



HOLDING A MIRROR TO LOCAL GOVERNMENTS...

EXPERIENCES WITH CITIZEN REPORT CARDS

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OVERVIEW OF PRESENTATION



- The *Context* – Why Citizen Report Cards?
- The *Concept* – What is a Citizen Report Card?
- The *Method* – How Citizen Report Cards are designed?
- The *Impact* – Major outcomes of Citizen Report Cards
- The *Learning* – Critical lessons & experiences



THE CONTEXT

- Lack of exit options and weak corrective actions
- Information Deficit – low awareness on rights & entitlements, standards/norms; nature of contracts/compacts
- Accountability Deficit – Weak Monitoring & Regulation; Poor grievance redress



THE BIG CHALLENGE...

In the absence of “EXIT” options...

Can Citizen’s “VOICE” be a trigger for change?

A School Report Card



Name: Gopa; Class: IX

SUBJECT	MAX. Marks	Highest Marks in Class	My Actual marks
English	100	82	82
Mathematics	100	85	49
Science	150	123	56
Social Studies	150	135	125
Total	500	415	312

Rank in class: 16/30



LEARNINGS FROM A SCHOOL REPORT CARD...

- Power of MEASUREMENT
- Power of COMPARISON
- An Opportunity for REFLECTION
- A trigger for CHANGE & IMPROVEMENTS

CRCs: Defining Features



- Pioneered by Public Affairs Centre as an independent assessment in 1993
- Credible **user** feedback on public services
- Provide opportunities to communities to demand more access, responsiveness & accountability from service providers (*from **Shouting to Counting***)
- Create an effective diagnostic tool for service providers to prioritize areas for reform
- Report always in **PUBLIC DOMAIN**
- Not a one-off effort – continued benchmarking



CONTENT OF CITIZEN REPORT CARDS

▶▶ FEEDBACK FROM ACTUAL USERS OF SERVICES REGARDING

- AVAILABILITY, ACCESS & USAGE OF SERVICES
- QUALITY & RELIABILITY
- INCIDENCE OF PROBLEMS & RESPONSIVENESS OF SERVICE PROVIDERS
- HIDDEN COSTS - CORRUPTION & FORCED INVESTMENTS
- SATISFACTION WITH SERVICE
- REASONS FOR DISSATISFACTION
- SUGGESTIONS FOR IMPROVEMENTS

METHODOLOGY FOR CARRYING OUT CITIZEN REPORT CARDS



- IDENTIFYING ISSUES THROUGH FGDs
(PROVIDERS & USERS)
- DESIGNING THE SURVEY INSTRUMENT
- FRAMING A SCIENTIFIC SAMPLE
- CONDUCT OF SURVEY
- CODING, ANALYSIS & INTREPRETATION
- PRESENTATION OF FINDINGS
- ADVOCACY & PARTNERSHIPS FOR SERVICE
IMPROVEMENTS



CITIZEN REPORT CARDS ARE...

BLENDING THE "*SCIENCE*" OF SURVEYS
WITH
THE "*ART*" OF ADVOCACY/REFORMS

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APPLICATIONS OF CRCs

- As a "*Diagnostic Tool*"
- As an "*Accountability Tool*"
- As a "*Benchmarking Tool*"



