

READINGS ON PARTICIPATORY PERFORMANCE MONITORING: AVAILABLE ONLINE

(The following annotated readings are available online. The list is not comprehensive but only a sampling of what can be found in the web.)

Throughout the readings, the following icons identify the different types of resources used:



Background Information explaining ideas, processes and terms used at each steps



Tools and Resources which provide a framework for applying the concepts



Real-life Examples in the form of case studies and comments from practitioners



Suggested Methodologies for undertaking the steps and guidance in applying participatory performance monitoring tools



Templates that help capture the outputs of the different steps in participatory performance monitoring. The templates can be merely suggestions that may be adapted according to the needs by adding or modifying individual element, or by simplifying them.



Shah, S. W. (2003, March). Case Study 1 - Bangalore, India: Participatory Approaches in Budgeting and Public Expenditure Management. Retrieved March 12, 2010, from Participation & Civic Engagement - The World Bank: <http://siteresources.worldbank.org/>

Inspired by a private sector practice of conducting client satisfaction surveys, a small group of people in Bangalore, concerned about the city' deteriorating standards of public services, initiated an exercise in 1993 to collect feedback from users. User perceptions on the quality, efficiency, and adequacy of the various services were aggregated to create a 'report card' that rated the performance of all major service providers in the city. The findings presented a quantitative measure of satisfaction and perceived levels of corruption, which, following coverage in the media, not only mobilized citizen and government support for reform, but also prompted the rated agencies themselves to respond positively to civic calls for improvement in services. This exercise was repeated in 1999, and has been replicated in at least five other Indian cities, as well as the State of Karnataka in the interim. By systematically gathering and disseminating public feedback, report cards may serve as a "surrogate for competition" for monopolies – usually government owned – that lack the incentive to be as responsive as the private enterprises to their client's needs. They are a useful medium through which citizens can credibly and collectively 'signal' to agencies about their performance and pressure for change.



Filipino Report Card on Pro-Poor Services, Chapter VIII. Institutionalization of the Report Card. (n.d.). Retrieved March 12, 2010, from Participation and Civic Engagement - The World Bank: <http://siteresources.worldbank.org/>

The Filipino Report Card on Pro-Poor Services assesses the performance of selected government services based on client experience. These services are basic health, elementary education, housing, potable water, and food distribution. The Report Card results throw light on the constraints Filipinos face in accessing public services, their views about the quality and adequacy of services, and the responsiveness of government officials. They provide valuable insights on the priorities and problems faced by the clients and how the various services may be better tailored to the needs of Filipinos in general, and the poor in particular.

It is expected that the service providers would take the Report Card findings into consideration in adjusting their programs to improve service delivery. However, many past assessments did not have a lasting impact on service delivery because they were often one-shot exercises with no effective means to follow through. It is necessary to implement the Report Card surveys periodically in order to assess the improvements in service delivery from a bottom-up perspective. The incentive to respond with concrete improvements would be greater, if service providers know they will be tracked again. Thus, there is a need to institutionalize the Report Card mechanism as an ongoing process to be repeated periodically (say, at 12 to 18-month intervals).

Such a regular mechanism is timely, as enhanced accountability of the state to the people (clients) has become an important area of development focus in the past decade. Various initiatives have been underway on such related aspects as corruption as well as on the overall reform of the civil service. Further, the vital role of a socially responsible private sector and a vibrant civil society as key actors in enhancing good governance and reducing poverty is being increasingly recognized. In the aftermath of People Power II, there is general consensus in the Philippines that citizens must continue to monitor the government to ensure improved performance and greater accountability.



