

***“Workshop on the Application of Social Accountability Mechanisms in
Community Driven Development and Decentralization Programs in South
Asia: Experiences from Pilot Projects”***

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Hyderabad, Andhra Pradesh

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Guests & Key Speakers: Mr. Wajahat Habibullah, Central Chief Information Commissioner; Mr. J. Hari Narayan, Chief Secretary, Government of Andhra Pradesh, Mr. Jagath Pushpakumara, Minister of Nation Building, Sri Lanka; Ms. Chritine Wallich, Senior Governance Advisor (South Asia), World Bank; Mr. C. D. Arha, AP State Chief Information Commissioner; Mr. J. P. Murty, Principal Secretary, GPM&AR, GA Department, Government of Andhra Pradesh; Dr. Rajiv Sharma, Director General, Centre for Good Governance; Mr. K. Raju, Principal Secretary, Rural Development Department, Government of Andhra Pradesh.

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Workshop Organizers: Parmesh Shah, Sanjay Agarwal, JVR Murthy from the World Bank, Karen Sirker from the World Bank Institute, Vivek Misra, P. Ramasankar, P. Geeta, Vardhaman Vaidya, Satyajit Rao, Vishnu Vardhan, D. Sruthi, and others from the Centre for Good Governance.

Table of Contents

1.0	Overview of the Workshop	1-9
1.1	Introduction & Background	1
1.2	Workshop Objectives	3
1.3	Pilot Projects	5
1.4	Participants' Profile	8
2.0	Inaugural Session	10-12
3.0	Context Setting and Public Service Delivery	13
4.0	Overview of Global Social Accountability Trends	14-15
5.0	Pilot Project Initiatives	16-39
5.1	Adapting the Community Assessment Process Tool in Sri Lanka	16
5.2	Community Assessment of Health Services in Andhra Pradesh	19
5.3	Assessing Decentralised Service Delivery in Maharashtra	23
5.4	Measuring effectiveness of Mid-Day Meal Scheme in Rajasthan	27
5.5	Performance Rating of Gram Panchayats in Chhatisgarh	30
5.6	Experience of Citizen's Report Cards in Kerala	33
5.7	Social Audit of Andhra Pradesh Rural Employment Guarantee Scheme	35
5.8	Other Projects and Initiatives	37
6.0	Way Forward	38-39
7.0	Annexures	40-45
7.1	Workshop Schedule	40
7.2	Participants' List	42

1.0 Overview of the Workshop

1.1 Introduction & Background

Social accountability is being increasingly recognized by state and non-state institutions as a means of enhancing democratic governance and improving service delivery. It refers to a broad range of actions and mechanisms that citizens, communities, independent media and civil society organizations can use to hold public officials and public servants accountable.

Social accountability tools include participatory budgeting, public expenditure tracking, citizen report cards, community score cards, social audit, citizen charters, people's estimates etc. These social accountability mechanisms can contribute to improved governance, increased development, effectiveness through better service delivery and empowerment. The overall objective of these mechanisms is to promote transparency and accountability in the service delivery process. These mechanisms act as an empowerment tool for the citizens and enhance the level of commitment within government, especially the commitment of the political leadership and the bureaucracy. It is therefore imperative that there be immediate and wide scale dissemination of knowledge about these mechanisms and also assistance provided to the various service delivery organization and civil society organizations in understanding and applying these tools for improved efficiency in service delivery.

Although development history is replete with attempts by citizens and civil society organizations to foster greater social accountability of governments, the use and practice of social accountability tools have been restricted to bottom-up initiatives launched by dedicated and committed individuals who dared to make a difference. It is important to institutionalize the concept of social accountability and further the use of social accountability tools by all key stakeholders, particularly the government. Towards this end, it is necessary to (a) engage the government and local bodies and build ownership; (b) build awareness of social

accountability within civil society; and (c) develop a knowledge base on social accountability tools and a strong pool of trainers for knowledge transfer.

Recognizing this need, the World Bank has started initiatives in different parts of the world. In South Asia, the World Bank has planned the following activities.

- to engage centers of best practices from across the world in the area of social accountability
- to facilitate capacity-building and piloting of social accountability mechanisms in South Asia
- to review and refine operational tools for Social Accountability
- to establish regional networks and communities of practice in the area of social accountability across the globe for knowledge sharing and learning

The World Bank has identified the Centre for Good Governance (CGG), Hyderabad, as a partner institution in promoting social accountability in governance in South Asia through the above-mentioned agenda. The Centre for Good Governance, which was established by the Government of Andhra Pradesh and the United Kingdom Department for International Development (DFID) in 2001, has emerged as a centre for excellence in the area of governance reforms. CGG has been working with the national and state governments to reorient the governing structures and processes to enable better service delivery and better development outcomes through enhanced accountability, transparency and responsiveness.

Along with the South Asia Sustainable Development Division (SASSD) of the World Bank and the World Bank Institute, CGG was involved in undertaking *An Orientation and Methodology Workshop for the Application of Social Accountability Mechanisms in Community Driven Development and Decentralization Programs in South Asia* in May 2005 in Hyderabad. Apart from participants from many Indian states, this workshop also attracted participants

from Srilanka, Pakistan and Bangladesh. The workshop not only exposed the participants to different social accountability tools such as Citizen report cards, community score cards, participatory expenditure tracking, participatory planning etc., but also enabled hands-on live training at the grassroots level. The idea was to be able to integrate the lessons of the entire workshop into a practical tool that participants could adopt and use in their own programs, projects and activities. CGG has also developed a website www.sasanet.org to facilitate knowledge dissemination and networking among practitioners.

A key outcome of the workshop was preparation and implementation of pilot projects to assess the feasibility and practicality of the ideas generated at the workshop. Six pilot projects were launched after the May 2005 workshop. The second workshop held at the Centre for Good Governance on the 13th and 14th of March, 2007 workshop built on the earlier efforts by bringing together all key stakeholders to share and learn from the pilot initiatives undertaken. The workshop was regional in scope and was jointly organized by the Centre for Good Governance, India along with the South Asia Sustainable Development Division of the World Bank and the World Bank Institute.

1.2 Workshop Objectives

The objectives of the workshop were to:

- Disseminate the results of the six pilot projects on social accountability mechanisms
- Introduce the social accountability framework, trends and tools to key decision makers in the identified states
- Facilitate learning of existing and potential social accountability practitioners
- Develop project proposals for introducing, strengthening and deepening social accountability mechanisms in identified states



1.3 Pilot Projects

The six pilot initiatives presented were:

1. *Adapting the Community Assessment Process in Various Contexts in Sri Lanka*

- a. **Partners** – The Centre for Good Governance, Hyderabad, the World Bank Institute and the Community Development and Livelihood Improvement Project (Gemidiriya)
- b. **SAC Tool used** – Community Scorecard
- c. **Brief Description** – Two sub-pilots in two villages have been conducted to assess the performance of the Village Savings and Credit Organization (VSCO) and the Drinking Water Supply Sub-Project respectively. Community/user generated indicators have been identified and the quality and efficiency of service delivery has been measured through these indicators. A project wide scale-up to assess other village level organizations and small village infrastructure works and programs is likely in the near future.

2. *Assessing Healthcare Service Delivery in Andhra Pradesh, Using Community Scorecards*

- a. **Partners** – The Centre for Good Governance, (CGG) Hyderabad and the Andhra Pradesh Rural Poverty Reduction Project
- b. **Social Accountability (SAC) Tool used** – Community Scorecard
- c. **Brief Description** - An assessment of 2 Primary Health Centres through community interaction in 12 villages in Vishakapatnam District has been conducted. This exercise is likely to be replicated across some other districts in Andhra Pradesh.

