## Session: Day 1

### Welcome Note/ Care UK

Objective of the event is to reflect upon the current Care initiatives across Asian Country Offices (CO), learning with each other and being familiar with the emerging governance tools.

### Welcome Note/ Care Nepal

Governance is a context driven issue. Every society or country has different governance mechanism and dynamics for example; Ethiopia has stronger state system (governance institution) but limited civil society space, whereas Nepal has weak state system but strong presence of the civil society. Nepali governance structure provides space to talk about freedom and rights but implementation or outcome would be difficult to achieve, on the contrary in Ethiopia, discussing about rights and conducting advocacy is difficult. In these contexts, Choice Care has is to adapt itself taking into account objective to create conducive environment for right bearing citizen to get fair services from the respective governments. And doing so, obviously, Care role would differ with diverse contexts. For example, in Ethiopia, Care role would be widening the civil space while in Nepal it would be strengthen the governance institution.

### Expectation of Participants from the Events activities:

Through bird eye views there are three clusters of expectation of participants

### Summary of the Presentation: Governance and Care

The presentation tries to illustrate, why Care works on governance issue? It elucidates the evolution and current discourse on governance and locate Care role within it.

It explains poor governance is central cause of underdevelopment. Underlying iniquitous power relation creates unfair opportunities, injustice, inequality and poverty- to address this one needs to understand and deal with the power relation and politics within the governance mechanism. Therefore, it argued that the governance is not an apolitical or technical issues but it is embedded in social power relation and politics.

Concept of good governance evolved in 90s with siphoning of aid money by ineffective and predatory states. In the beginning governance intervention was focuses on supply side like minimal state, strengthen effective institution and anti-corruption but gradually it includes issues like representation, accountability, transparency, inclusion and participation which are termed as demand side. But still this demarcation of demand and supply side is blurred and it emphasis that one need to work in both sides or beyond these dichotomy like taking into account informal institutions, international factors, integrated approaches and self reflective approach. However, even after this process it is not free from glitches the questions like democracy versus economic growth, interventionism and strengthening governance versus fostering democracy are the few unsolved debates.

Care indentified poor governance is responsible for underline cause of poverty (UCP) and adopted in 1992 RBA (Right Based Approach). In last decade most of the COs indentified it as a major cause of UCP. Cares continuously integrated good governance mechanism through empowerment, participation, advocacy, social accountability and democratic local governance in several of it CO. It works to build better state-citizen relation, empower women and citizens and main streaming good governance as cross-cutting theme in all programs. In new Care strategy it wants to focus more on Social Movements and Advocacy for that it develops governance programming Framework (GPF). It is piloting new approach of forward accountability. It has CIUK governance team, which involved in context analysis, programme design, governance monitoring and evaluation, fundraising and proposal development, capacity building research and knowledge management and learning events.

### Points of Discussion

Discussion focus on mainly two issues where in both issues participants interested for conceptual clarity;

First one was on the Forward Accountability as it confuses with internal accountability and self-accountability therefore quires are about how it different than these terminologies and second was with supply and demands sides’ dichotomy as Care also provide services to the community. Therefore, participants wonder in that situation if Care would considered as working in supply sides or demand side.

Forward accountability in brief is equally accountability towards beneficiaries and partners and furthermore it is going to be discussing on the end of the event in detail.

On supply and demands dichotomy it is argued that most of the Care works happened in the demand sides except in fragile regions, where service providing mechanism is weak. However, as discussed above it is difficult to distinguish precisely between two sides as most of the governance works take place mostly in between negotiating space.

### Summary of the Presentation: Governance and Service Delivery

The presentation discusses the core function of the Care works- service delivery. It explores the rationale, complexities, strategy and lesson of the services delivery process.

Access to services is basic human rights. However, citizens who needs must have difficulty to access them most like women and disadvantage groups. It argued, theoretically, it is government core function to finance, deliver, regulate and monitor the services but it is much more complex process in reality. In many cases government doesn’t deliver themselves but it are private sectors, NGOs, international community or communities themselves. It involves multiple actors, interests and influences. Primarily lack of proper financial investment would hamper access to services but enough financial investment also would not grantee the better quality of services in lack of good governance.

Recent reflections of people working on providing service delivery are that technical approach of services delivery would not address the underlying problems. It is important to understand the drivers involved in service deliver. And comprehend the how incentives, political will and politics work behind the curtain to determine the quality of service delivery.

In the end, presentation talks about the constraints and lessons. Here it emphasis on bottom up approach, policy coherence, effective oversight and collective actions as important to be take into account during activities.

### Points of Discussion

Participants’ discussion focused on mainly five things one is on division of role and responsibility between government and community.

Participants have argued that even though theoretically government has responsibilities to finance, implement, deliver and monitor the services, however, in reality community should also play vital role specifically in monitoring part. And it is responsibility of government to provide space for community to involving in monitoring mechanism and community also should claim such space. Care could build community capacity to perform such job through different activities like in Nepal Care assisting to using a tool public hearing. It provides space at the local level for sharing among service providers, beneficiaries and government representatives. Here, local citizen could share concern and service provider and representative could aware about the problem, reflecting on their mechanism and solve the concern of citizens.