Kajubi, G. D. (2005, March). Social Development Notes - Participation & Civic Engagement. Retrieved March 12, 2010, from Participation & Civic Engagement - The World Bank: <http://siteresources.worldbank.org/>

Monitoring and evaluating the effectiveness of poverty strategies are critical elements in the efforts to achieve sustainable and equitable development. Under its Poverty Reduction Strategic Papers (PRSP), Gambia has outlined its commitment to promoting accountability, transparency and effectiveness through broad-based community participation in monitoring and evaluation. In line with its broad development objectives, the government of Gambia, in collaboration with the Participation and Civic Engagement group of Social Development Department, developed the Accountability and Participatory Monitoring and Evaluation

Program, which seeks to broaden citizens' capacity, create opportunity for citizens' participation and feedback on the quality, adequacy and efficiency of key services largely through the Community Score Card (CSC) process.



Njie, S. F. (2005, February). Community Score Card in Gambia. Retrieved March 12, 2010, from Participation & Civic Engagement - The World Bank: <http://siteresources.worldbank.org/>

Monitoring and evaluating the effectiveness of poverty strategies are critical elements in the efforts to achieve sustainable and equitable development. Under its Poverty Reduction Strategic Papers (PRSP), Gambia outlined its commitment to promoting accountability, transparency and effectiveness through broad-based community participation in monitoring and evaluation. However, there are critical challenges that need to be addressed in order to pursue these goals more resolutely and consistently – including the need to strengthen the capacity of stakeholders and enhance citizen participation.

In line with its broad development objectives, the government of Gambia in collaboration with the Participation and Civic Engagement group of Social Development Department of the World Bank, developed the Accountability and Participatory Monitoring and Evaluation Program which seeks to broaden citizens' capacity, create opportunity for citizens' participation and feedback on the quality, adequacy and efficiency of key services largely through the Community Score Card (CSC) process. The CSC is a community based monitoring tool that is a hybrid of the techniques of social audit, community monitoring and citizen report cards. It has a strong focus on empowerment and accountability as it includes an interface meeting between service providers and the community that allows for immediate feedback.

The CSC process in Gambia, though a pilot program, involved 59 public schools and 15 health services. A large spectrum of stakeholders participated in the process- there were approximately 3,500 people from 650 towns and villages at the community level including teachers, pupils, health workers and community members.



Swarnim Waglé, J. S. (2004, February). Citizen Report Card Surveys - A Note on the Concept and Methodology. Retrieved March 12, 2010, from Participation & Civic Engagement - The World Bank: <http://siteresources.worldbank.org/>

This note provides a short summary of the concept and key phases involved in implementing a citizen report card (CRC) survey. CRCs are client feedback surveys that provide a quantitative measure of user perceptions on the quality, efficiency and adequacy of different public services. They have been applied to numerous contexts in different regions. Beyond the process of executing a survey, CRCs involve efforts at dissemination and institutionalization that make them effective instruments to exact public accountability.



K., S. P. (n.d.). Civic Engagement in Public Expenditure Management - Case Studies: India: A Citizen's Report Card on Karnataka's Governance. Retrieved March 12, 2010, from Participation & Civic Engagement - The World Bank: <http://siteresources.worldbank.org/>

Public Affairs Centre (PAC) has prepared a report card on the status of governance in Karnataka for Year 2000. Major highlights of the study are discussed below:

- Citizens in Karnataka have given a mixed verdict on the performance of the State Government during 2000. Though most citizens have not reported any deterioration in governance, only a small segment reports of improvements in their interactions with the government.
- In respect of essential services, there is wide variation in the performance of the agencies. Security and healthcare have received the worst ratings from the people. Drinking water, education and public transport seem have improved somewhat more relative to these services.

A good majority of the people in all regions are yet to experience a significant improvement in most of the essential services. Corruption is identified as a major area of concern, especially in electricity and health services and a cross section of public services and regulatory offices.



Paul, S. (n.d.). Making Voice Work: The Report Card on Bangalore's Public Services. Retrieved March 12, 2010, from Participation & Civic Engagement - The World Bank: <http://siteresources.worldbank.org/>

This paper narrates how a "report card" on public services in the Indian city of Bangalore was used by several civil society institutions both to create greater public awareness about the poor performance of their public service providers and to challenge the latter to be more efficient and responsive to their customers. The report card consisted of a sample survey of the users of the city's services (both rich and poor) and a rating of the public agencies in terms of public satisfaction with different dimensions of their services. Public feedback was also used to quantify the extent of corruption and other indirect costs of the services. The end result was an assessment of public services from the perspective of citizens.