Bangalore



CITIZEN REPORT CARDS IN BANGALORE



THE POWER OF MEASUREMENT & COMPARISON



★ Places of Worship

CITIZEN REPORT CARDS IN BANGALORE

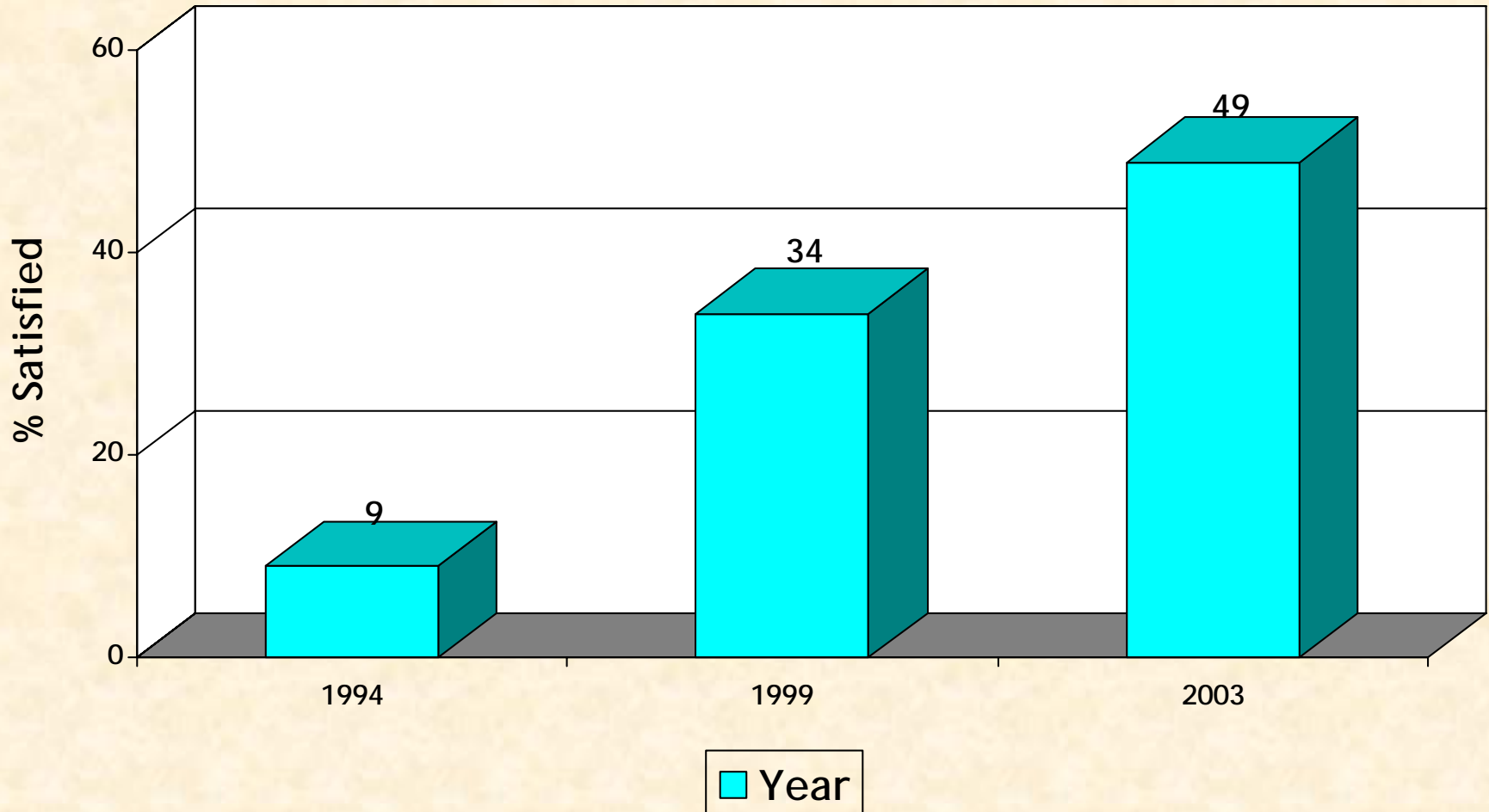


- First Report Card (1993): small experiment with focus on survey & minimal advocacy
 - ⇒ made quality of service a key governance issue
- Second Report Card (1999): planned effort of PAC, survey followed by advocacy which enabled
 - ⇒ wide range of agency and govt. responses
 - ⇒ growth in scope/scale of civil society action
- Third Report Card (2003): PAC effort
 - ⇒ major improvement in service quality
 - ⇒ major advocacy in progress



