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Social accountability

F O R   B E G I N N E R S

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Philippine National Police (PNP) Leadership Course
20 April 2010

What comes to mind?

"social accountability"

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Suggested learning objectives:

1. To **come to** a shared understanding of good governance, particularly the value of engagement with citizens, towards an effective/accountable police force;

2. To **explain** how social accountability contributes to good governance outcomes and improved service delivery in the police sector;

3. To **identify** existing mechanisms for engagement with citizen groups and citizen monitoring of police performance, and the issues involved;

4. To **identify** concrete actions for strengthening constructive engagement and monitoring of police conduct and services by citizen groups.

WAYS FORWARD
Planning specific actions to mainstream social accountability

VIDEO PRESENTATION, DISCUSSION, SIX THINKING HATS
Introducing social accountability:
how it addresses good governance, how it has been used in the
police sector, how it can be integrated in the PNP's work

OPEN SPACE ACTIVITY
Citizen engagement and
how it relates to our work in the PNP

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Suggested process:

08.15 – 09.00	**Introductions and preliminaries**
09.00 – 10.00	**Activity 1: Good governance – value of citizen engagement**
10.00 – 10.15	**BREAK**
10.15 – 11.15	**Introduction to social accountability**
11.15 – 12.00	**Ways forward**

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Activity 1: Value of engagement with citizens

Open Space technology

- **A tool for participatory learning**
- **Four (4) key principles**

The Marketplace

The Law of the Two Feet

The Four Paths

PASSION

The Marketplace

- To learn about a place, go to the market

- Market as source of information and news

- Organized chaos – exchange of ideas, dealing and building consensus

The Law of the Two Feet

- Use you two feet

- Responsibility for learning and successful outcome reside in you

- Make a difference by moving to a new place and interacting with new people

- Remember: Learning comes only by applying and sharing knowledge

The Four Paths

- Whoever comes is the right person
- Whatever happens is the only thing that could have
- Whenever it starts is the right time
- Whenever it's over it's over

PASSION

- Share ideas that hit your guts!

- Ideas about which you are compelled to do something

- You feel responsible for producing and sharing it

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What is the value of engagement with citizens to our work in the PNP?

- Write your answer on an idea card. Maximum of 3 lines per card. Write in large, bold letters. Then tape your idea card on your chest.

- Stand up, go around the room, and read each other's idea card.

- If you see an idea card(s) that you think is similar to what you have, group together. Choose a "champion" in your group. Look for a place where you can converse and deepen your insights. Be sure everybody in the group participates.

- Write on an easel sheet the highlights of your conversation. Then report to the big group.

T

Transparency

- **Decision-making and enforcement follow set rules and regulations**

- **Information is freely available for those who will be affected by decisions**

- **Information is adequate, relevant, easily understandable**

T

A

Accountability

- **Those in power should be answerable to those who will be affected by their decisions or actions**

- **They should also be responsive to the needs of citizens from whom their power is derived**

T
A
P

Participation

- **Involvement of citizens in decision-making and in efforts to improve their conditions**

- **Citizens should have freedom to associate, capacitate themselves, and express their interests and views**

"IF THOSE KIDS WOULD SHUT UP, WE'D LISTEN TO THEM!"

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T **Transparency**
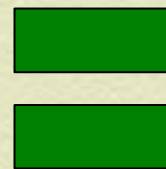
A **Accountability** **=** GOOD GOVERNANCE

P **Participation**

So, WHAT is social accountability and HOW does it contribute to good governance?

"**Organized and capable citizens engaging constructively with government to monitor its decisions and actions toward better delivery of public services, improvement of people's welfare, and protection of people's rights.**"