Second discussion was focus on how Care could engage and strengthen the good governance. Nepal shares it engagement at the local level through public hearing, community scoring cards and several other tools whereas Care Bangladesh shares its experience about their model work at *Union Parisad* (UP) level. They view that local government like UP would be immediate space where representatives, service providers and service receiver would be in proximity to negotiates with each other and solve problems.

Sometime there is confusion during advocacy to prioritize between the service delivery and good governance. In many cases top down approach or centralize approach is good for service delivery. However, in terms participation it might not be idea approaches as it excluded the citizens in policy making.

# Third about the context; during the presentation the most of the arguments are based on the understanding of universal governance mechanism. But participants share how different systems would pose different governance challenges. Specifically, country like Papua New Guinea, where government structure is weak, in that condition the concept of short and long distance of advocacy medium becomes blurred as presented in presentation. And in Sri Lank where government structure and service providers have distinct governance line which makes it difficult to understand each other role and responsibility on the one hand on the other hand it creates difficult to engage in governance mechanism for non-state actors and communities. Furthermore, it also doesn’t have village level governance forms therefore it is difficult to participate in governance system and make authorities and representatives accountable. Not only that even in within a same system governance is depends by political dynamics, political will, local representatives. Therefore, advocacy approach should to be taken into account context and strategy has to develop based on expected outcomes and objectives. And most important challenges faces but participants are that policy are always good but it is always challenges comes in during implementation, which is highly determine by the context.

Four, participant are intrigued by the idea of analyzing incentives in advocacy. One of the questions they raise was on how could they apply in their context like how could we understand that service providers and representative attitudes and behaviors. One of the suggestions was that as people attitude and behavior hide within their interest therefore if we could understand their interests that it will be easy to determine incentive for them.

Fifth, participants are interested to understand between difference between M&E and theory of change. It is stated that theory of change is strategy with outcomes where as M&E is analyzing the outcome using different indicators.

Last but not least, on governance context analysis, where there are always challenges in finding out the informal institutions and turning collected information into program strategy, advocacy messages, harmonize with Care mission, aim and vision.

### Country Offices Presentation

In the country offices presentation different country offices presented their governance related works.

It was interesting to see how different country offices are working in different socio-cultural, political and economic context to improve the governance.

Like Papua New Guinea faces challenges of weak state system, where they have to work with integrated approach of providing services as well as try to strengthening governance at both local and national level, with less effect. Similarly, issue of absence of local government representative at village level but strong central level state system in Sri Lanka where CO tries to mainstream recently piloted village level inclusive groups committee for governance. And In Bangladesh, where Care assistance UP’s successful model village governance mechanism shares experiences in other UP through using different means. COs also shares how different countries face similar problems like gender equality Sri Lanka and Bangladesh have satisfactory participation of women in local level committee but there needs to walk even further up to transform it in meaningful representation. Whereas in Combodia CO working with the beer factor associations, outlet contractors, police and youths to save women and girls from work related violence and harassments in beer bars.

All country offices are facing different challenges and using different strategies. It tells that even common inspiration objectives would not capture by universal understanding. Every new situation demands new tactics, strategy and program even for common goal, vision and objective.

### Bangladesh Documentary

This documentary shows a Bagladesh village named Botlagari, where Care provided assistance to improve the good governance by empowering people, building collective action mechanism for social accountability and increasing mechanism of transparency in government spending through mechanism like open budget, natural leaders and evaluation card system.

It historically traces the evolution of local governance mechanism in Bangladesh and how current Care works assisting in improvise by making it more participatory.

### Points of Discussion

Follow up discussion were focused on three issues first participant wants to know how the ultra-poor are determine;

Participants from Bangladesh shared that their analysis is based on mapping the important places like resource centers, main markets, houses of head of *Upajilla Parisad* etc, based on this spatial mapping they choose the disadvantage *pada* (villages).

Second participants want to know about the challenge they face in this efforts;

One of the important challenges shared by them was that capturing of groups committees they formed by the elite. In many cases, even in within the village people who have more power would capture the groups and get more benefited than the targeted population and second reluctance of representative and people for participation.

Third participants pointed out that as people living in the disadvantage would be powerful and people who are living in better places would be ultra poor in that condition and that could consequently led some needy people might not get opportunity.

### Summary of the Presentation: Care and Advocacy

This presentation outlines the different dimensions of advocacy, methods, approaches, challenges, care role, strategy and lessons as it is core policy of Care works.

Advocacy is important medium to work from demand side to address the unfair power relations, influencing public decision making process. Furthermore, it explains advocacy cycle, stakeholder mappings tools and different approaches of the advocacy works.

It tells how Care could strength it effort by using different strategies like enlarging support base, provide safety for advocacy efforts and people involved in it, minifying existing financial and human resources, reducing duplication and enhancing credibility and influence of advocacy works. And finally, it presented different skills, context and recommendation.

### Points of Discussion

Firstly participants have conceptual concern like putting ‘issue’ instead of ‘problem’ in advocacy ‘planning cycle’. As there would be hundreds of problems but few issues therefore they suggested ‘issue’ would be more suitable word. Second suggestion was to putting primary actors and secondary actors separately in the planning phase which help to distinguished between people whom you work directly and indirectly.