3. *Designing a Gram Panchayat Performance Monitoring and Rating System in Chhattisgarh*

- a. **Partners** – The Society for Participatory Research in Asia (PRIA) and the Chhattisgarh District Poverty Reduction Project (CGDPRP)
- b. **SAC Tool used** – Community Scorecard
- c. **Brief Description** – The performance of 30 Gram Panchayats (GPs) in 7 districts have been rated using Community Scorecards. The objective of the exercise is to develop a performance monitoring and rating system for assessment of Gram Panchayats through user feedback. The comparative assessment of GP performance will be used to identify and award high performing GPs. The system is expected to be replicated across the 2046 GPs covered under the CGDPRP once it has been developed and tested.

4. Evaluating the Mid-Day Meal Scheme in Rajasthan

- a. **Organization** – The Consumer Unity and Trust Society, Jaipur, Rajasthan (CUTS)
- b. **SAC Tools used** – Public Expenditure Tracking Surveys (PETS) and Citizens Report Cards (CRCs)
- c. **Brief Description** – The performance of the Mid-Day Meal Scheme, a national program to provide supplementary nutrition to primary school children, in 211 schools in all 14 blocks of Chittorgarh District, Rajasthan was evaluated using PETS and CRCs. Feedback from a total of 422 teachers, 2210 students, 2210 parents and 211 cooks was gathered for this pilot. The State Government is deliberating over the findings from the pilot and is considering scaling up the exercise to cover all schools in the State.

5. Appraising Health, Education, Sanitation Social Welfare & Panchayat Services in Kerala

- a. **Organizations** – Kerala Institute of Local Administration, Thrissur (KILA), Public Affairs Foundation, Bangalore

- b. **SAC Tools used** – A combination of Community Scorecards and Citizens Report Cards
- c. **Brief Description** – To further develop the participatory planning process launched by the Government of Kerala, KILA has devised a citizen/user feedback mechanism to assess the quality and effectiveness of services provided in 5 areas namely - health, education, sanitation, social welfare and service from the panchayat office. The model has been tested successfully in four villages. The State Government has scaled up the exercise both geographically and sectorally to all local bodies in the State.

6. Assessing Health, Education, Water Supply and Panchayat Services in Maharashtra

- a. **Organization** – The Tata Institute of Social Sciences, Mumbai, Maharashtra (TISS), JalSwarajya Project
- b. **SAC Tool used** – Community Scorecard
- c. **Brief Description** – 5 different service delivery contexts were assessed in 14 villages in Satara District of Maharashtra using Community Scorecards. TISS will use the learning from this pilot to develop training modules on social accountability that will be incorporated in the academic curriculum of TISS and other Colleges of Social Work, used for training local government functionaries, NGOS, CSOs, etc.

In addition, other social accountability initiatives in different states were also highlighted in the workshop. These included:

- o Social Audit of the AP Rural Employment Guarantee Scheme
- o Social Watch initiative in Orissa
- o Community participation in Rural Water & Sanitation project, Karnataka
- o Tamil nadu

A detailed account of the deliberations at the workshop is given in the following sections.

1.4 Participants' Profile

The workshop included: (i) Resource Organizations (CSO, NGOs, research organizations and training institutes) that have undertaken various pilot initiatives (ii) Government Functionaries directly involved in ground implementation of community driven development and decentralization programs in the South Asia Region, and (iii) Key Decision Makers who could influence and impact higher level policy making.

The following Community Driven Development and Decentralization Programs participated in the workshop.

- Andhra Pradesh Rural Poverty Reduction Project
- Maharashtra Rural Water Supply and Sanitation Project
- Karnataka Decentralization Project
- Tamil Nadu Empowerment and Poverty Reduction Project
- Chhattisgarh District Rural Poverty Project
- Rajasthan District Poverty Initiative Project
- Sri Lanka Gemi Diriya Project
- Sri Lanka Community Development and Livelihood Improvement Project
- Karnataka Rural Water Supply and Sanitation Agency

The following resource organizations were represented at the workshop:

- The Society for Participatory Research in Asia (PRIA)
- The Consumer Unity and Trust Society, Jaipur, Rajasthan (CUTS)
- Kerala Institute of Local Administration, Thrissur (KILA)
- Public Affairs Foundation, Bangalore
- The Tata Institute of Social Sciences, Mumbai, Maharashtra (TISS)
- Center for Development Facilitation, Sri Lanka.
- Manusher Jono Foundation, Bangladesh
- The World Bank Institute (WBI)
- Center for Good Governance (CGG), Andhra Pradesh

The workshop attracted a wide range of stake holders including resource organisations, government functionaries and key decision-makers, representatives from media and pilot project teams. A total of 66 participants attended the workshop including CGG and World Bank professionals.

Region	Nos.
Government of India	1
Andhra Pradesh, India	7
Rajasthan, India	2
Karnataka, India	3
Kerala, India	2
Orissa, India	3
Chhattisgarh, India	2
Maharashtra, India	9
Tamil Nadu, India	4
Sri Lanka	5
Bangladesh	6
World Bank	10
CGG	10
Total	64

The complete list of participants at the workshop is given in Annexure 1.

2.0 Inaugural Session



The welcome address was given by Dr. Rajiv Sharma, Director General, Centre for Good Governance. In his welcome address, Dr. Sharma noted that the social accountability agenda has been taken forward by the Centre for Good Governance with

support from the World Bank. He welcomed the delegates from different parts of South Asia taking part in the workshop.

Ms. Christine Wallich, Senior Governance Advisor (South Asia), World Bank made the opening remarks. In her address, Ms. Wallich praised the Centre for Good Governance and the Andhra Pradesh Government for their pioneering efforts in promoting social accountability mechanisms. Ms. Wallich's address stressed on three key areas: why Social Accountability matters; challenges in operationalizing these mechanisms and finally, the World Bank's support to promoting such mechanisms to improve overall public service delivery. She observed that the



traditional form of top-down governance hadn't met with much success worldwide. It was increasingly necessary to bring in citizen participation. It was in her opinion a necessary condition for better donor relations, for better results in the efficient management of public service delivery. Ms. Wallich spoke of the challenges that lie ahead in operationalizing such mechanisms and the need for government's to integrate such mechanisms into the governance process.



In his presidential remarks, Mr. J. Hari Narayan, Chief Secretary, GoAP, reiterated the need of bringing transparency and accountability in service delivery. He asserted that every generation has to re-

examine history and that it was vital that the past is analyzed through the lens of the situation today. Mr. Hari Narayan observed that the essence is of transparency and it applies to all kinds of transactions and also the quality of those transactions. He requested the Centre for Good Governance to deepen the spread the workshop over time so as to include other organizations also. He asserted that the process of accountability is endless and that over time the paradigms for ensuring social accountability would change and that such evolution was an imperative keeping in mind changing times and changing generations.

Hon. Jagath Pushpakumara, Minister of Nation Building, Sri Lanka delivered the keynote address. Acknowledging the fact that accountability of public servants is a key governance issue, he stressed that there is need to build



demand side capacities by enabling rural communities to exercise accountability over public officials. In this context, the Hon'ble Minister also highlighted many initiatives undertaken in Sri Lanka.



Mr. C.D. Arha, Andhra Pradesh Chief Information Commissioner put social accountability in the perspective of right to Information. He spoke of the history of the right to information campaign in India and the tremendous pressure that the campaign put on the

governmental machinery in the state of Rajasthan. He also highlighted his experiences in Andhra Pradesh and the support he has received from the Centre for Good Governance in promoting the right to information in Andhra Pradesh.