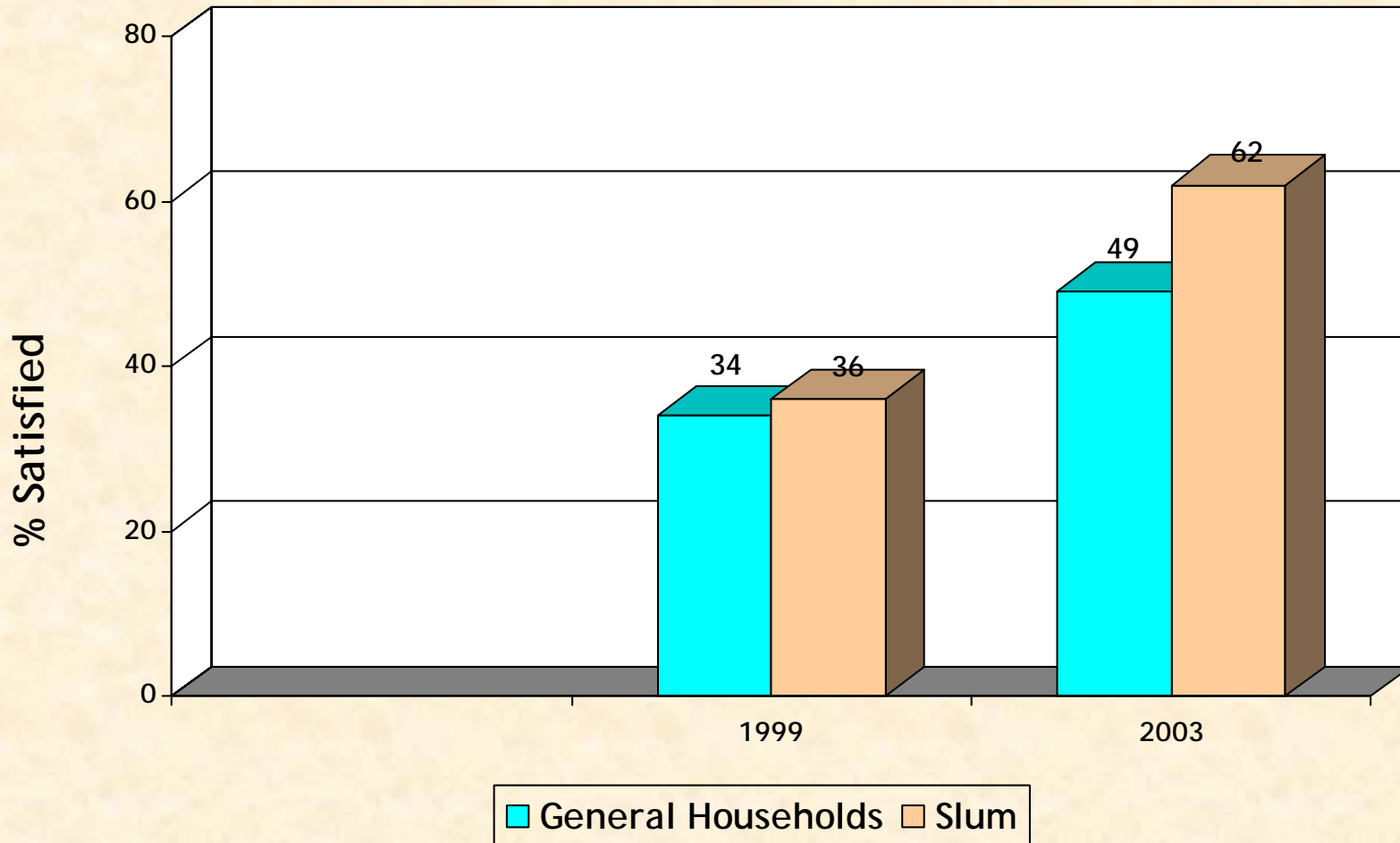
OVERALL SATISFACTION

All round overall improvement