Third Context analysis would be helpful tool to understand the policy making process, stakeholders and target population and how Care role could fit in.

During the discussion question emerges when saying support to partner organizations, what kinds of support taking about is it financial or technical. It is argued that it depends upon what kinds of targeted outcome based on that it could be capacity building, financial or technical.

### Exercise and Reflection

Everybody finds exercise very useful but there were some glitches to fit the country context which is entirely different than what conceived universally.

First, participants find stakeholder mapping tool useful to find out the better partner which could enhance the dynamics of advocacy works.

Second some says during the stakeholder mapping they realize the challenges which they could not conceive before for their programs.

One suggestion for the stakeholder mapping tool was not that instead of putting high and low it also important to put medium range as there are lot of partners who are not higher up nor has low but middle levels partner whom Care to work lot.

### Nepal Country Office Partner Presentation

Forum for Community Upliftment System, Nepal (FOCUS) is a Care Partner organization (NGO) based in Dhading district. It works in governance, peace building, livelihood and infrastructure sectors. With Care it works on governance and peace building issues with women and youths at the local level through a Project called Women and Youth Pillars of Sustainable Peace (WYPSP). Project focuses on sensitize about the rights of duties of women and youths, ending social discrimination, promote equal distribution of resources and make duty bearers more accountable.

Through this project FOCUS helps to build capacity of youth and women to raise their voices, empower them to demand their rights and responsibility of youth and women voices. And build strong network within the district to promote their cause such as access to public health and security.

During the project implementation it learned that rights based approach empowered the community than need base approaches. Network and coordination increase the organization recognition and WYPSP is replicable model. Mass level program is more effective for sensitization like folk song, street drama etc.

In way forward it emphasized more on research, coordination and collaboration on peace building issues.

### FOCUS Advocacy Documentary

It is a story of advocacy efforts by FOCUS to empower a women group to claim their rights over the state resource allocation. The women group had demanded money from budget allocated for women and disadvantage group to conduct sewing training for the Sankosh Village Development Committee (VDC). District Development Committee (DDC) promised to allocate the budget for their training. Even it was end month of financial year DDC told them to return after 2 months saying that women and disadvantage group budget could not freeze. However, when women group went after 2 months DDC denied providing money saying that budget is already freeze. With the help of Peace Committee formed under the WYPSP they contested and allocated the budget for sewing training.

### Points of Discussion

During the documentary it was shown that to fulfilled the demand Sankosh women group and PPG had done padlock in the District Development Committee (DDC). Some of the participants wanted to whose ideas it was to use padlock methods. However, it is said that padlock becomes the usually practice to make heard people voice. That’s why it is the normal practice in Nepal.

### Santimalika

Santimalika is network of 18 national NGOs works on gender, peace and security. Its foundation of origin was ‘National Peace Conference 2005’, which drafted the ‘Peace Declaration’ as road map for its further works.

Presentation presented how 18 national NGOs function successfully by using different mechanisms, strategy and set-ups like secretariat with rotational leadership, project management committee, evidenced based advocacy, District to national level networks and proper community consultation on major issues.

In its inception it becomes successful in impacting bigger national issues such as ensuring 33% participation of women in Local Peace Committee (LPC); Expansion of LPC; open legal hurdle to obtain citizen by mothers name and sensitizing government officials and political leadership on gender issues.

During it works it learning lessons are accompaniment with government and policy maker for effective advocacy, well network and timely information sharing with community and integrated approach for sustainable peace.

### Points of Discussion

One a quire by a Participant about how difficult it is to get funds by a network organization when it is not legally registered presenter said some donors organizations hesitate to provide funds and its continuously becoming a hurdle to get funds but until now they are implementing lot of projects through project management committee. However the case they are not planning to register it as it is an ideal form of system which is working quite well.

## Session: Day 2

### What Survived the Night

* Help to understand the balance service delivery and advocacy
* Stakeholder Mapping
* Advocacy Strategy
* Bangladesh work
* Combodia work: working on women violence issues in beer industries
* Evolution of Governance issues
* Advocacy mapping helps to better understand about own projects

### Feedback from Day 1

* Need more tools on Advocacy
* Good team work
* Need to establish common understanding on concepts so everyone is on the same page
* Learning journal helps to notes the important learning lessons
* Beforehand Partners’ introduction instead of going straight to presentation would help participants to get better understanding of the presentation content
* Each country presentation has different intervention strategy therefore need to link with the broader framework while presenting

### Summary of Presentation: Governance and Gender

No institution is gender neutral: patriarchal society pervades in every aspects of our society. Likewise, it also reverberates in the governance institutions.

To address this obstacle, the presentation proposed Gender transformatory governance: which means, ensuring gender-inclusion, responsive and accountable governance institution regarding the women. First of all it purposes, gender lens to understand the existing inequality in the system. It argued to ensure, women inclusion and participation during the governance process. In addition, it needs to take into account the particular priorities of women and make sure political, fiscal, administrative and legal accountability.