The Chief Guest Mr. Wajahat Habibullah stressed on the use of RTI and Social Accountability Tools for improvement in the delivery of basic service and in poverty alleviation given the fact that they involve significant



budgetary allocations. He mentioned that although there are institutionalized mechanisms like the Gram Sabha to demand accountability from public officials, they have met with limited success. He stressed the importance of Right to Information as a means by which social accountability mechanisms can be enabled. He congratulated the World Bank and the Centre for Good Governance for organizing the workshop. The Chief Guest also launched the first issue of a newsletter on social accountability titled "Vox Populi".

The Vote of thanks was delivered by Mr. J. P. Murty, Principal Secretary, GA (GPM&AR) Dept., GoAP.

3.0 Context Setting and Public Service delivery

Speaker: Parmesh Shah, World Bank



Mr. Parmesh Shah provided a brief outline of the social accountability agenda of the World Bank, the various initiatives undertaken and gave a brief elaboration of the pilot projects that would be presented in the workshop. Shah spoke at

length about the concept of Social Accountability. He dwelt at length about the overall framework that determined accountability relationships between people, policy makers and service providers. He also spoke about the various mechanisms that helped enforce or promote the concept of Social Accountability. He described how social accountability was an approach towards building accountability through civic engagement where ordinary citizens and/or their organizations participate directly or indirectly in exacting accountability. The driving force of this could be the state, citizens or both, but very often they are *demand-driven* and operate from the bottom up, he asserted. Such mechanisms include many actions and tools that citizens, NGOs and media can use to hold public authorities accountable.

With specific regard to the workshop itself, Mr. Shah emphasized the key objectives namely orienting key decision makers and practitioners to the SAc framework, dissemination of results of pilot projects, facilitating peer learning and the need to introduce, strengthen or deepen SAc mechanisms in identified countries and projects. He also spoke about the workshop itself and the overall design of the workshop.

Mr. Shah also stressed the importance of taking forward social accountability in the South Asia region and asked the participating resource institutions to come up with well-designed initiatives aimed at applying different social accountability mechanisms in community driven development programmes.

4.0 Overview of Global Social Accountability Trends

Speaker: Ms. Karen Sirker, World Bank Institute

Ms. Sirker presented a stock-taking exercise which aimed to extend the knowledge base on social accountability tools and mechanisms for possible strategies for Bank and non-Bank operations. Mr. Sirker



noted that this was important especially since CSOs capacity to undertake social accountability initiatives has been strengthened dramatically, particularly in Africa, Asia and Latin America. In Asia and Latin America, there is an increased capacity and willingness of government to undertake SAc initiatives and this can enable creation of a network of practitioners; help document initiatives and create a platform for disseminating information on social accountability (SAc) initiatives.

Providing a glimpse into the kind of tools being used, Ms. Sirker described a few important ones.

- Budget Analysis at National, State, Sector levels
- Participatory Budget Expenditure Tracking through sectoral approaches of lifestyle checks
- Participatory Performance Monitoring through Citizen Report Cards, Community Scorecards or Project Monitoring tools

- Other Types of SAc such as Integrity Pacts, Citizen’s Charters or Monitoring Procurement etc.

Ms. Sirker also highlighted the key areas for further action in different regions of the world. She indicated that while SAc initiatives in Asia require greater regional networking, continue adaptation and contextualization, those in Africa and Latin America require better capacity building and partnership with government and those in Europe and Central Asia need to ensure local ownership and increased access to information.

A Global Stocking of Social Accountability Initiatives

Region	Countries	No. of Initiatives
Central Asia	Kazakhstan, Kyrgyzstan, and Tajikistan	36
The Caucasus	Armenia, Azerbaijan, and Georgia	21
Western Balkans	Albania, Bosnia and Herzegovina, and Macedonia	18
Asia	Indonesia, Japan, Malaysia, Marshall Islands, Nepal, Pakistan, Philippines, Solomon Islands, South Korea, Sri Lanka	53
Anglophone Africa	Ethiopia, Ghana, Kenya, Malawi, Namibia, South Africa, Tanzania, Uganda, Zambia, Zimbabwe	40
OECD	Australia, Austria, Belgium, Czech Republic, Denmark, Italy, Ireland, The Netherlands, Norway, Poland, EU, Greece, Hungary, Portugal, Spain, Switzerland, Turkey, UK	40
Latin America	Ecuador, Peru	30

Ms. Sirker also provided a template through which the stock-taking exercise could be undertaken.

5.0 Pilot Project Initiatives

5.1 Adapting the Community Assessment Process Tool in Sri Lanka

**Speakers: Hon'ble Jagath Pushpakumara, Minister of Nation Building
Srilanka and Dr. Gamini Batuwitige (Sri Lanka)**

Social Accountability (SAc) mechanisms serve as a channel for strengthening accountability relationships between communities, local governments, service providers and the State, and improve the demand-side of governance by emphasizing citizen participation. It was with these objectives that the Community Assessment Process (CAP) was applied to two villages in the Gemidiriya Program in Sri Lanka. The Gemidiriya Program seeks to empower villagers by giving them the authority to decide their own priorities, plan and implement them and manage their own funds. The Gemidiriya wheel for village self-development below depicts how this transformation is intended to be brought about.



The key elements of the project design include:

- Long term horizon - to build sustainable local level institutions
- Decision-making by Communities
- Gradual Devolution of Power to local governments
- Direct Transfer of Funds to the Communities
- Fixed Budget Envelope and Milestone-Based Disbursement
- Devolution of O & M activities to the Communities
- Community contribution – upto 30% of capital cost

- Simple and Transparent Rules of Engagement
- Independence and Autonomy of the “Guardian of Principles”



The activities in the pilot were undertaken in 4 phases. Phase I consisted of preparatory activities such as building capacity and pilot design. WBI conducted three training of trainers (TOT) workshops for the Gemidiriya Program in the period

September 2005 to March 2006. Participants in the three workshops included Gemidiriya project staff, community professionals, hub and district level leaders, and divisional council members and secretaries. Phases II and III saw the actual implementation of the pilot through trained community resource persons. During Phase II the CAP was undertaken in two villages in March 2006



while in Phase III the CAP exercise was repeated in the same villages in August 2006, to compare results with the earlier assessment. All key activities such as - Input tracking, Community Assessment, Self-Evaluation by Service Providers, Consolidation of Scorecards, and Interface Meetings were taken up in both Phases II and III as depicted in the schematic below. Finally, Phase IV included post-implementation activities such as data analysis, report writing, and dissemination of results.

Accountability mechanisms employed:

- Five non-negotiable principles
- A set of “Golden rules”
- Participation of all - Mahasabha (General Assembly)
- Role of Social Audit Committee – Watchdog of Golden Rules
- Role of Village Committees – Finance, Procurement
- Public Display - Financial, Physical, Eligible Beneficiaries
- Community Bulletin Board
- Milestone based Disbursement and check lists on compliance of rules

Report Cards

- VOs’ Self-evaluation using Community Score Cards
- User Report Cards on Performance of Service Providers

Financial Audits

- Annual Audits (under Company’s Act) and Project Audit -on a sample basis under the project
- Internal Audit
- Conflict Resolution – Communication Tree

Results

The trend observed in the CAP pilot practiced in Pahalagama and kabillegama villages in March and August 2006 had been both positive and negative. There

have been falling scores in respect of few indicators both by service providers as well as community members as receivers of benefits. The action plans have pointed out the activities that have to be practiced to rectify the situation. The repeated attention has resulted in analyzing conditions by the communities and undertaking new activities within six months.