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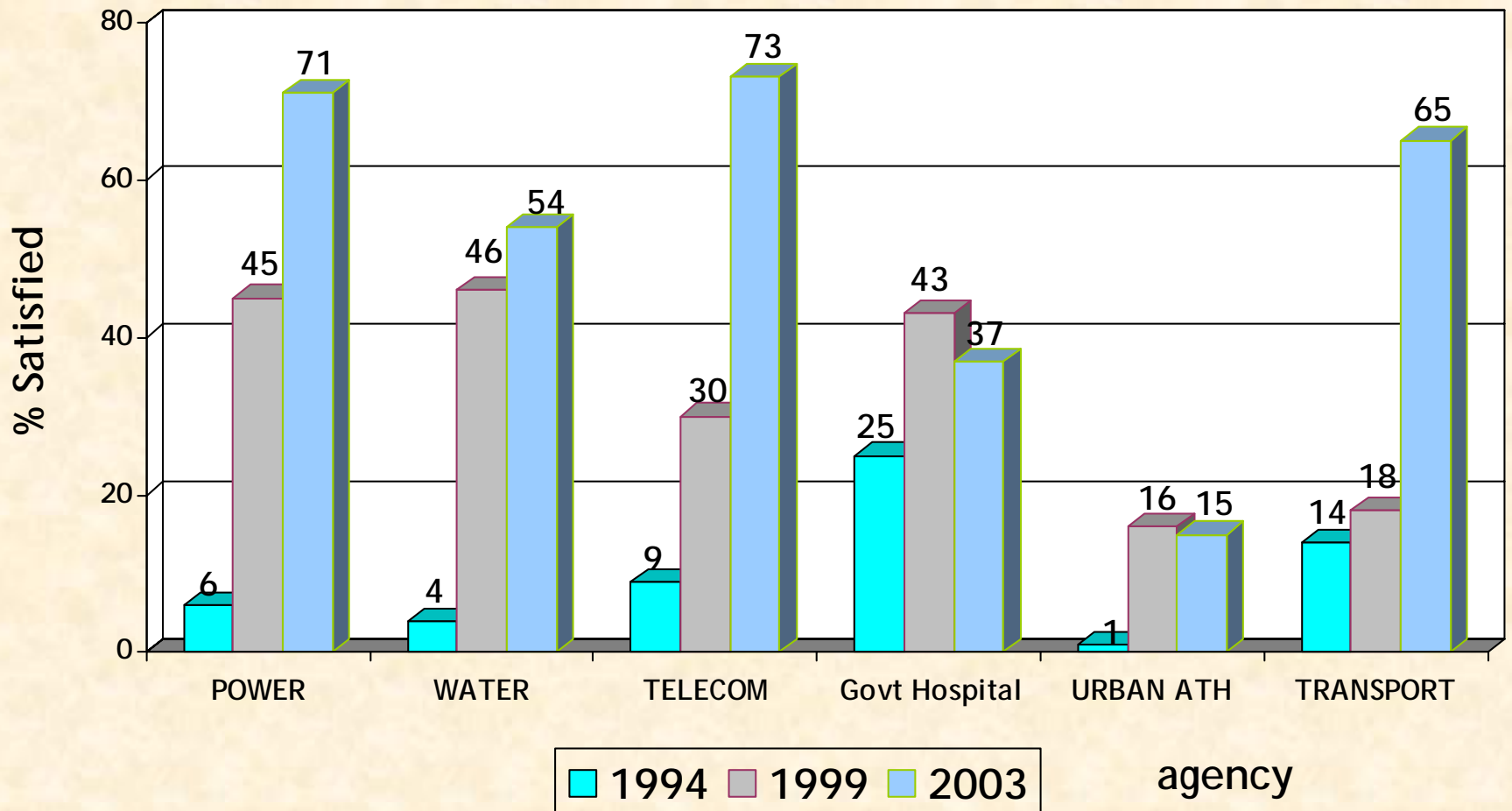
OVERALL SATISFACTION – Poor Vs Rest