Constructive engagement

- **Citizens groups and government**

- **Evidence- or information-based**
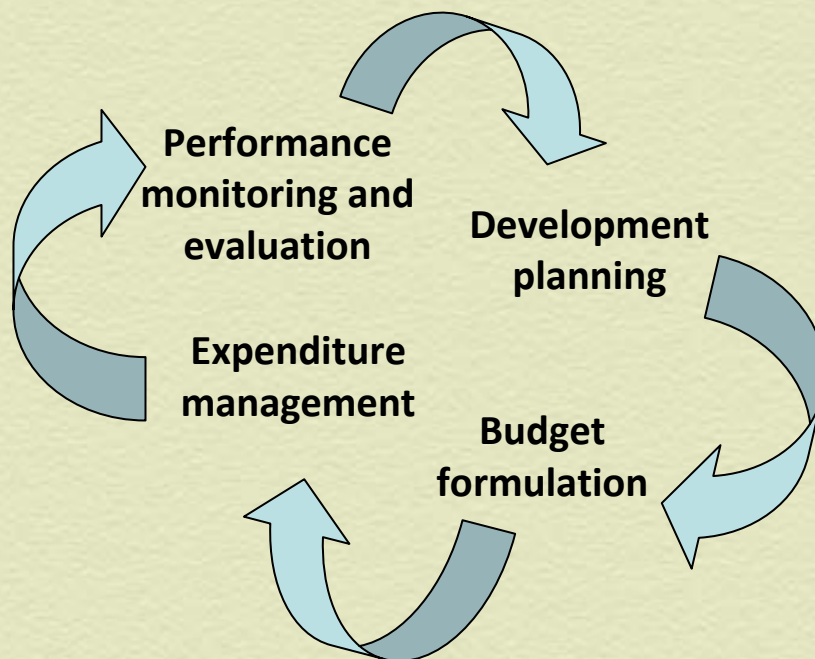
- **Results- or solutions-oriented**

- **Sustained engagement**

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Monitoring the Public Financial Management (PFM) cycle

Performance monitoring and evaluation

Development planning

Expenditure management

Budget formulation

Social accountability tools

Participatory planning:

Naga City People's Council

- Empowerment ordinance of 1995 which institutionalized NCPC

- Vote and participate in deliberations on design, implementation and evaluation of projects and programs

- Outputs: Naga City River Watershed Plan, Naga City Waste Management Plan, City Health Development Plan

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GUIDE TO THE NATIONAL BUDGET

Social accountability tools

Budget monitoring:

NGO Forum in Cambodia

- Performed monitoring and analysis of the national budget from 2004 to 2006

- Key findings: Share of budget items for "pro-poor" programs and services have decreased; national budget is not aligned with development plan; limited information on actual spending by ministries

- Outputs: Established working relations with government officials, promoted awareness of national budget process

of HU, 2009

Social accountability tools

Participatory expenditure tracking:

Concerned Citizens of Abra for Good Governance (CCAGG)

- CCAGG works out a plan with the concerned government agency to monitor spending on and implementation of infrastructure project

- CCAGG organizes monitoring teams from the beneficiaries of proposed project and trains them in field-based monitoring work

- Organization unearthed several anomalies in implementation of infrastructure projects

Social accountability tools

Participatory performance monitoring:

Citizen report card - Bandung Institute of Governance Studies (BIGS), Indonesia

- Conducted surveys, seminars, focused group discussions with urban poor to measure effectiveness and gender-responsiveness of government's housing policy. BIGS also documented slum conditions by taking photos and videos of these areas.

- Key findings/results: Local government's budget and housing policy did not effectively address urban poor problem; networking with local government and other stakeholders to address urban poor problem.

For constructive engagement and effective citizen monitoring under social accountability to happen ...

We need to have the 4 pillars of an enabling environment:

Government openness

Organized and capable citizens

Access to information

Cultural appropriateness

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Six Thinking Hats
Evaluating Innovative Ideas and Analyzing Proposals

Information

Process

Emotion

Growth

Optimist

Pessimist

Proposal to be evaluated

This proposal analysis tool invented by Edward de Bono is particularly useful for evaluating innovative and provocative ideas.

As participants wear each hat — white, red, yellow, black, green, or blue — they all must think a certain way at the same time.

Key benefits:
- encourages Parallel Thinking
- encourages full-spectrum thinking
- separates ego from performance

Photo © Vadim Kotelnikov

1000ventures.com

Activity 2: What we have now? What we can improve?

What do we have now in terms of constructive engagement or SAc?	What can we do to improve what we are doing or enhance SAc?	What do we want to achieve within the next 6 mos.? (Goals/objectives)	What do we need to do? (Activities)	Who will do it? (Persons responsible)

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