The key benefits from the exercise has been:

- Faster empowerment process
- Disclosure of weaknesses paves way to resolve issues
- Efficient use of limited resources
- Better financial accountability and detection of procurement fraud
Equitable distribution of benefits
- Substantial improvement in local governance and Service Delivery
- Ownership by Communities thereby enabling Sustainability

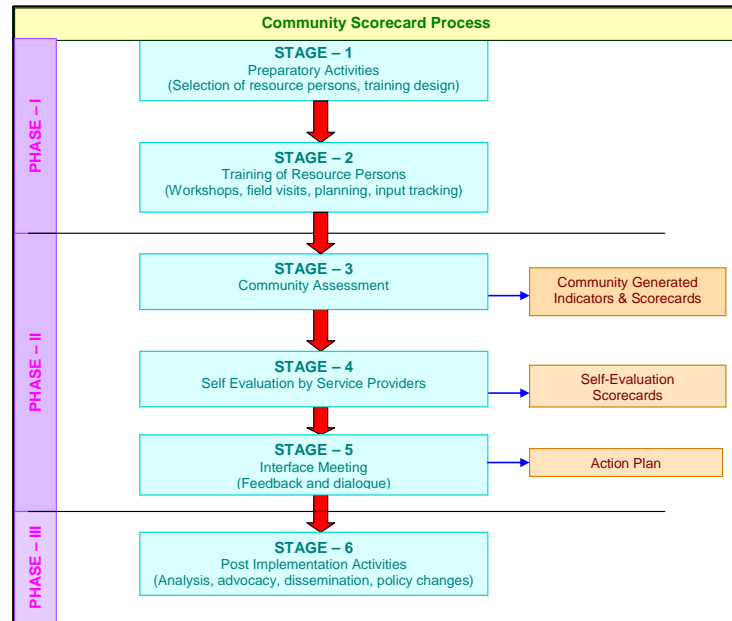
The follow-up practice of CAP would be a combing operation of adherence to principles assisting communities to be vigilant. The Gemidiriya project has deliberated that CAP be practiced by all Gemidiriya communities once in every six months.

5.2 Piloting Community Scorecards in the Health Context in Andhra Pradesh

Speakers: Mr. Vivek Misra (CGG) and Ms. Lakshmi Durga Chava (IKP)

The Centre of Good Governance, Hyderabad, in partnership with the World Bank sponsored Andhra Pradesh Rural Poverty Reduction Project, undertook a pilot project in which the Community Scorecard (CSC) methodology was applied to assess the performance of two Primary Health Centres (PHCs) in two Mandals of Visakhapatnam District, Andhra Pradesh in the context of primary healthcare service delivery. The PHC system is the most important and often last resort for these poor, vulnerable and marginalized sections of society.

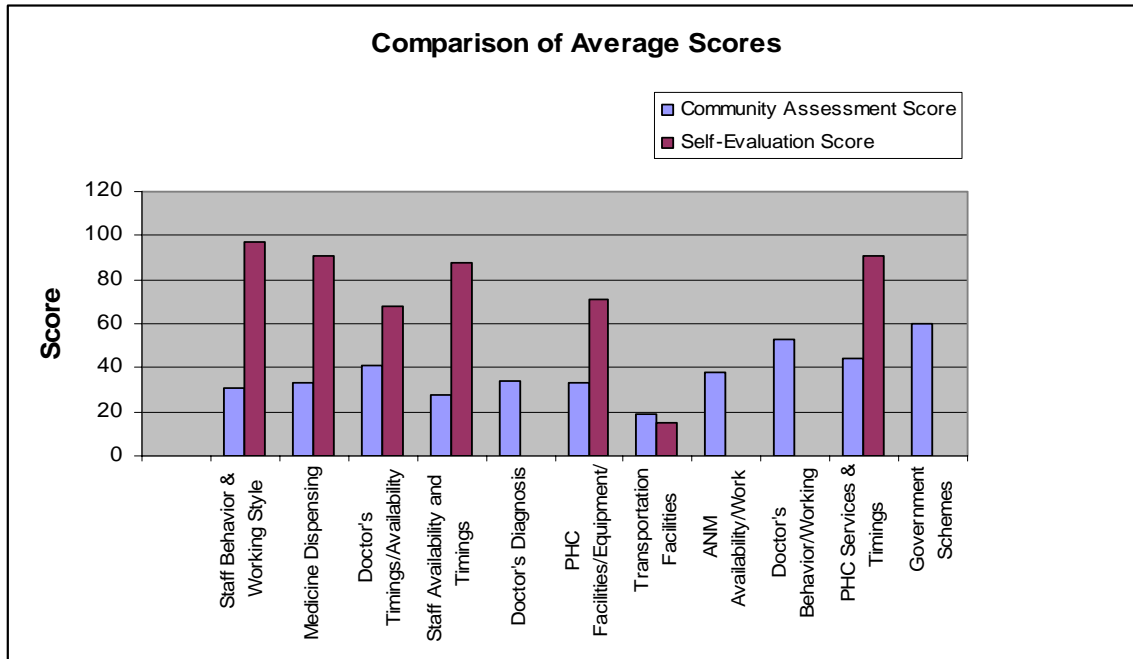
The project was undertaken in six phases. Phase I consisted of preparatory activities and capacity building for undertaking the pilot project implementation with community participation. The key activities undertaken in this phase involved: selection of Community Resource



Persons (CRPs); training program design; preparation of training manual; conducting the training workshop; and operational planning for the pilot exercise. Phase II saw the actual implementation of the pilot through trained CRPs. All key activities involved in the scorecard process such as input tracking, community assessment, self-evaluation by service providers, consolidation of scorecards and the interface meeting, were undertaken during this phase. Finally, during phase III, post-implementation activities were taken up. This involved preparation of action plans and conducting a dissemination workshop involving key stakeholders such as the state and local government, civil society organizations, etc.

At each community location, the users of the PHC services were divided into male and female groups. A total of 24 groups discussions were conducted across the 12 villages in the process generating a cumulative total of 153 indicators. The community rated the various indicators on a scale of 0-100 to indicate their perception regarding the quality of service delivery. They also expressed their qualitative views to justify their choice and rating of indicators. Then followed consolidations of the indicators which were done through issue based

aggregation, simple weighted criteria for ranking and a composite rating system wherein the rating was based on calculating the average mean and range after calculating the composite scores for each indicator.



The service provider self-evaluation brought out the perspectives from the supply side. Interface meetings brought the community and service providers together and the results of the exercises were shared. In these meetings the service providers and the users discussed issues that they felt were important. Subsequently, action plans that clearly identified activities to be undertaken, people responsible, and the timelines were prepared for bringing in improvements.

Key Learnings

Poor staff behaviour & working style lead to poor accountability and weak responsiveness. Weak support services and infrastructure issues and low awareness among the community was also to be addressed. The Medical Officer and the Staff expressed their willingness to undergo training to bring improvements in their attitudes and orientation to service delivery and also

proactively generate awareness among the community. The timings of the Doctor and Staff were changed to suit community needs. A system to redress grievances and display medicine inventory was agreed upon and put into implementation. On the whole the CSC exercise was able to reduce the gap between the service providers and the users, in turn increasing overall satisfaction levels.

The impact of the community scorecard in terms of community empowerment was highlighted by Ms. Lakshmi Durga Chava from the IKP team. She mentioned that the Medical Doctor and other staff are more



accessible to the public now. In fact a better rapport has developed between the community and the service providers. The use of community scorecards has not only facilitated improvement in health service delivery in the pilot areas, it has also enabled other health interventions in the pilot areas. It was also felt that there is need to look at the scorecard as both an empowerment tool at the local level and as a tool that could provide useful community feedback to the decision-makers. There was also need felt to simplify the process by which different scorecards were aggregated so as to make it simpler for the community.

5.3 Piloting Community Scorecards in Decentralised Service Delivery in Satara District, Maharashtra

Speakers: Mr. Santosh Kumar (TISS) & Mr. Kadu Patil, ZP Chairperson, Satara

This pilot project was jointly taken up by the Tata Institute of Social Sciences (TISS) and the Zilla Parishad, Satara district and the World Bank sponsored Jalswarjya (Water



and Sanitation Programme) in Satara district of Western part of Maharashtra. Mr. Santosh Kumar stated that the focus was to assess the performance of four critical service sectors namely - Village Panchayats, Water Supply, Health and Education in fourteen selected villages from three blocks.