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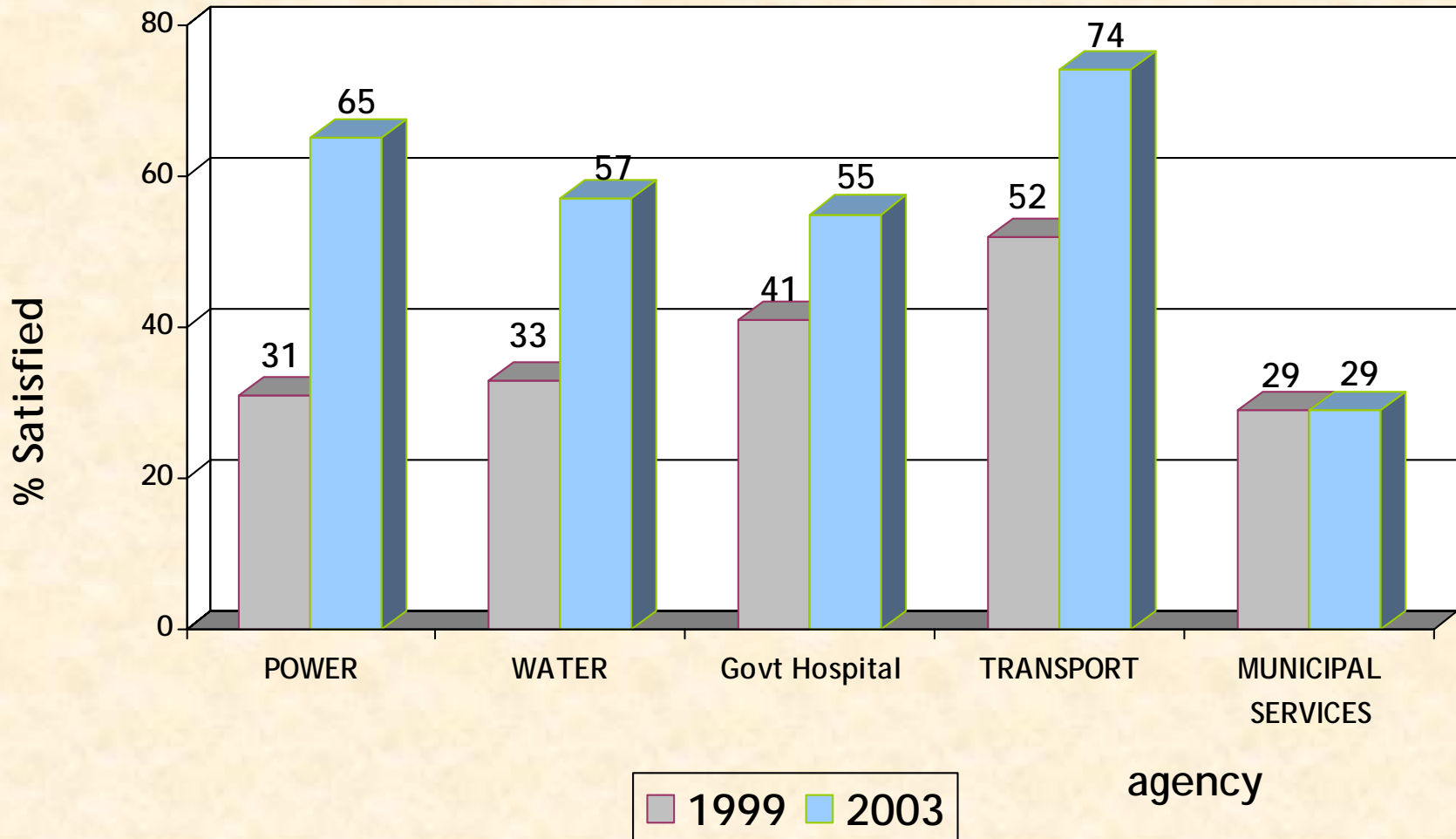
AGENCY WISE SATISFACTION - General HH



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AGENCY WISE SATISFACTION - SLUM