In conclusion, it envisioned the governance effort through law, policy, budget and program should incorporate gender transformatory governance for better choices, opportunities, access to resources and life outcomes for women to challenges entrench gender inequality.

### Points of Discussion

Short and brief discussion is focus on difference between citizen and gender governance teams working space.

Citizen governance team focus on political empowerment whereas as Gender team focus on both political as well as economical empowerment. Citizen governance team work concentrated on public space whereas gender issues cover private to public space.

### Summary of Presentation: Aurat Foundation: Advocacy for women’s political participation and its impact on governance: By Arifa Mazhar

Aurat Foundation (AF) is a Pakistan based NGO working for empowerment of women and Political participation in 110 Districts and 6600 rural and urban settings in all over the country. In the presentation AF presented the situation of women political participation and its impact on governance. It outlines the legal provisions and institutional structure, which support the women participation. In addition, it sketched the huge structural, institutional and functional challenges which bar even minimum level of participation and implementation of rights ensured by the state legislation system. Furthermore it illustrates the further course of intervention by the civil society.

The presentation illustrates how amid the religious extremism, militancy, terrorism, natural disasters, and patriarchal customs Pakistani women activists continuously success to reform legal provision and created organizational set-up to improve the condition of women in Pakistan. However on the other hand, how it faces stringent challenges by power holders collusion during the implementation and social, cultural, political and geographical obstacle stay along sturdily.

In this scenario it presented the AF efforts to enhance the participation of women through providing information, enhance capacity and conducting policy advocacy. Furthermore it also carved out the spaces where civil society could assist to improve this condition.

### Points of Discussion

First on affirmative action and gender inclusion: participants want to know which section of women are mostly benefited by the 33% women political representation; It is stated that in the national level most of women representatives are from elite’ classes as political parties themselves have direct influence but women representatives coming out from grass root level they are the women coming out from the general populace. Therefore, during the discussion it is coming out that more advocacies are needed to improve the proper representation of women in the political parties. The reason behind the lacking of women representation in the political parties are first of all there are reluctance among political parties to include the women in the leadership and second, women who are in the leadership it is very difficult for them to work against the party line. Resulted, they need to follow the party line even in the cases where party decisions contradict with the women empowerment issues.

Second on inheritance law: there are legal provisions, which ensured the right of women in the inheritance but cultural barrier is so strong that it is unimaginable to claim the inheritances. In many cases it is argued that as women get dowry in place of inheritance property.

Third on gender inclusion, democracy and leadership: In an argument that in Pakistan lot of legal provision for women rights has promulgated by the autocratic leaders’ government like General Musaraf but it is argued that this is the case because every autocratic government uses different kinds of means to control the people and providing some favor for women rights would be one but in the long run it is the democratic principle that matter, which only guarantees rights of people including women. Second on the contrary during the time of woman leader like Benerjee Bhutto lot of legal provision were promulgated which were against the women were promulgated it tells the fact that changing the leadership could not guarantee the transformation proper numbers also matter. During the time of her even though she was the leader but vast majority of representatives are male. However, having said that women leader on the top position provides motivation to other women to come-out in the public life.

fourth was on different strategies to promote gender and governance: to promote the gender and governance on of lesson AF is that, organization need to work at all level from grass root level to policy level; second, inclusion of men in the process is also important because if one empower the women about her rights and left her without sensitize the men then it put woman in conflicting situation. Third in AF experience one to one dialogue has effective tool for advocacy than the broader interaction, specifically in the policy level.

### Documentary: Pakistan

This powerful documentary tells the story of women political participation since the independence movement, formation of women’s organizations, international participation and voices of current lead women in different professions. It tells the formation of public protection systems like government agency to protect the women rights and abolishment of discriminatory laws. In very poetic way it provides perfect picture to understand the Pakistani women’s making of public life from its birth to current time.

### Presentation Summary: Social Accountability

Every Concepts change with time and context: new experiences provide new way of thinking and ideas. Therefore, continuous update is always required. This presentation presented the current understanding of concept of social accountability: it importance for the poor people, youth and women; its outcomes; challenges and tools.

Presentation emphasizes the important of civic engagement, demand driven, bottom up approach and emphasis the fact that it is process which is important instead of only focusing on tools. It also tells how recent realization of data analysis and intelligent use of data is important to improve the social accountability. It tells how social accountability not only responsible for counter maladies such as corruption but furthermore, it also emphasis the importance to empower the poor people, access poor people on governance mechanism, provide voices and improve the policies and programs.

On the other hand it also aware about the challenges, which come along during the implementation of social accountability activities; such as escalation of conflict between community and service providers; as it demands certain technical skills which increases the possibility of elite capture and importance of provision of freedom of information as it absence would hinder the social accountability. And in the end it presented the different kinds social accountability tools.