The outcomes that were envisaged were:

- Systematic documentation of citizen's experiences- Voice in selected service sectors,
- Identification of weak areas of service delivery
- Identification of steps for improving the service delivery,
- Institutionalize social accountability mechanisms in the lower and middle levels of government, and
- Feed the findings from the pilot into the designing of the proposed curriculum of a Masters Teaching Programme on Social Accountability at TISS.

The Methodology:

Responsibilities

- TISS: Capacity Building, supporting the field exercises, analysis and documentation of the entire exercise.
- Zilla Parishad, Satara: Overall supervision, facilitation, village identification, inter-departmental coordination, personnel to carry out the field exercises.

Village Selection

- CSC for each service sector in 4-5 villages
- Total 14 villages spread over in Karad and Patan Blocks (for training – one village from Satara Block)
- Health: PHC and four villages from the same PHC
- Water Supply: Jalswarajya village in O&M stages
- Education: villages with primary and middle to secondary schools
- Gram Panchayat: Any 4 villages from above excluding villages in S G B Cleanliness drive and Jalswarajya

Field Work and Data Collection

- Cross departmental facilitation
- 21 FGDs in 14 villages – minimum presence 16 and maximum 69
- Various scales (0-5, 0-10, 0-20, Ten Seeds)
- More or less same indicators for easier comparisons
- Reasons justifying the scores recorded
- Most of the interface conducted by the Block level officials (Dy CEO for one village) and recorded by the Gram Sevaks of the respective villages.
- Prioritizing the common issues and discussions for problems and prospects of better service delivery

Identification of priority issues were done through the Input Tracking method. Major issues were, also identified by the community during this were lack of resources, staff functioning / behaviour with the users, esp. women and socially marginalized, optimal use of resources, convenience of services, information dissemination and transparency. The major concerns of the providers: lack of resources – physical, human and financial, and lack of community responses / support.

Service	Score (1-10)			Reasons & Agreement
	User 1	User 2	Provider	
Water Supply	5	5	8	User 1: No proper timings User 2: Inconvenient timings and bad quality Provider: Ward wise water supply Agreement: Timings to be as per people's need
Gram Sabhas	5	5	10	User 1 & 2 : No information and hence less participation Provider: Well organized and imp. Decisions taken Agreement: To be organized in proper manner at a convenient place.
Transparency	0	0	10	User 1 & 2: No info on accounts given. Provider: Audit reports shared in the GS Agreement: Audit reports to be pasted at common places.
Crematorium	0	--	10	User 1: No crematorium for the community User 2: No discussion Provider: Facility available for the entire village Agreement: GP to purchase private land for the purpose.

- Education: Lack of infrastructure (physical), equipments (sports and teaching), quality teachers, and inadequate supervision by VEC, PTA and Line Departments.
- Health: Inadequacy of facilities for check ups, no lady Medical Officer, staff availability and behaviour, transparency in medicine distribution, etc.

- Water Supply: Quality and timing of water supply, untimely pipeline maintenance, lack of transparency in contract related dealings, irregular water supply in habitations of socially marginalized sections.
- Gram Panchayat: Behaviour of GP staff, esp. with women and marginal section, non-transparent financial mangt., non-disclosure of info. on govt schemes, not holding of GS, esp. Women's GS.

Key Learnings

CSC process generates awareness amongst the user community and empowers them (through negotiations with service provider) to initiate actions jointly with the providers. Some notable examples are those of the GP agreeing to provide water supply at convenient times and with treatment; Users agreeing to pay user fee (for water) in time; GP agreeing to purchase land for crematorium for one ward that did not have access; Users (parents) and providers (teachers) agreeing to form joint committees and supervise school functions; Users (parents) wanting to check the evaluation method after each exam is both a sign of awareness and empowerment. The authority and financial resources with Z.P., the lowest tier of service providers (the school, the PHC and the GP) cannot resolve all the issues concerned with polices, financial allocations and that need consent of higher level officers. Such issues ('voice') can be quantified and presented to the higher tier of governments for any course correction or stricter enforcement.

Following insights have been gained during pilot:

- Duration of the CSC Field work having implications on preparatory work, results (biased / hastened), selection of users and scoring, lack of time for proper discussion.
- Facilitation quality: government officials and not trained facilitators, good for institutional capacity building but biases and short cuts cannot be ruled out.

- Indicator dilemma: Same indicators for providers generated by users only to simplify the purpose. Providers could be given freedom to generate their own indicators.
- Repeat cycles of CSC must be there. CSC to be operational for all the service sectors by including it as an important component of the department's plan.
- Existing community organizations such as PTAs, VECs or health committees get involved in facilitating and implementing CSC processes. This will reinforce the sustainability and legitimacy of the process.
- From the supply side, the block and district administration officials create forum for feedback from communities *via* CSC to take policy actions based on performance.
- TISS and such other institutions train the cadres of facilitators who would carry on CSC with government departments. These cadres would be professionals to be hired by the governments

5.4 Measuring effectiveness of Mid-Day Meal Scheme in Rajasthan

Speakers: Dr. George Cheriyan & Mr. K. C. Sharma (CUTS-CART)

The National Programme of Nutritional Support to Primary Education, commonly known as the Mid-Day Meal Scheme (MDMS) was launched in August 1995 and covers all students (class I to V) of schools run by Government, Government aided, urban and rural local bodies. Implementation of the scheme has been on in Rajasthan since July 2002. Initially, students were distributed boiled wheat supplemented with groundnut and Jaggery (*Gur*) Since April 2005, cooked meals according to a menu based on children's preferences; local availability of raw materials; and decided by a district level committee. Central Government provides 100 grams food grain (wheat or rice) per child per school day, free of charge. The nutritional objective is to provide a minimum of 300 calories and 8-12 grams of protein per child per school day, for a minimum of 200 days annually. The State Government also contributes Rs. 1.00 per student per

day towards cooking conversion charges. Infrastructure for the MDMS is supposed to be developed by the State Government from funds available under other schemes.

CUTS-CART undertook a pilot project to evaluate the implementation of the MDMS in 211 schools in Chittorgarh District of Rajasthan. The pilot was also expected to develop and test a methodology that could communicate consumer voice to service providers, towards better implementation of the MDMS in the State. CART also undertook PETS at different tiers viz state level, district level; block level and school level with regard to release of funds and food grains, and assessed the timeline of such releases and quality of food grains delivered. The components of the pilot were Project scoping; Finalising survey instruments; Conducting the actual surveys; Collecting secondary data on budget allocations utilizations and fund/grain flows; Analyzing data; Conducting stakeholders workshops, and finalizing the report and disseminating results.

Dr. Cheriyan observed that 211 primary government/ aided schools from 14 blocks were selected of which a total of 2,110 students, 2,110 parents, 422 teachers and 211



cooks were interviewed. The schools were selected on the basis of parameters such as size, access by road, remoteness etc. PETS and CRC were the tools used in this pilot. The PETS was used to gather information regarding budget allocations, budget transfers and expenditure while CRC was used to generate

citizen satisfaction scores (voice) on the management and delivery of the MDMS in schools.