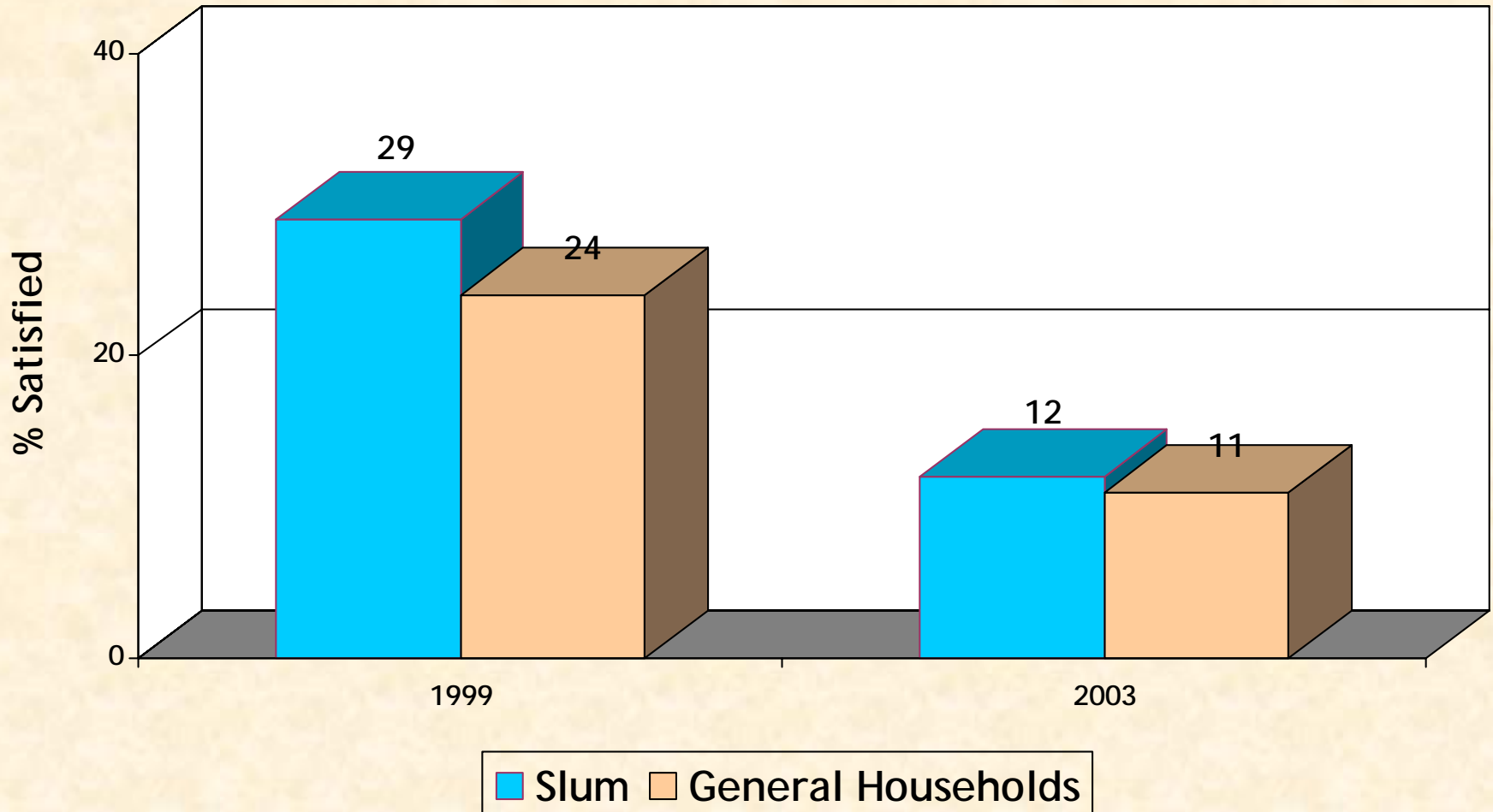


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PROBLEM INCIDENCE



Significant reduction in problems while using services