The survey was completed in 1993, but the follow up activities continued for the next three years, with the active involvement of several citizen groups and nongovernmental bodies concerned about these issues. The involvement of the media in disseminating the findings of the report card, the responses of public agencies to the report card and the joint initiatives to improve services by the agencies and citizen groups are among the subjects discussed in this paper. Similar report cards have since been prepared on several other large cities in India.

The measurement of the impact of the report card on changes in the quality and responsiveness of service providers is not an easy task. The paper examines the problems involved and provides some data by way of intermediate indicators. There is some evidence

that public awareness of these problems has increased as a result of the experiment. Civil society institutions seem to be more active on this front and their interactions with public agencies have become better organized, purposive and continuous. As a result, some public agencies in Bangalore have begun to take steps to improve their services. The paper concludes that public feedback (“voice”) in the form of a report card has the potential to challenge governments and their agencies to become more efficient and responsive to customers.



Shah, J. S. (n.d.). Community Score Card Process - A Short Note on the General Methodology for Implementation. Retrieved March 12, 2010, from Participation & Civic Engagement - The World Bank: <http://siteresources.worldbank.org/>

The community score card (CSC) process is a community based monitoring tool that is a hybrid of the techniques of social audit, community monitoring and citizen report cards. Like the citizen report card, the CSC process is an instrument to exact social and public accountability and responsiveness from service providers². However, by including an interface meeting between service providers and the community that allows for immediate feedback, the process is also a strong instrument for empowerment as well.

The CSC process uses the “community” as its unit of analysis, and is focused on monitoring at the local/facility level. It can therefore facilitate the monitoring and performance evaluation of services, projects and even government administrative units (like district assemblies) by the community themselves. Since it is a grassroots process, it is also more likely to be of use in a rural setting.

Using a methodology of soliciting user perceptions on quality, efficiency and transparency similar to citizen report cards, the CSC process allows for (a) tracking of inputs or expenditures (e.g. availability of drugs), (b) monitoring of the quality of services/projects, (c) generation of benchmark performance criteria that can be used in resource allocation and budget decisions, (d) comparison of performance across facilities/districts, (e) generating a direct feedback mechanism between providers and users, (f) building local capacity and (g) strengthening citizen voice and community empowerment.

As with any instrument of social and public accountability, an effective CSC undertaking requires a skilled combination of four things: i) understanding of the socio-political context of governance and the structure of public finance at a decentralized level, ii) technical competence of an intermediary group to facilitate process, iii) a strong publicity campaign to ensure maximum participation from the community and other local stakeholders, and iv) steps aimed at institutionalizing the practice for iterative civic actions.



Thindwa J., E. J. (n.d.). Community Based Performance Monitoring (CBPM): Empowering and Giving Voice to Local Communities. Retrieved March 12, 2010, from International Conference on Engaging Communities: <http://www.engagingcommunities2005.org/>

The paper first presents the origins and attributes of the CBPM approach as a modified form of the Community Score Card Process. The CBPM methodology is outlined, and the experiences to date with the CBPM approach in The Gambia and Uganda are described. The paper reviews a number of ongoing strategic and operational lessons and challenges, and the potential for adaptation and scaling-up of the CBPM approach. In The Gambia, the approach is being broadened geographically and in terms of sectoral coverage, and linked with a concurrent Citizen Report Card approach. CBPM programs sponsored by World Vision are now being planned for Uganda, Brazil, India and Tanzania. The paper concludes that the Community Score Card approach, and the derivative CBPM approach, are powerful and flexible instruments to promote social accountability in the delivery of basic services to poor communities, and thus to improve the achievement of pro-poor development outcomes.