### Points of Discussion

During the discussion CO Nepal shares different types of social accountability work happing through TV programs, radio programs, notice board and social audit which gives mixed result. In some cases government embraced the program such on the other hand in some cases service provider don’t want to receive the results. Or they don’t follow what in policy like in Nepal government offices it is mandatory to have citizen charter but even though it is pasted outside office officials never follow or in other cases there are complain policy and box but no mechanism to address them: in such social accountability tools are use as cosmetic purposes. But, in some cases, like in Sri Lanka when participatory approach is adopted some local officials see it benefit and adopted it. Therefore success of the social accountability tools depends upon context and it needs longer time investment and proper monitoring mechanism to achieve tangible results.

It is discussed that in cases when government participated in the social accountability process or conducted themselves but not implements the result in that case their need a provision of sanction, which led to force them to incorporate the results or recommendation.

During the discussion there are some fundamental issues raise on its institutionalization, sustainability and independence: In many cases social accountability activities have been conducting by the civil society and funded by international organizations. But, for the long run, there will be problem of funds after completion of funded projects. On the other hand if it is funded by government or conducted by some government agency; than there might be chances of conflict of interest. In cases where civil society involved and if not implemented with sensitivity than conflict between government and civil society would happened. So, there are lot of issues which need to be dealt for its proper institutionalization and sustainability. Therefore, social accountability needs both objectivity as well as acceptability. In addition, Care Itself should also need to have internal social accountability mechanisms as well as long term sustainability plans in place for the current social accountability projects.

### Documentary: India

It is a story of an organization which uses techniques like street-drama; wall painting and publicizing the details of election candidates to improve the overall governance of the areas. The documentary presents how using simple techniques of social accountability led to good governance, democracy, better services, less corruption and empower citizens. Documentary reiterated the fact the when people work collectively they gain power to work against government discrepancy and improve the system even with simple activities.

### Presentation Summary: Community Score Card (CSC)

Community score card is a method to strengthen the community services by bringing together both the service providers, community members and local government together in a conversation. This presentation presented methods, challenges and lessons of CSC based on experiences of project implement in a Malawi’s local health project.

It is process through which both services providers and users come together to share information generated by focus group methods and try to find solution through interface. It helps to improve the services and jointly monitor the improvements. However, during the process conflict sensitivity and mutual respect needs to maintain so to avoid conflict, personal blame game and finger pointing to each other.

It has been done in different phases; in beginning community level issues are prioritized and indicators developed; conducting the CSC with service providers; interface with local leaders, community representatives, service providers and local government body and in final phase action plan and M&E developed for further up the process.

It also inform us about the challenges which need to address during the process like in the beginning strong rapport building is needed with the community and service providers; process need to be conflict sensitivity; demands coming from community members should be realistic; authority by-in is important to meets the users demand and during the process standard facilitation and better negotiation strategy is needed to complete the procedures successfully.

CSC would create negotiation space between users and service providers which led to enhance accountability promote participation and enhance collective response to solve the problems.

### Points of Discussion

I pigeonhole points of discussion into five different categories: first, most of questions are around the issue of setting priority by the community for interfaces: as community member would have different demands, it is important to know who is responsible for final prioritization of the issues- one option suggested by the participants was voting. In addition, it is also important that issues should not dilute as it goes way up from the community level to the interface and during developing the indicators.

Second during the developing the indicators attitude would also taken into account as it also have impact on quality of services. And different groups would have different opinions then we need good strategy to consolidate properly all spectrum of opinion. Though in most cases, t many arrays of opinions are same on issue only difference happen because stakeholders are pointing finger to each others.

Third Participants suggested that validation is important after development of the indicators by the community representatives and it is also needed to remind the fact that different groups [like women or youth] would have different point of views not only during the validation but also at the time of monitoring therefore it is important to involve them in all the process not only during the setting priorities.

Fourth is on different aspects of logistic preparation: during the setting priorities community would have set unfulfilled demands therefore good facilitator is important and or expert of the issue should help to set the practical priorities. Issues like time, distance and resources play important role in participation of community therefore these issues should be properly taking into account during the planning like if community groups discussion has done in a place which is distance from where marginal people living than they could not participate. Resources and project period itself is important; this whole process take lot of resources and time which need to take into consideration during the planning.

Fifth, It is important to taking into account social power relation during the whole process if social card is using with blanket approach then it would undermine the voices of marginalized people. On the other hand in development activities recent trends is that community contribution to the development are sought in terms of labor works or even finance. But it is important to remember that while doing this government would have not dodge from its fundamental responsibility of providing social services.

### Presentation Summary: Care Combodia; Social Accountability; Community Scorecard and new opportunities

To establish any good governance institution it not only needed to be pro-poor, inclusive, transparent, and mechanism to hear voices of all but also need wide range recognition from the stakeholders. This presentation shows how Care Cambodia’s community score card project focus on pro-poor and marginalize get broad recognition from wide range of stakeholders like International Development Bank, Donor Agencies, Government, INGO and local NGO through networking and sharing.

The presentation is of the Global Fund R9, it is a Health Strengthening Systems project, which objectives is to raise the community participation in local health services and strengthening the local governance mechanism to voice their concerns through different local mechanism like health centre management committee, village health support groups and technical working group on health and using social score card to improve the health services. It objectives is to build capacity of both demand as well as supply side.

