



WORLD BANK GROUP

*Accountable Governance, Social Media and Citizen
Engagement Session:*

World Bank Perspective and Global Lessons

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Overview of the Presentation

- **PART I:** Brief Background – World Bank Perspective on Accountable Governance and Citizen Engagement.
- **PART II:** Some Big Global Lessons on this Topic
- **PART III:** Snapshot of Some of World Bank Initiatives in this area in India.

Accountable Governance, Social Media and Citizen Engagement Session

PART I: BRIEF BACKGROUND – ‘WORLD BANK’ PERSPECTIVE ON ACCOUNTABLE GOVERNANCE AND CITIZEN ENGAGEMENT

WBG Two 'New' Twin Goals

GOAL 1 END EXTREME POVERTY

2010 
2030 

\$1.25 A DAY

TARGET

To reduce the percentage of people in this world living with less than US \$1.25 a day to 3 percent by 2030

GOAL 2 PROMOTE SHARED PROSPERITY



BOTTOM 40%

To promote income growth of the bottom 40 percent of the population in every developing nation

SUSTAINABILITY

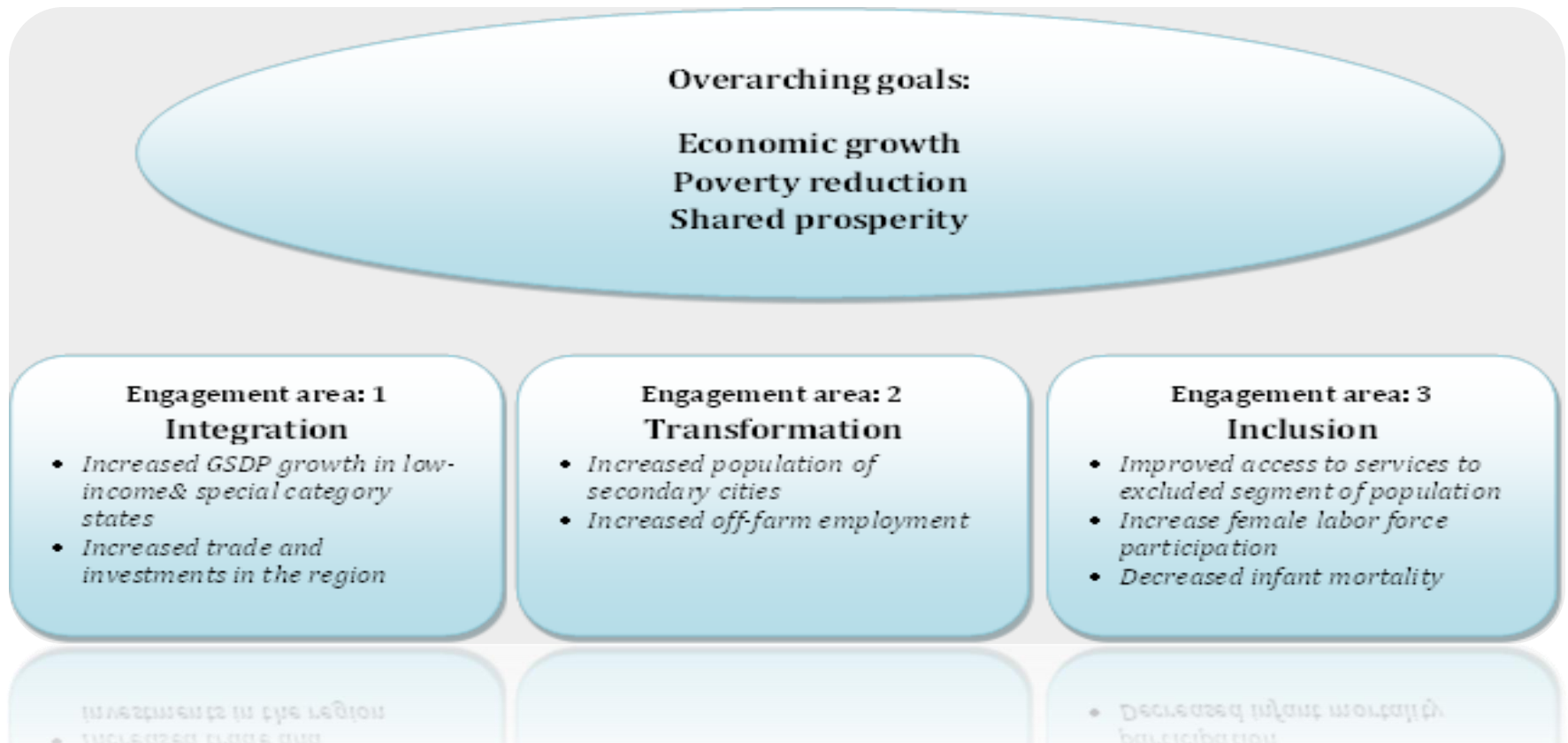
A sustainable path to development and poverty reduction is one that
MANAGES OUR PLANET FOR FUTURE GENERATIONS
ENSURING SOCIAL INCLUSION AND
ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY

GoI-WB Country Partnership Strategy 2013-2017

What is the Country Partnership Strategy (CPS)?

- Based on GoI dialogue and priorities, analysis and broad consultations – sets out themes and priorities where WB seeks to contribute in the 4-year period.

What are the key CPS focal areas?



Linking this to ‘Accountable Governance’

- ‘**Governance matters**’ for helping/hindering poverty reduction and development outcomes.
- **More accountable governance** has intrinsic value (deepen democracy) and instrumental value (achieve better outcomes) – although ‘contested’.
- Two main elements of accountability:
 1. **Answerability**: are Power-holders answerable for their decisions to ‘the people’ (e.g. transparency/disclosure, channels for airing grievances/debating issues)?
 2. **Enforcement**: Are there strong sanctions when power-holders err? (e.g. robust auditing, anti-corruption mechanisms)

Where does Social Media and Citizen Engagement come in?

What do we mean by citizen engagement?

- Citizen engagement is one – of various – mechanisms to strengthen accountability, governance, public sector capacity and delivery.
- Encompasses pro-active involvement, oversight, inputs of citizens.
- World Bank understands ‘engagement’ to be a ‘two-way’ process – listening, interacting with and taking action based on engagement (just putting information out, *alone*, does not constitute engagement).

If implemented effectively it can help to improve development results:

- Improve service delivery and access.
- Strengthen state capacity.
- Improve responsiveness to citizens (and poor).
- Build state-citizen trust and reduce conflict.



Variety of Approaches to Engaging Citizens

(1) TRANSPARENCY

MAIN GOAL

Disclosure, dissemination, and demystification of information in a form that is accessible to citizens.

TOOLS

- Public reporting of expenditure
- Public Information Campaigns (e.g. notice boards)
- Budget Literacy Campaigns
- Open Budgeting and Analysis
- Citizens' Charters
- Disclosure/RTI Mechanisms

(2) ACCOUNTABILITY

MAIN GOAL

Feedback and holding individuals and organizations responsible for their actions and ensuring redress.

TOOLS

- **Citizen-Based Monitoring**
 - Citizen Scorecard
 - Citizen Report Card
 - Social Audit
- **Financial Management**
 - Procurement Monitoring
 - Public Expenditure Tracking
 - Integrity Pacts
- **Complaint Handling**
 - Grievance Redress Mechanism
 - Public Hearings/citizens' Juries

Transparency

Accountability/
Monitoring

Participation

Hybrid/Cross-Cutting

(4) HYBRID/CROSS-CUTTING

MAIN GOAL

Combining government 'supply' and citizen 'demand' pressures to bring about change.

- Rights-Based Approaches (e.g. services, land, food, education)
- Decentralized/local governance
- Building citizenship (e.g. voter education programs)
- Citizen inclusion programs (affirmative action, reservations).
- Strengthening/triggering accountability institutions (ombudsmen, parliament, anti-corruption commissions etc.).
- Public-private partnerships/networks.

(3) PARTICIPATION

MAIN GOAL

A two-way process in which stakeholders take active part in decision-making or implementation.