Results:

- Mid-Day Meal (MDM) Delivery: More than 90% parents and students were satisfied with the MDMS.
- Untimely Receipt of Conversion Costs: Each school is required to send a monthly expenditure statement and vouchers to the Panchayat Samiti, which is supposed to reimburse the amount within 15 days
- The study revealed that: Only 21% of the schools received the funds every month, in time. The rest got funds in a time ranging from 2 to 6 months (12% got funds once in 6 months).
- 97% of the teachers reported receiving acceptable to good quality of food grains.
- Only 23% of the schools were able to receive food grains after getting them weighed before delivery.
- 76% of the cooks used firewood or *kanda* (dried cow dung) 14% used gas and 10% used kerosene for cooking meals.
- 8% of the cooks claimed that there were not provided fuel and made their own arrangements

The results from the data analysis exercise, along with recommendations that emerged from the analysis were documented. The draft was shared at the district level and state level and based on the feed back the report was finalized. The final document was presented to the Zilla Parishad, the State Government, Commissioner to the Supreme Court and other interested parties. The State Government is currently deliberating over the findings from the pilot and is considering scaling up the exercise to cover all districts in the State. Despite positive balances at ZP level, more than three-quarter of schools surveyed did not receive financial reimbursements relating to the conversion costs on time –

delay was more than one month. There is no proper weight measurement system for food grains delivered at the school, which raises doubts about possibility of leakages.

Dr. Cheriyan and Mr.Sharma both noted that accountability seems to be limited only to the end point management in the MDMS and this throws a few critical issues that need to be debated. Are the teacher's right persons to be made accountable for MDM delivery at the end point? Is making them responsible for MDMS affecting the overall 'schooling'? What should the teachers be accountable to? While the local governments (through their committees) are responsible for implementation of MDMS on paper, in reality they are absent. Is this a desirable situation? What kind of monitoring and accountability systems are need at the higher levels in order to reduce the delays and shortcomings in the distribution of ration and conversion costs?

Actions:

After the survey, arrangements have been made to release sufficient amount for three months in advance towards the meal cooking purposes (from -3 months to + 3 months). For maintaining the quality of the meal, food grains are supplied to the respective schools after thorough checking, and in case of receiving any complaint, immediate action is been taken and suitable directions are issued. Efforts are being made to address the issue of covered store space for food grains and fuel wood. For this purpose, *Zilla Parishad* has been given adequate amount under the School Facility Grant (SFG).

5.5 Performance Rating of Gram Panchayats in Chhatisgarh

Speaker: Mr.Puranjit Banerjee & Mr. Harsh Jaitli (PRIA)

CGDPRP (Nawa Anjor) empowers disadvantaged people. It creates infrastructure and income opportunities for rural poor and supports rural governments to become responsive and effective. CGDPRP proposed to develop

a performance monitoring and rating system for Gram Panchayats and PRIA & CGDPRP undertook the pilot study. The Pilot was conducted on 30 GPs and may be replicated in 2046 Gram Panchayats in CGDPRP project area. CSC was conducted in 30 GPs of 7 districts selected from North, Centre and South of Chhattisgarh. Twelve services of GP were assessed namely, organizing Gram Sabha, Health, Education, Drinking water, PDS Distribution, Other schemes (IAY, SGRY, NREG etc.), Mid-day meal scheme, Sanitation, Physical infrastructure, Hand pump maintenance, Nawa Anjor and Taxation.

The Process:

30 GPs were selected from 2046 GPs under the project and Multi-stage stratified random sampling process was used. The State was divided into 3 regions: North, Central and South and 7 districts were selected from 3 regions,



14 blocks from 7 districts, and 30 GPs from 14 blocks. Final selection of Block and GP was done in consultation with the PFT. Field team selected from PRIA's partner organisations, one FRT for each region, 3 FIs and 1 FS per FRT. The FRTs were trained on CSC methodology. A detailed field investigation plan was prepared.

Two phases of field research – Bilaspur and Raigarh were covered in phase 1. Sharing of these preliminary findings of Phase 1 was done with CGDPRP and the World Bank. The priority sectors and indicators were identified in the Phase 1. FRTs were in constant touch with the Project staff and Panchayat members.

Input tracking

- Supply side data on services offered, budgetary allocations and entitlements were collected
- The data was discussed with the community
- Physical verification of actual progress in each scheme
- Community assessment
- GP ratings through FGDs
- 4,347 (8.21%) persons out of a population of 52,975 participated
- 3-4 homogenous focus groups based on services usage, interests, gender, age in each GP. Each focus group awarded scores to each indicator on 0-10 scale
- Reasons for high and low scores and suggestions for improvement were discussed and recorded
- Common meeting after the FGDs to prioritise the indicators and identify practical solutions to problems
- Self evaluation:
 - The elected Panchayat representatives and officials of PRI scored the indicators
 - Suggestions for improvement were also recorded

The pilot study identified priority sectors and indicators for performance rating. It identified major problems in different service delivery contexts. Constructive and innovative solutions to problems were identified and the community also appreciated the problems faced by the service providers.

Key Concerns and Way Forward:

- Low level of community awareness: Direct scores by community may not provide proper comparative assessment
- Scaling up and institutionalization of the CSC process – a real challenge
- Most of the elected Panchayat representatives are new and inexperienced

- Extensive training of the PFTs and capacity building of elected Panchayat representatives
- Project authorities and government officials to accept and act upon the action plans and CBOs and citizens' groups need to be trained on CSC methodologies
- Dissemination of CSC results into the public domain
- Methods to prevent local specific disruptions to be developed
- Linking performance with financial reward may result in exaggerated scores – neutral observer
- Active engagement of senior officials in the exercise helps taking concrete actions
- Frequency of monitoring performance depends on capacity of professionals and acceptance by implementing authorities

5.6 Experience of Citizen's report cards in Kerala

Speakers: Dr. P. P. Balan (CRRID), Dr.Sunny George (KILA) and Dr. Sita Sekhar (PAF)

The presentation covered three areas:

1. Decentralisation and Participatory Planning in Kerala
2. Citizens Report Cards
3. Report Cards of Four Gram Panchayats

The objective of this pilot initiative was to examine the performance of local governments (Panchayats) based on feedback from citizens/beneficiaries and to prepare Citizens Report Card (CRC) in four Gram Panchayats. The services considered in the study were Education, Health, Integrated child development (ICDS), Panchayat office, Sanitation and Governance.

The process included a two-day workshop at KILA. The Gram Panchayats included Avoly, Kadaplamattom, Keezhuparmba and Kolazhy. Questionnaires were prepared and a handbook for data collection was in place. The process also included training investigators.



Satisfaction Level of Services across Panchayats				
(Marks out of 100)				
SECTOR	KADAPLA MATTOM	AVOLY	KOLAZY	KEEZHU- PARAMBA
Education	59.10	58.10	56.21	54.42
Health	51.60	48.00	46.50	52.31
ICDS	47.45	52.60	47.71	49.21
Panchayat Office	54.30	47.00	52.80	51.82
Sanitation	34.60	30.00	32.00	32.33
Governance	53.40	51.80	54.50	52.41
AVERAGE	50.07	47.91	48.28	48.75

The satisfaction ratings on different service delivery areas are given in the table below. Overall, the pilot initiative highlighted the fact that overall quality of service delivery is by and large poor. At the same time, it indicated that such initiatives go a long way in empowering the community as well as the Panchayats.

5.7 Social Audit of the Andhra Pradesh Rural Employment Guarantee Scheme

Speaker: Mr. K. Raju, Principal Secretary, Rural Development Department, GoAP

The recently enacted National Rural Employment Guarantee scheme in India was the focus of the session. It is a historical Act which has the potential to change the poverty geography of rural India. Mr. Raju, Principal Secretary, Rural Development Department, Government of Andhra Pradesh spoke on the efforts being taken up in the State of Andhra Pradesh in implementing the act in letter and spirit and most importantly stressed on the Social Audit methodology to ensure transparency and accountability in the use of public funds towards employment generation in rural parts of the state.