During this process most marginalized group concerns have given priority through building capacity of commune council on planning and budgeting and managing pro-poor people lists; building capacity of HMSC ensure that indentified marginalized get the services, and collaboration with Commune Councils and communities establish a model referral system financial by the Commune Council. Furthermore it also conducted dissemination campaign focusing on illiterate population providing information about the service availability and their rights and conducted the policy advocacy with the ministry to increase the participation at local level. This project gain wide range of recognition among the key stakeholders like World Bank, which is piloting in several places. Not only that Care Combodia also coordinates the NGO’s social accountability network and took lead in experience sharing among each others. And additional assistance government and NGOs are also planning to expand it in national and sub-national level governance mechanism.

### Points of Discussion

Participations shows interest about the multi-score cards but it is in the process of developing. It is going feed in information by all the local levels partners to the national level, where it will be using for advocacy.

And second discussion point is on corruption, which is one of biggest problem from governance point of views. However, it is argued that using community scoring card could not directly stop corruption but through community score cards resource allocation and information led to decentralization, which would influence to stop the corruptions.

### Presentation Summary: Nepal Score Board: GSK project

Community Board can be use in many different ways: in Nepal, Care Nepal and its partners started innovating initiative by using public board in front of government services provider’s office. It not only is easy way but also very transparent in the sense that it can be view by anyone all the times. In addition, all procedures have been conducting through the already existing groups like mothers’ group. Through the community score card it sets the priorities and targets. As a consequence, it increases transparency, good governance and services and improve upgrade the faith of service providers in the eyes of community members.

### Points of Discussion

Two main points rises during the first methodologically, it is a perception based tool therefore there is possibility of community biasness and difficult to compare, when people might say positive things because they want project to continue. Second, during inclusion of marginalized and poor there is think possibility that most of the privileged of them get included therefore true perception might not come from the representative. Therefore, reaching out to the marginalized and poor is long and step wise process and it needs continuous reformulation to harmonize with the changing context.

# Day 3

## What survived the Night?

* Community Score Card: Malawi; Developing Indicators is interesting: but lengthy
* Aurat Foundation presentation; amazing work in difficult context
* Gender and Governance
* Social Accountability

## Feedback

* Group Photo
* Project should share before putting in the wikileak
* Time keeping and reading the audience

## Summary of Presentation: Determinants of Incentives of Union Parishad (UP) Leaders in Creating Inclusive, Participatory and Pro-poor Governance

Mirza Hassan, PhD. Lead Researcher, BRAC Development Institute, BRAC University,

Sohela Nazneen, PhD. Professor, Department of International Relations, University of Dhaka

There is always gap between de jure and de facto, when any organizations envisioned interventions and good governance is no exception. However, academicians and practitioners always wanted to reduce gaps through research and practices- as much as possible. This presentation shows the similar endeavor.

Bangladesh Union Parisad (UP) is the lowest tiers of local governance. It has been uninterrupted representations throughout all ups and downs of political upheavals in the country. It is nearest of the state for the local people. However, relation and trade off between the leaders and community members are not always symmetric. It is mediated by power relation within the community in terms of kinship, patron-client relation and vote banks. These informal practices hamper to proper service delivery and resource allocations to the marginalized and poor. Furthermore, it has aggravated by the political market imperfection, like problem of credibility, voter’s lack of information on the performance and above all, voters are fragmented based on social divisions. However, local leaders’ acceptance of this de facto strategy is motivated by the fact that they all want to reelect. Thus, this research tries to understand the incentives of UP leaders for resource allocation and service delivery, which would have influence on the pro-poor governance mechanism and social accountability.

The prominent incentive is definitely is reelection- to return to power. Local leader negotiated by vote banks elite. Consequently, leaders have to rely on them for the reelection; on the other hand leaders also have to show the fair play. There are several reasons which build this political market imperfection like interlocutors [most are elite and from middle class] have more information than the poor about the resource allocations and budget.

Research findings provided in this presentation help to rethink our social accountability tool, approaches and strategy with new angle.

## Point of Discussion

One of major points coming out the discussion is women role amidst incentives approach.

In representation wise Bangladesh has good women representations in UPs but first they also comes from same family, class, kinship network therefore they also part the gaps. Second even after good representation women there aren’t lot UP’s heads, moreover, their voices also aren’t heard in decision level- so they don’t have much influence. Even though there mobilization of women increases with the NGOs efforts, which help to improve the social accountability but still in general they are still ignored.

Faith based organization and religion over all have less influence in public matters as Bangladesh is secular country.

Information about availability of resources and services has increases with introduction of lot of social accountability tools but still on issues budgets elite have more information than poor people.

Economic empowerment and political empowerment might be different things even though micro-finance might empower women economically however this could not automatically led the political empowerment.

## Presentation Summary: Understanding Incentives within Social Accountability Endeavour: Naimur Rahman

As like any other social endeavor social accountability is also context driven issue: It is influenced by social, economic, legal and political factors. Similarly, presentation argued, when such wider range of context interact with each other, social accountability interventions also should not look only as an instruments of service delivery, moreover, it should take as medium to change power dynamics.