- **Participatory Decision Making**
 - Forum for Local Problem-Solving
 - Participatory Planning
 - Participatory Budgeting
- **Participatory Management**
 - Community Management/CDD
 - Community Contracting
 - User Membership in Decision-Making Bodies

Some Corporate Activities on Citizen Engagement

(1) World Bank Target for Citizen Engagement in Projects

- Under the current President, the Bank has recently targeted the achievement of *'beneficiary feedback in 100% of projects with clearly identified beneficiaries by Financial Year 18 (2018/2019)'*.
- Set up a president's delivery unit to track progress against this throughout the Bank.
- What contributed to deciding target?
 1. *Renewed focus on effectiveness and results.*
 2. *Strengthened global trends that support increased civic engagement and accountable government*
 3. *Increasing focus on the ultimate beneficiary of development interventions*
 4. *Emerging evidence that citizen engagement can improve results under the right conditions*

(2) The Global Partnership For Social Accountability

What is GPSA?

- Supports civil society and governments to work together to solve critical governance challenges in developing countries; supports a range of constructive citizen engagement.
- Over 200 partners from all sorts of different sectors and actors.

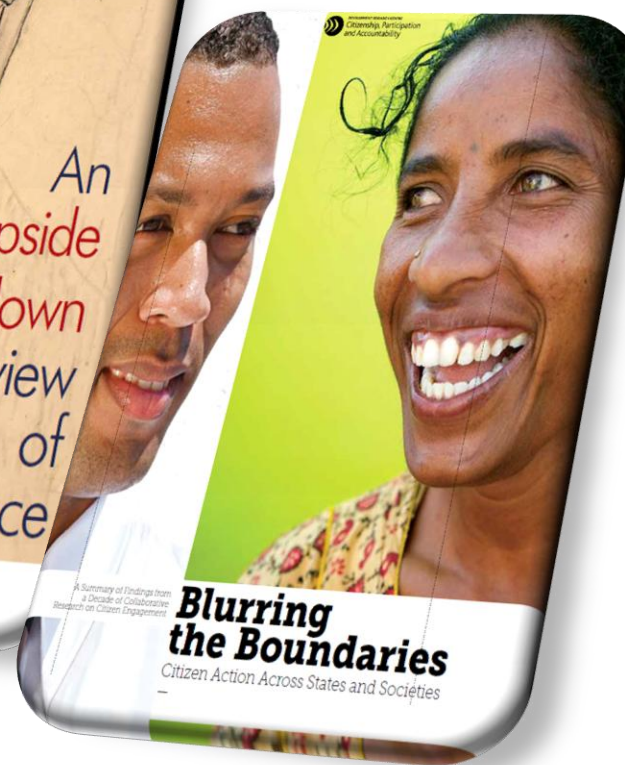
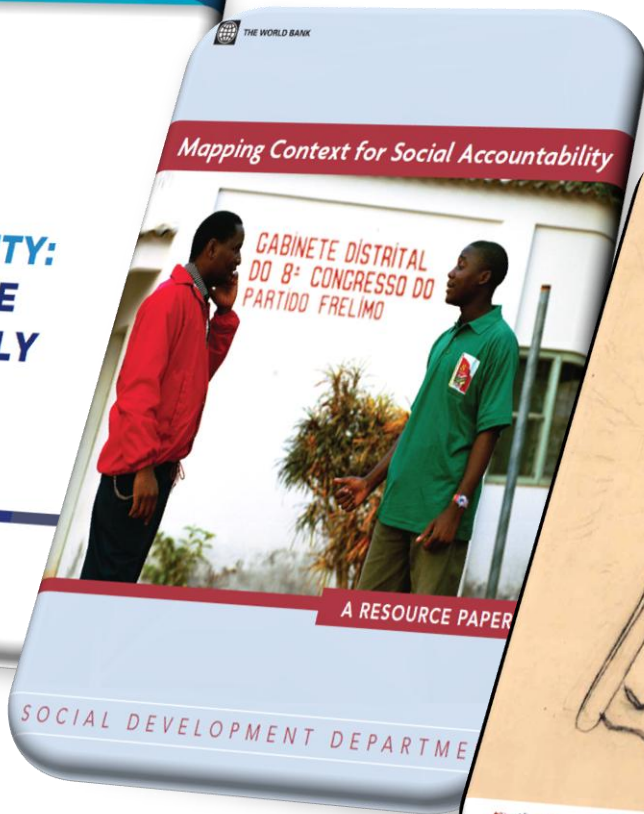
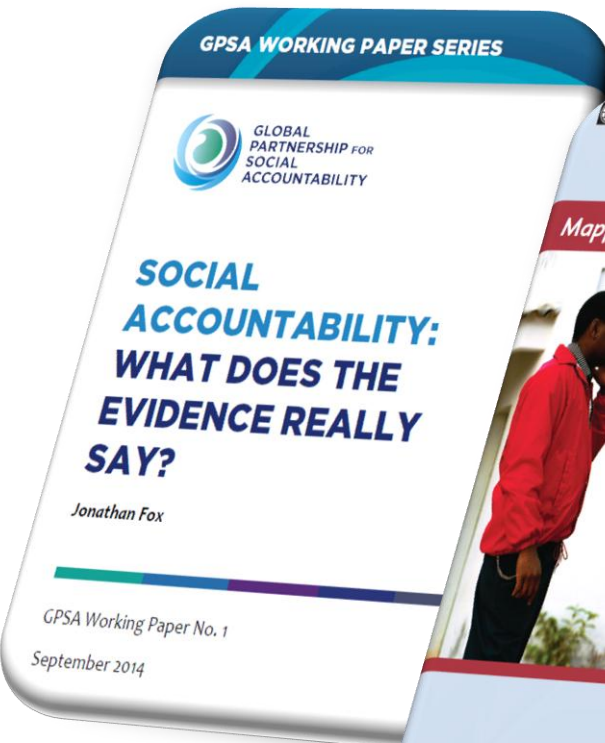
How does it do its work?