The various processes involved in the implementation of the act include:

- Job cards to wage seekers HHs
- Wage seekers apply to Gram Panchayat for work
- Wages seekers open postal savings accounts
- Work is allotted to wage seekers
- Work site facilities
- Muster rolls and measurement of work
- Payment of wages to the workers on FN basis
- Social audit

Providing an overview of the situation with regard to the implementation of the act in Andhra Pradesh, Mr. Raju outlined some facts. Andhra Pradesh has covered 13 districts under the act; over 27,00,000 (18,00,000 Households) wage seekers have been employed; 1, 65, 000 works have been undertaken; over 31, 00, 000 postal savings bank accounts have been opened; around Rs. 440 crores (approx. \$100 m) have been disbursed in wages; Social audits have been conducted in 10,000 habitations.

Mr. Raju also elaborated on the use of ICT in implementing the act in Andhra Pradesh. All the key transactions of the NREGA are being conducted through the use of this software.

Social Audit under NREGA in Andhra Pradesh



The social audit process in AP is being conducted through an independent Social Audit team comprising 40 State Resource persons, 260 District Resource persons and 5 Village social auditors per

village. Mr. Raju elaborated on the role of the AP government in the social audit process. The government supports the Social Audit team, provides information for Social Audit, secures attendance of the EGS staff at the public hearings, and takes strong follow up action on the findings of Social Audit. A typical social audit in a village comprises filing of applications under Right to Information Act; 2 day training of village social audit teams; 4 day social auditing in the village; Dissemination of information; Door to door verification; Focused group discussions; Site inspections and Public hearings.

The overall response to the social audit exercises has been resoundingly positive. Wage-seekers have become more aware of their Rights; they have begun to seek information and question and have gained confidence in the Scheme. From the point of view of government, officials' initial hesitation has given way to acceptance of loop holes; increasingly, officials are looking at social audit as an exercise to fix the loop holes and plug the gaps; there is increasing demand from their side to do more social audits in the districts and Mandals. So far over 11,000 Village Social Auditors have been trained in the process and it is expected that all the Mandals in 13 Districts will have 100% Social Audits in the next three months.

5.8 Other Projects and Initiatives

Tamil Nadu: The project team highlighted the Vazhndhu Kaatuvom Project conceived by Government of Tamil Nadu to ensure that the benefits of Government initiatives reach the unreached like the poorest of the poor and to take the SHGs forward to higher level economic activities.

Karnataka: The team from the Rural Water Supply and Sanitation (RWSS) project highlighted how the project seeks to assist in: (i) increasing rural communities' access to improved and sustainable drinking water and sanitation services; and (ii) institutionalizing decentralization of Rural Water Supply and Sanitation (RWSS) service delivery to Gram Panchayats (village governments) and user groups.

Bangladesh: The team from Bangladesh gave a brief outline on the different social accountability activities being undertaken by both government and non-governance agencies.

Orissa: The team from Centre for Youth and Social Development (CYSD) gave a brief account of the work done by the organisation to enable greater social accountability such as Social Watch, Budget analysis, citizen report card etc.

6.0 Way Forward

After presentations and interactive panel discussions on each pilot initiative, breakout sessions were conducted with the participants organized into four different groups to ideate and deliberate on fresh proposals for applying social accountability tools in their respective contexts.

The tentative proposals that have emerged as an outcome of the deliberations at the workshop include the following:

Team	Social Accountability Tools	Application of the Tools
CUTS-CART, Rajasthan	<ul style="list-style-type: none"> • Community Score Card (CSC) • Citizen Report Cards (CRCs) • Participatory Expenditure Tracking Survey (PETS) 	<ul style="list-style-type: none"> • National Rural Employment Guarantee Scheme • Mid-Day Meal Scheme (Phase II)
CYSD, Orissa	<ul style="list-style-type: none"> • Social Audit 	<ul style="list-style-type: none"> • National Rural Employment Guarantee Scheme
Social Development Foundation, Bangladesh	<ul style="list-style-type: none"> • Community Scorecard • Citizen Report Cards 	<ul style="list-style-type: none"> • Social Investment Program Project (SIPP)
Local Governance Support Project, Bangladesh		<ul style="list-style-type: none"> • Competitive Grant Facility for Civil Society
Gemi Diriya Project, Sri Lanka	<ul style="list-style-type: none"> • Community Scorecard 	<ul style="list-style-type: none"> • Community Empowerment
CGG, Hyderabad	<ul style="list-style-type: none"> • Community Scorecard 	<ul style="list-style-type: none"> • School Education

Team	Social Accountability Tools	Application of the Tools
	<ul style="list-style-type: none"> • Citizen Report Cards 	<ul style="list-style-type: none"> • Primary Healthcare Services
Tata Institute of Social Sciences (TISS)		<ul style="list-style-type: none"> • Curriculum for a Masters Programme on Social Accountability

The final session of the workshop focused on the need to take forward the lessons from the workshop and to facilitate the application of social accountability mechanisms in various contexts by:

- Assessing the feasibility of the Proposals: The first step is to assess the feasibility and practicality of the ideas generated at the workshop. For feasible ideas to evolve into practical pilot projects, the teams require technical and project management inputs. Suitable monitoring and evaluation mechanisms will also need to be put into place for different pilot projects. This will facilitate the documentation of lessons and assessment of outcomes.
- Continuous Knowledge Dissemination: All the participants agreed to be part of the South Asia Social Accountability Network (SASANET) as well as actively network and share experiences with their colleagues. Continuous sharing of information and experiences is critical for sustaining this initiative. CGG as the Secretariat for SASANET will play a proactive role in collecting and sharing knowledge, and in enabling networking and continuous knowledge transfer between different stakeholders.

All the participants of the workshops were presented with the SASANET momento by Mr. Parmesh Shah as a token of appreciation.

Annexure I – Participants’ List

S. No.	Name	Organization/Region
1	Sri Wajahat Habibullah	Govt. of India
2	Sri J Harinarayana	Govt. of Andhra Pradesh
3	Sri C D Arha	Govt. of Andhra Pradesh
4	Ms. Christine Wallich	World Bank
5	Mr. K. Raju	Govt. of Andhra Pradesh
6	Mr. Kanna Babu	Govt. of Andhra Pradesh
7	Ms. Laxmidurga	Govt. of Andhra Pradesh
8	Dr. P. Dayachari	Dr. MCR HRD Institute, GoAP
9	Dr. Rajiv Sharma	Centre for Good Governance, GoAP
10	Ms. Meeta Rajivlochan	YASHADA
11	Mr. Santosh Kumar	TISS
12	Mr. Kadu Patil	Satara ZP
13	Dr. Pramod Shinde	Govt. of Maharashtra
14	Mrs. Jailakshmi Chekala	Govt. of Maharashtra
15	Dr. Megha Phanselkar	Govt. of Maharashtra
16	Dr. Vijaysingh Mohite	Govt. of Maharashtra
17	Dr. Shirish Nagre	Govt. of Maharashtra
18	Mr. Piyush Chakravarty	AdhaarMumbai
19	Mr. George Cheriyan	CUTS-CART, Rajasthan
20	Mr. R.K. Sharma	CUTS-CART, Rajasthan
21	Hon. Jagath Pushpakumara	Sri Lanka
22	Mr. Janaka Amarasinghe	Sri Lanka
23	Mr. D. C. S. Elakanda	Sri Lanka
24	Mr. P. B. Amarasekera	Sri Lanka
25	Dr. Batuwitage	Sri Lanka
26	Dr. P. P. Balan	CRRID, Punjab
27	Dr. Sunny George	KILA, Kerala
28	Mr. Harsh Jaitli	PRIA, Delhi
29	Mr. Puranjit Banerjee	PRIA, Delhi
30	Mr. Samik Sundar Das	World Bank
31	Mr. Nasir Ali	CYSD, Orissa

