **Participatory Approaches to Public Expenditure Management Include...**

- Citizen Juries and Complaints systems
- Public Expenditure Tracking Surveys
- Independent Budget Analysis by CSOs/Think Tanks
- Public Budget Hearings and Social Audits
- Community/citizen monitoring of performance of public agencies, e.g. through Citizen Report Cards and Community Scorecards
- Advocacy campaigns
- Right to information movements



# Changing Information Flows...

**Supply-side**

**Bureaucratic  
Action**

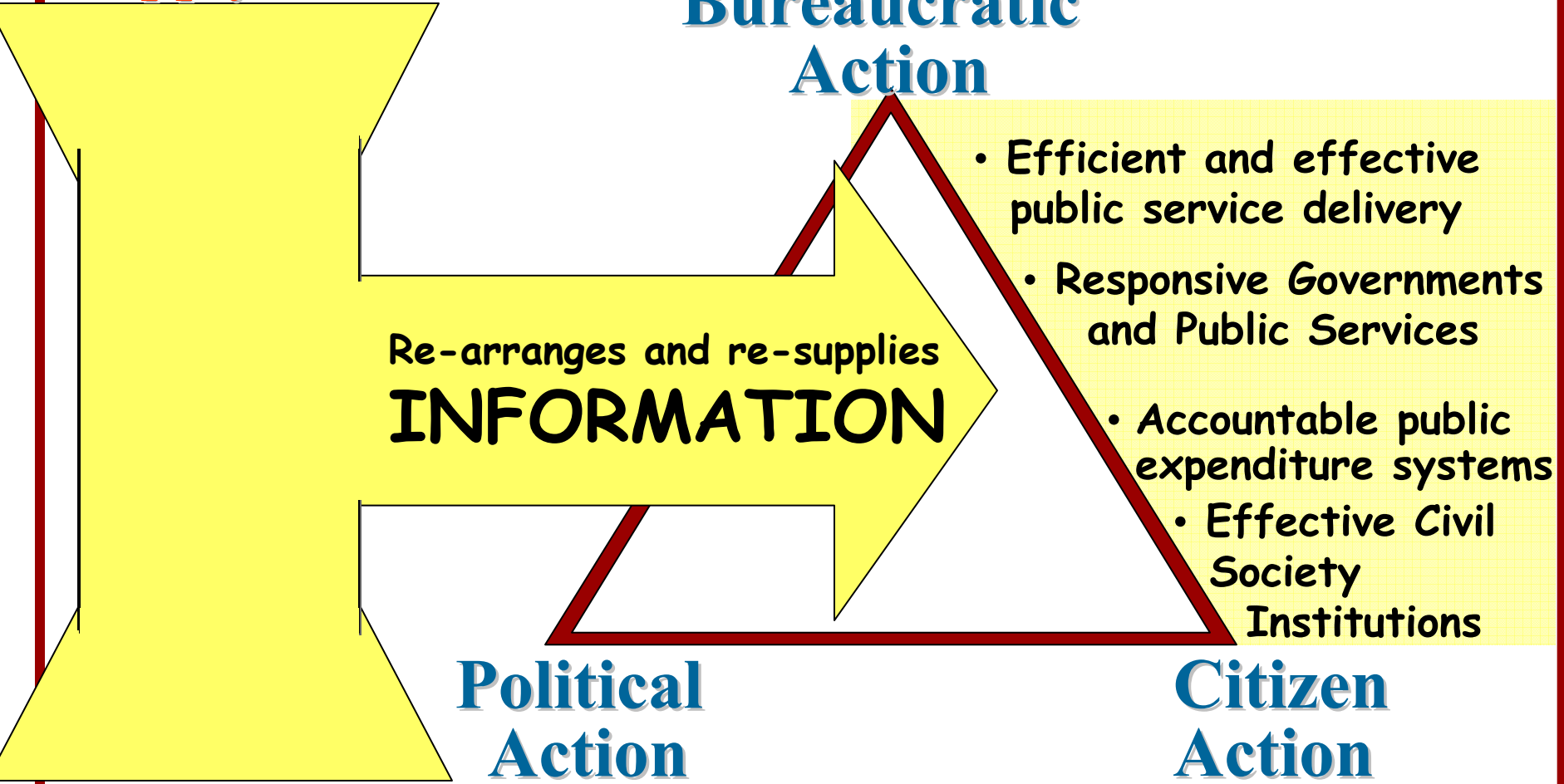
Re-arranges and re-supplies  
**INFORMATION**

- Efficient and effective public service delivery
- Responsive Governments and Public Services
- Accountable public expenditure systems
- Effective Civil Society Institutions

**Political  
Action**

**Citizen  
Action**

**Demand-side**





# **Applications Contexts for Social Accountability Mechanisms in the WB**

- A) Programmatic Loans (PRSCs, PSRLs...)
- B) Decentralization & Public Sector Reform
- C) CDD Projects and Social Funds
- D) Sector Projects – (Health, Education...)
- E) PRSP Monitoring, PERs, ESWs...



# Critical Factors of Success

- Political context and culture
- The role of the media
- Civil society capacity
- State capacity
- State-civil society synergy
- Institutionalization



# Implications for Analytical Work

- Enabling environment for SAc is different from general EE for Civic Engagement
- Focus is on civil society's role in (a) monitoring and (b) advocacy
- Enabling Environment for SAc would include:
  - Access to information on budgets, projects..
  - Transparency and Freedom of Information Laws
  - Decentralization of funds and decision making
  - Consultations and participation in policy formulation
  - Capacity and relations with media
  - Formal accountability institutions – e.g. ombudsmen



## Implications for Analytical Work...

- Need to tailor analytical work for:
  - Measuring capacity for SAc initiatives
  - Assessing risks and opportunities to SAc work
  - Identifying entry points in public policies and WB operations for SAc mechanisms
  - Identifying institutional spaces for SAc
  - Finding areas that can strengthen or promote SAc initiatives



Thank you!

- Questions?