- Fund and grant-making mechanisms for CSOs in countries that have opted in to the GPSA.
- Knowledge management (analysis, workshops, forums)
- Network-building See: <http://www.thegpsa.org/sa/>

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**PART II: SOME 'BIG' GLOBAL LESSONS ON
WHAT CAN MAKE OR BREAK CITIZEN
ENGAGEMENT INITIATIVES**

A Range of Key Findings...



The Role of ICT/Social Media in Citizen Engagement

Strengths

- Reduces time and cost for engaging citizens – enabler then of more regular feedback.
- ICT enables outreach (provides interaction channels beyond geographical barriers (e.g. rural people))
- ICT as a ‘crowd sourcer’ /aggregator/analyzer of citizen views– enables aggregation and joint platforms.
- Facilitation of participatory monitoring and co-management of public resources
- Facilitation of timely and appropriate government response to citizens

Pitfalls and Risks

- The ICT ‘tool’ should not be seen as an end in itself. Need to also attend to bureaucratic, institutional, political changes to make engagement meaningful. Needs to be holistic – ICT alone rarely sufficient (e.g. need business process re-engineering, social change etc.)
- Digital Divide – do not leave poorest or illiterates behind who may have weak ICT access or ICT literacy.
- Don’t forget the ‘people’ side – face-to-face still matters. Limited or differing quality and effect of participation in comparison to face-to-face participation
- Fear of participation due to privacy, internet security, and surveillance issues
- Proliferation of engagement platforms can lead to overload
- Sustainability issues – sometimes short-lived enthusiasm

In sum, we need ICT plus!

- ***If we agree that ICT and social media are ‘tools’ – it is also critical to understand, and address, the other elements that make citizen engagement ‘meaningful’... Here are some other key findings...***