32	Mr. Santosh Padhy	CYSD, Orissa
33	Mr. Jagadananda	CYSD, Orissa
34	Mr. S. Prakash	Govt. of Tamil Nadu
35	Mr. Sampath Kumar	Govt. of Tamil Nadu
36	Ms Priscilla	Govt. of Tamil Nadu
37	Ms. R. Latha	Govt. of Tamil Nadu
38	Mr. Sandeep Hebick	Govt. of Karnataka
39	Mr. Umesh P	Govt. of Karnataka
40	Dr. Sita Sekhar	PAF, Bangalore
41	Mr. Kartick Chandra Manda	Bangladesh
42	Md. Aref Hossain	Bangladesh
43	Md. Abu Bakar Siddique	Bangladesh
44	Ms. Faaria Islam	Bangladesh
45	Mr. M. Shahjahan Montu	Bangladesh
46	Ms. Ireena Jehan	Bangladesh
47	Mr. Venkataswaralu	The Hindu, Hyderabad
48	Mr. Naseer Rana	World Bank
49	Mr. Parmesh Shah	World Bank
50	Ms. Karen Sirker	World Bank Institute
51	Mr. J. V. R. Murty	World Bank
52	Mr. Sanjay Agarwal	World Bank
53	Mr. Banjamin Powis	World Bank
54	Ms. Varalakshmi Vemuru	World Bank
55	Ms. Mohini Malhotra	World Bank
56	Mr. Vivek Misra	Centre for Good Governance, GoAP
57	Mr. P. Ramasankar	Centre for Good Governance, GoAP
58	Mr. P. Geeta	Centre for Good Governance, GoAP
59	Mr. Vishnu Vardhan	Centre for Good Governance, GoAP
60	Mr. Bharat Ramanan	Centre for Good Governance, GoAP
61	Mr. Satyajit Rao	Centre for Good Governance, GoAP
62	Mr. Alok Pandey	Centre for Good Governance, GoAP
63	Ms. D. Sruthi	Centre for Good Governance, GoAP
64	Mr. B. Seshu Kumari	Centre for Good Governance, GoAP

Annexure II – Workshop Schedule

Tuesday, March 13, 2007 — Day 1

- 9:00 – 10:00** Registration
- 10:00 – 11:00** Introduction to the workshop & Screening of the film on Pilots
- 11:00 – 12:15** Inaugural Session
- Welcome Address**
Dr. Rajiv Sharma, Director General, Center for Good Governance
- Opening Remarks**
Ms. Christine Wallich, Senior Governance Advisor (South Asia), World Bank
- Newsletter Launch by Chief Guest**
- Presidential Remarks**
Mr. J. Hari Narayan, Chief Secretary, GoAP
- Keynote Address**
Hon. Jagath Pushpakumara, Minister of Nation Building, Sri Lanka
- Right to Information and Social Accountability**
Mr. C.D. Arha, Andhra Pradesh Chief Information Commissioner
- Address by Chief Guest**
Mr. Wajahat Habibullah, Central Chief Information Commissioner
- Vote of Thanks**
Mr. J. P. Murty, Principal Secretary, GA (GPM&AR) Dept., GoAP

COFFEE 12:15 pm – 12:45 pm

- 12:45 – 2:00**
- **Social Accountability And The Community Assessment Process Tool for the Gemi Diriya Programme**
Project Director, Gemi Diriya Project
- Presentation 35 Mins, Panel Discussion 10 Mins and Q & A 15 mins**
- | | |
|------------------------------|---------------------------------|
| Presenters | Panelists |
| Dr. Gamini Batuwitige | Hon. Jagath Pushpakumara |
| | Mr. J. V. R. Murty |
| | Mr. Vivek Misra |

LUNCH 2:00 pm – 2:45 pm

- 2:45 – 4:00**
- **Piloting Community Scorecards in the Health Context in Andhra Pradesh**
Center for Good Governance, Hyderabad
- Presentation 35 Mins, Panel Discussion 10 Mins and Q & A 15 mins**
- | | |
|-------------------|------------------|
| Presenters | Panelists |
|-------------------|------------------|

Tuesday, March 13, 2007 — Day 1

Mr. Vivek Misra

Mr. K. V. Ramanachary

Mr. P. Ramasankar

Mr. P. V. Ramesh

Mr. Venkateshwarulu

Ms. Karen Sirker

4:00 – 5:15 pm

- **Piloting Community Score Cards in Satara District, Maharashtra** (Service Delivery Context – Health, Education, Gram Panchayat Services, Water & Sanitation)

Tata Institute of Social Sciences, Mumbai

Presentation 35 Mins, Panel Discussion 10 Mins and Q & A 15 mins

Presenters

Panelists

Mr. Kadu Patil

Mr. Krishna Vatsa

Mr. Santosh Kumar

Ms. Meeta Rajivlochan

Mr. Amarasinghe

Mr. Parmesh Shah

COFFEE 5:15 pm – 5:30 pm

5:30 – 6:45

- **Measuring Effectiveness of the Mid Day Meal Scheme in Rajasthan (Public Expenditure Tracking Surveys)**

CUTS Centre for Consumer Action, Research and Training, Jaipur

Presentation 40 Mins, Panel Discussion 15 Mins and Q & A 20 mins

Presenters

Panelists

Dr. George Cheriyan

Mr. Sanjay Agarwal

Mr. K. C. Sharma

Mr. Abu Bakar Siddique

Mr. Jagadananda

Dr. Sita Sekhar

DINNER 8:00 pm

Wednesday, March 14, 2007 — Day 2

- 9:30 – 10:30
- **Social Audit of the AP Rural Employment Guarantee Scheme**
Mr. K. Raju, Principal Secretary, Rural Development Department, GoAP

COFFEE 10:30 am – 10:45 am

- 10:45 – 12:00
- **Performance Ratings of Gram Panchayats in Chattisgarh**
Society for Participatory Research in Asia (PRIA)
Presentation 35 Mins, Panel Discussion 10 Mins and Q & A 15 mins

Presenters

Mr. Puranjit

Mr. Harsh Jaitli

Panelists

Mr. Santosh Kumar

Mr. Md. Aref Hussain

Dr. Gamini Batuwitige

- 12:00 – 1:15
- **The Experience of Citizen's Report Cards in Kerala** (Service Delivery Context – Health, Education, Village Panchayat Services, Sanitation)
- Kerala Institute of Local Administration, Thrissur, Kerala

Presentation 40 Mins, Panel Discussion 15 Mins and Q & A 20 mins

Presenters

Dr. P. P. Balan

Dr. Sunny George

Panelists

Dr. George Cheriyan

Mr. Sampath Kumar

Mr. M. Shahjahan Montu

Mr. Varalakshmi Vemuru

- 1:15 – 1:30
- **Experience Sharing by Practitioners of Social Accountability**

LUNCH 1:30 pm – 2:15 pm

- 2:15 – 2:45
- **Experience Sharing by Practitioners of Social Accountability**

- 2:45 – 3:00
- **Overview of SAc Resources Available for Practitioners**
(Operating Manuals, Toolkits, Learning Notes, Questionnaires, etc.)
Mr. Sanjay Agarwal, World Bank

- 3:00 – 3:20
- **Overview of National, Regional and Global Social Accountability Trends**
Ms. Karen Sirker, World Bank Institute

- 3:20 – 4:00
- **Taking SAc Forward - I**
Breakout Sessions to Develop Proposals

COFFEE 4:00 pm – 4:15 pm

- 4:15 – 5:30
- **Taking SAc Forward - II**
Presentation of New Proposals and Concept Notes

- 5:30 – 6:00
- **Concluding Remarks**
 - **Work Shop Evaluation and Wrap Up**
Mr. Parmesh Shah, World Bank