Therefore, to transform the overall governance mechanism towards poor people it suggested to incentivized through building more pro-accountability network, resources and coalitions which it hoped which consequently led to decrease the influence of elite force and improve the government accountability towards poor and marginalized people and think political during the course of designing and implementing the social accountability programs.

However, it also cautious about of risk of co-opted by elite and unpredictability of political course. Therefore it needs patient and long term approach.

**Point of Discussion**

The dichotomy of social obligation and political calculation play in very complex way: people are not only act as a universal citizens but people regionalism, ethnicity, kinship and family play vital role in determining the distribution of services and resource allocation. It also led to divide in-between the poor people. Therefore there need more activism or politic to establish pro-poor affirmative action policies not only pro-poor development initiatives. Therefore there need to create more de-incentive mechanism for politicians for not to work in favor of pro-poor approaches.

## Presentation Summary: Introduction to Budget: Nuzhat Jabin ANSA

Public Budget is core of the governance. This presentation explains in simple language: introduction of budget, its cycle, tools for participation and gender responsive budget.

Public budget is a legal as well as political document, which should be efficiently allocated, equitably distributed and maintain macroeconomic stability. Public participation would ensure its justifiable spending. Citizens can monitor or participate in different cycle of budget and there are several tools like participatory planning, stakeholder consultation, public hearings.

No institution is gender neutral therefore taking into account the gender dimension of budgeting is inevitable. Presentation elucidates the objectives, frameworks and approaches.

## Points of Discussion

Many time policy doesn’t straight help gender budgeting in practices, specifically when it goes at the local level. In Nepal at the VDC (Village Development Committees) level budget comes for women and marginalized groups has been allocated in infrastructural development arguing that women and marginalized groups also use infrastructure such as road or school buildings.

At the national level there are a large chuck of money goes to army, more than half in many country which remain opaque and there is no way one can track that money.

The most important part of whole process is to get political buy-in of the idea at the local level. There need to be political buy-in to perform social accountable budgeting, If there is not buy-in by political leadership than there is less possibility of making budget socially accountability.

It will be very complex and difficult to using social accountable tools for budgeting in all the sectors therefore one option would be picking one important sector and tracking that budget.

First there is need to develop proper indictors to conduct gender budgeting analysis.

There is big need of gender sensitization among the political class and policy makers before taking about the gender sensitive budgeting. There are many cases when government official doesn’t know about the gender provision in the policy and s/he ignored it. Also another similar problem is the lack of capacity of local authority to plan and participate local people and on the other hand people should also ask ot build habit of questioning about budget.

Gender also intersects with class therefore while doing gender sensitive budgeting we need to consider this fact too.

Many times culture becomes barrier to do participatory budgeting like patron client relation, maintaining culture of opaqueness among the officials or people habits of not asking questions these also need to focus while taking about the social accountability of budget.

## Presentation Summary: Action Aid

More than any other legal provision local governance provisions need more sensitization and dissemination and same is true is for LSGA- 1999 (Local Self-Governance Act), on which action aid is working on civic education such as social audit, public audit and civic oversight. It has local participatory planning provisions and that budget spending process is oversight by users groups, ward citizen forum and VDC (village Development Committee) monitoring mechanism.

Even though Local- self government act open door for local governance potentials similarly it is marred by steep challenges. It has challenges of less participation specially those regions of Terai where there is rampant poverty, from decade there are no local representatives (as no local election happened due to transition period political situation) and still federal system is in political discussion after promised.

## Point of Discussion

There is difficulty in conducting budget tracking system as LGCPD which should be link to national budget system is not happening now. Action Aid has regional level as well as central level assistance group which help to build the local capacity specifically it develop lot of visual information items to sensitize people about the economic issues- to improve the economic literacy among the people. It also involve in developing series of social accountability tool manual. At the local level through the local NGO it forms citizen poverty watch group. It partners with local and national NGOS.

## Presentation Summary: Freedom Forum: Open Budget Initiative

Freedom Forum is local NGOs (with other three main) working on RTI (Right to Information). It is local organization, who performs open budget survey in Nepal. It is conducted through a research team by using rigorous survey methodology after internal verification it is send for government reviews and independent reviews. It looks several issues like public engagement, feedback opportunity, and self disclosure activities.

Nepal got low rank position as it has lack of technical skills, legal provision and cultural barrier among the government officials. It needs capacity building in government offices, government agencies have culture of secrecy. Public participation in budgeting in very low and even after legal provision people isn’t using it. Nepal doesn’t published pre-budget statements.

## Presentation Summary: Horizontal Learning

Locally generated knowledge could be more useful to replicate than imposed top-down knowledge. This presentation is about the local government led peer to peer learning mechanism, which is supported by Bangladesh government and assisted by development partners. It is led by 383 UPs in 37 upazilas and supported by 32 partners with presence in over 3000 UPs.

It bottom up approach, where UPs themselves identified the good practices, validates it and replicate among them with community members participation. One of the important aspects of this process is appreciative inquiry methods. It led to improvement in transparency, access to basic services, development indicators of the community. And most importantly participatory open budget and rising in holding tax.