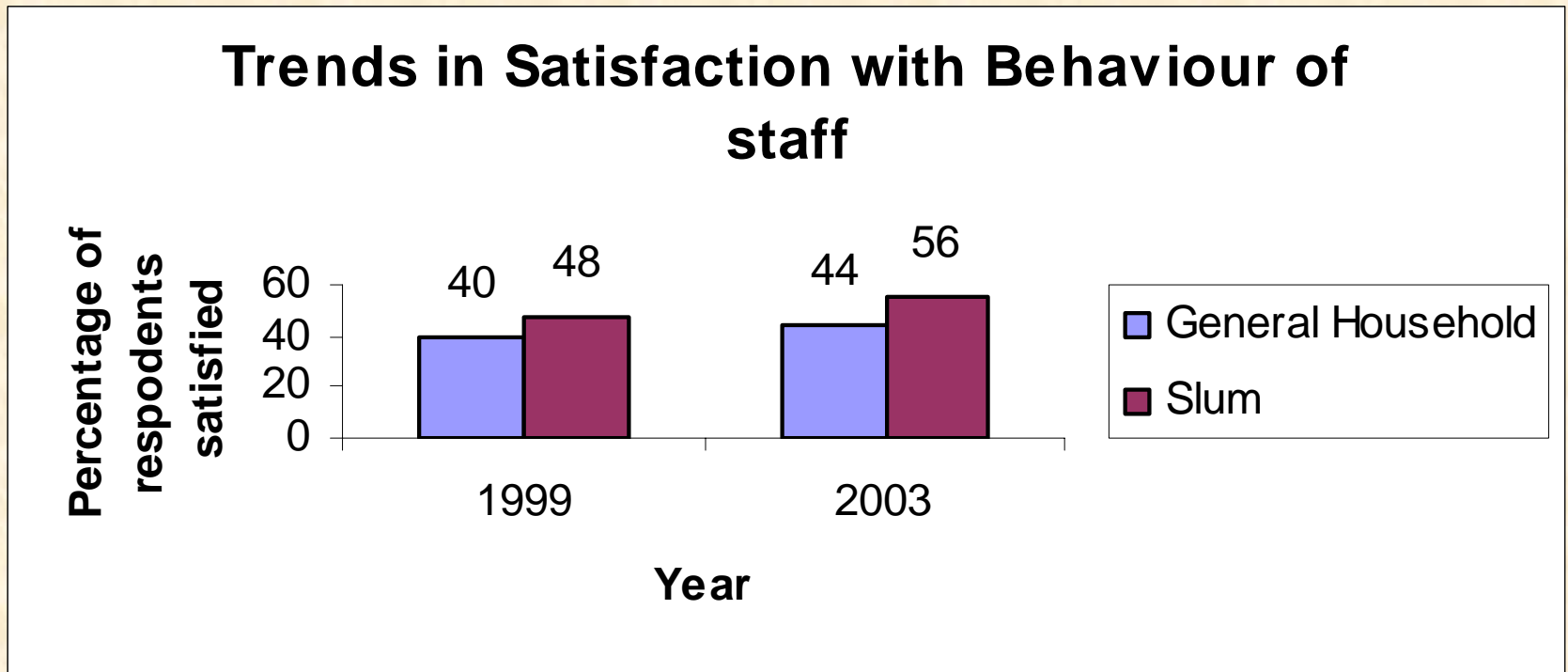


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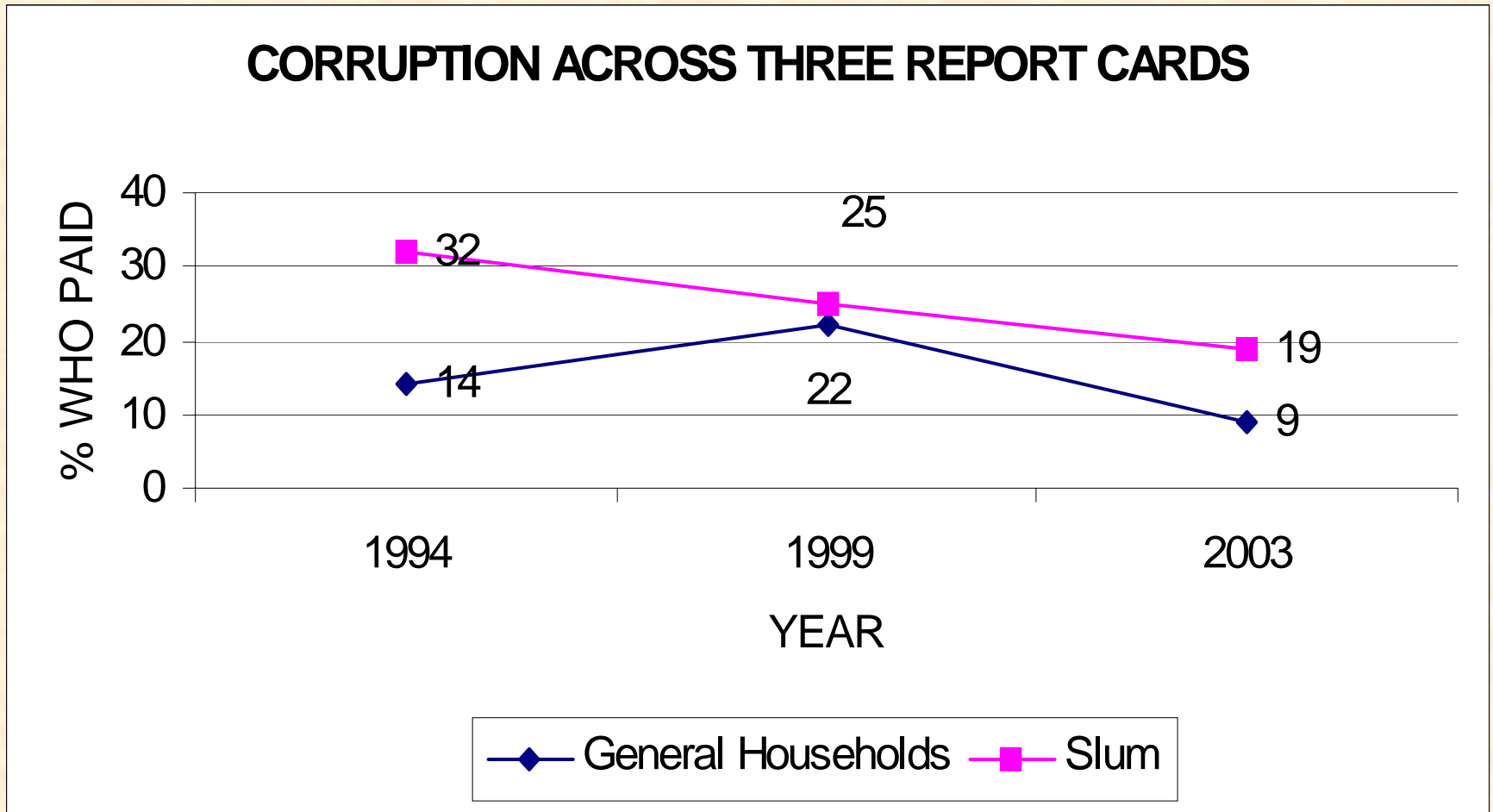
STAFF BEHAVIOUR



Major improvement in satisfaction with staff behaviour



CORRUPTION





POST SURVEY ACTIONS

- Pre-launch presentations to the providers & elected representatives
- Inter agency workshop to stimulate learning and sharing good practices
- Public release of findings & public forum – “open house” with agency heads
- Sustained media advocacy
- Supporting local champions

MAJOR POINTS OF INFLUENCE



- ➔ Counting and discussing instead of just shouting
- ➔ Presenting strengths and weaknesses – “pat” & “slap”
- ➔ Enables policy makers set policy priorities
- ➔ Helps agency managers assess service efficiency
- ➔ Provides a bridge for civil society to dialogue on citizens’ priorities
- ➔ Transmits the voice of the poor without intermediation by representatives



FROM SYMPTOMS TO REFORM

WALKING THE TALK in DELHI!

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From Symptoms to Reforms: Options Generated by Agency X

Key finding	Possible reasons	Suggested measures	Expected risks/barriers	Timeline

From Symptoms to Reforms...



Services/ Reforms → ↓	Infrastructure	Process Re-engineering	Personnel	Community Empowerment
HEALTH	Utilization of empty staff quarters	Tendering out ambulance services	Mandatory post of grievance redress officer	Setting up help-desks
PUBLIC BUSES	Increase in fleet size	Introduction of GPS	Training of staff	Individual empanelled monitors
DRINKING WATER	Prioritize individual connections	Quotas for demand regulation	Stricter monitoring of tankers	Water user committees

VARIETY IN IMPACT OF CRC'S



- AGENCIES DISCUSS PERFORMANCE WITH CITIZENS IN OPEN FORA IN BANGALORE
- SYSTEMATIC CITIZEN WATCH DOG ROLE IN LOCAL GOVT. IN TERNOPIIL, UKRAINE
- FORCING POLITICAL ACCOUNTABILITY IN MUMBAI SLUMS
- INDEPENDENT APPROACH TO MONITOR PRO-POOR SERVICES IN ZANZIBAR, ETHIOPIA & TAJIKISTAN
- LOWER LEVEL OFFICIALS CITE FINDINGS TO SEEK FUNDS & SUPPORT IN MUMBAI, INDIA
- POLITICAL LEADERSHIP ASKS FOR MORE DIRECT FEEDBACK IN DELHI, INDIA
- REGULATORY BODIES SEEK INDEPENDENT VOICES IN KENYA
- BENCHMARK LOCAL SELF GOVERNMENTS IN INDIA

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LESSONS LEARNED

- Service providers can benefit a lot by listening to citizen feedback
- The survey methods used facilitate the voice of the poor to be heard directly without bias
- CRC in conjunction with advocacy can stimulate poor performers to be more responsive
- Credible information and planned follow up can trigger local innovations – *Citizens Manifesto & People's Charter*
- Initiative has to be managed by credible, neutral and non partisan local organizations



Challenges

- Sensitizing key stakeholders to issues of quality
- Locating Institutional Spaces to Embed Citizen Voices
- Legitimacy for Voice
- Proxy for political representation
- Credibility & quality of CRCS

PLANNING FOR A CRC



ACTIVITY	REQUIRED COMPETENCY	TIME FRAME
Identifying Scope	<ul style="list-style-type: none"> ■ Knowledge of service provision ■ Access to technical resources 	2 Months
Conducting the survey	<ul style="list-style-type: none"> ■ Field work management ■ Trained pool of enumerators ■ Supervising quality of survey 	2 weeks - 2 months
Post survey analysis	<ul style="list-style-type: none"> ■ Data Entry & Analysis ■ Analytical Report writing 	2-3 months
Dissemination of findings & Advocacy	<ul style="list-style-type: none"> ■ Stakeholder analysis ■ Communicating to different groups 	1-2 months
Improving Services	<ul style="list-style-type: none"> ■ Ability to work with different stakeholders ■ Imagination & creativity 	2-6 months



THANK YOU!

FOR MORE INFORMATION ABOUT OUR WORK

WWW.PACINDIA.ORG/PAF

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