## Points of Discussion

## Presentation Summary: Reflections on Social Accountability in South Asia

ANSA – South Asia Region (ANSA-SAR) is a program launched in 2009 to build bridge among South Asian regional academician and practitioners and assist to innovate ideas on social accountability after getting seed money from World Bank. At present it completed three phases: Piloting Social Accountability Initiatives; Harvesting Lessons, Mainstreaming & Scaling Up; Deepening Country-Level Work.

During these periods it acquired some interesting results all over South Asian like Raising Community Voices to seek their entitlements under MGNREGA in Mirzapur, Uttar Pradesh, India; Mobile based Citizens’ Feedback on public service delivery and social sector programmes in Bangladesh and People and the Land: Empowering Communities for Social Justice in Rural Karachi – Pakistan.

Through this and several other projects it learns few important lessons and also finds challenges:

It learns that social accountability is contextual process. It needs incubate-support from the surrounding social environment such as deepening democracy, legal provisions and informed citizens. Need to scale up but challenge is how to replicate in diverse context and need evidenced based wide and long term knowledge production mechanism.

## Points of Discussion

One suggestion was it is better not to use word ‘incubator’, as it give meaning to give intensive care from the organization rather than opportunity of innovation.

On issue of Fracca Dam even though it might be a case of climate change but more that it is also governance failure case

There might be a problem to use findings which are based on case studies of particular cases in absence of mass data. However, anecdotes provide more depth understanding of the issues which is not necessary provided by the hard data.

Participants also pointed out lot of difficulty to use the new technology like mobile phones like there are lack of transparency who and how these information been collected and how these analysis. it is supply driven and in many cases when they complain about the issues and it not address then people stop participating in the process. One such example is from Nepal there was a radio program which provide tool free numbers to participate but after collecting the feedback problem raises to address it because it is the government agencies that is responsible for implementing not the program organizers and moreover it also is expensive.

# Day 4

## Summary of the Presentation: Introduction: Forward Accountability: Nepal Case Study: Challenges

Those organizations which are working on development intervention have ability to have impact on people lives therefore, self-reflection and accountability toward impact community become inevitable for them. Different organizations would have different approach.

As Care is also a power holder in network of donors, governments, civil society and impact groups therefore Care also has to accountable to all the stakeholders. There are different stakeholders whom Care has to accountable like internal accountable within the organization, upward accountability with donors or government, downward accountability with partners and impact groups. But most importantly, Care needs to accountable with its impact groups. To improve its accountability towards its impact groups it introduced the concept of Forward accountability. The presentation provides answers to what, why and how about the forward accountability with examples from Nepal pilot case study:

Forward accountability is an approach of being accountable to the impact groups to responsibly use the power and to let community understand the influence of Care work.

It is important because accountability is its central principle; it improve the quality of work; it would enhance ownership and participation among the impact groups; it address the issues like conflict sensitivity and gender responsive and it reduce the own risks.

There are lot of way the organization can be forward accountable out of the most important would be by Transparency sharing information and ensuring participation and representation, building mechanism to get feedback and complaint and providing enabling environment for the accountability.

**Presentation Summary: Example from Nepal**

Nepal uses Community Score board tool for forward accountability to create space for dialogue, gain feedback and respond to impact groups. CSB is already tested tool for health system, which is use for forward accountability after modifying process and develop indicator suitable for FA. It is followed same procedure meeting with impact groups, interface with stakeholders and developing an action plan. It helps to create space for dialogue trust and indentified improvement areas.

**Challenge to accountability towards impact groups:**

Forward accountability also comes with some challenges because impact groups are diverse so their wishes, needs and feedback will also going to be diverse and some of them would be very unrealistic too. Therefore there is need to maintain the balance between accountability and complexities coming with it.

## Points of Discussion

When talk about accountability finance is always take core issues. Evidently, when talk about forward accountability issues of being transparent on issues such as salary, overall budget, overhead cost also comes into discussion, which some time difficult to explain in remote areas coming out from the urban or foreign setting. In that sense it also would be sensitive issues. So, it is discussed how much we need to be transparent on that issues. Some participants share the existing practices such as they always share the overall budget of project or some also says that they share the salary but also explain the living cost context. However, it is realized that there needs to more reflection and discussion on this issues in the backdrop, where still some Care managers hesitate to share the budget of unrestricted funds.

Second important issue come into floor is on power dynamics of forward accountability. Forward accountability is not apolitical tool it is political by nature as where negotiating space between Care and impact group could be captured by the elite groups or marginalized people might not get opportunity to speak. Therefore, there is need to creates deal with equal political approach create space for women and marginalized to raise their voices.

Organization culture and staffs attitude are also important when talking about forward accountability like money spent in food, vehicles is also important part of forward mechanism. Staffs attitude is also important more than policy because if policies are taken as only for ticking box than it will not achieve what it intend. And changing culture and behavior is quite difficult task. Similarly, feedback mechanism is not enough, if feedback is not going to address the complaint issues then it people starting to lose faith. However, starting a discussion on these issues itself shows positive start it will going to unbundle the important issues like gender accountability project open up discussion in Nepal (?) office and sharing with each other improve the gender sensitivity among the staffs.

Care talk about being a political neutral but governance and advocacy work is political work therefore we need to revisit our policy.

,