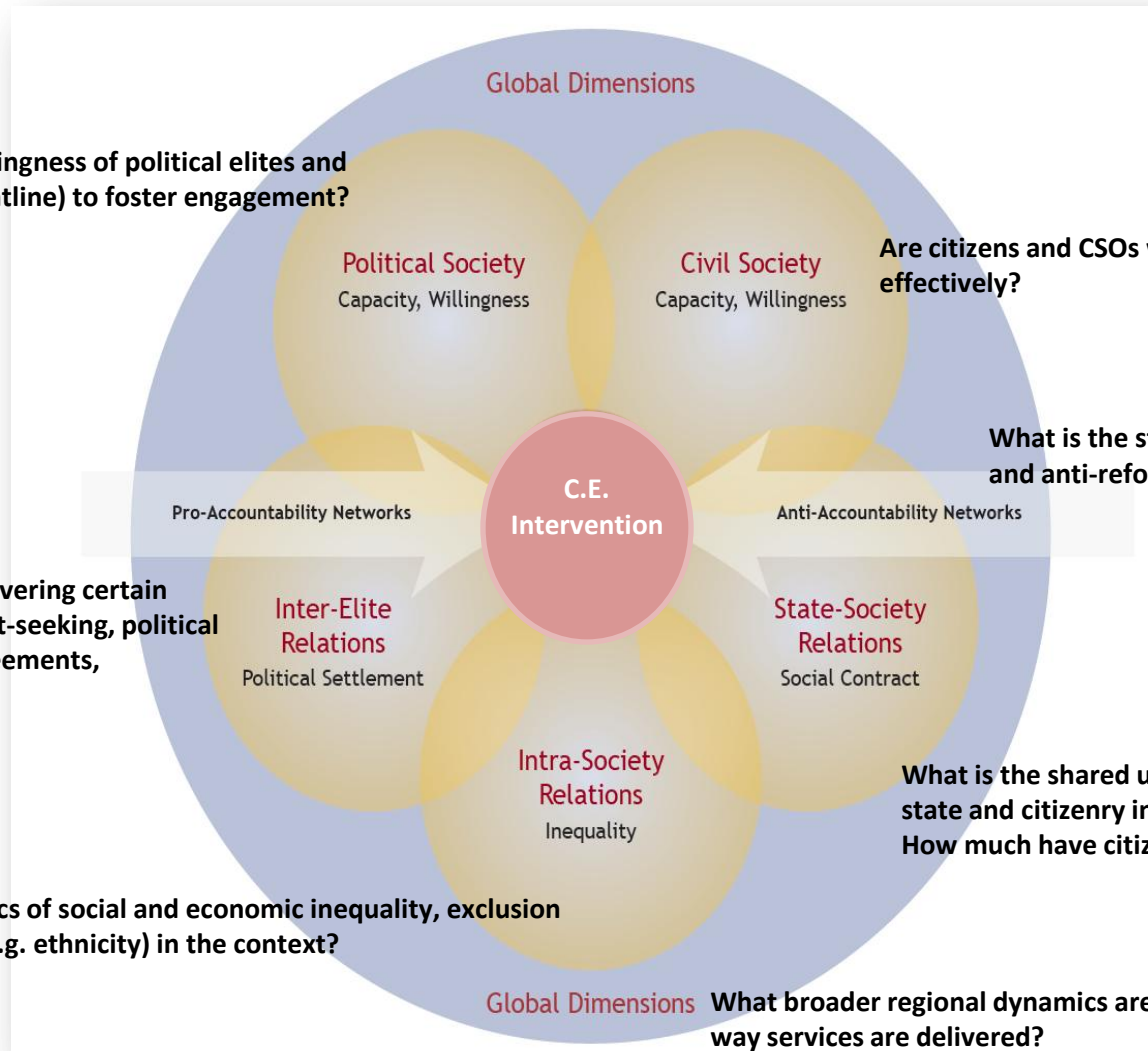
Key Findings on Citizen Engagement (1)

- **Need pro-active government action ('supply') as part of engagement ('demand'):**
 - Engagement , alone, is often insufficient.
 - It needs to be supported by a concerted program of public sector reform to foster responses.
 - Political 'will' critical (e.g. bring CM on board, engage MPs) to trigger changes as a result of engagement.
- **Need to build pro-engagement/accountability action between state and society actors – the 'sandwich':**
 - Multiple cases very rarely about 'good citizens' vs. 'bad governments' – it is about pro-reform actors (from the state and society) working together to address an accountability problem.
 - Use a 'multi-pronged' approach. Effective engagement often combines a range of engagement mechanisms including transparency, accountability and participation.
- **Inequality and poverty issues need some mitigation:**
 - Different citizens 'engage' differently (depending on their background, education, wealth etc.) and usually the stronger/wealthier citizens have a stronger voice.
 - Build in 'mitigating components' for poor (e.g. outreach for women or illiterates).

Key Findings on Citizen Engagement (2)

- **Important to Build Engagement on ‘Popular’ Issues that matter to citizens**
 - Engagement may not be ‘automatic’ unless these are issues that citizens care about.
 - People need to see the ‘payback’ and incentives to engage – seeing some impact from the engagement – or they can become disillusioned.
- **Need the ‘right’ type of information to flow from government to citizens and back.**
 - Need high-quality, user-friendly, appropriate information through appropriate media.
 - But information alone is insufficient – citizens need to be able to use the information to help trigger action/sanctions to increase accountability.
- **Citizen engagement can build state-citizen trust – but it can also have the opposite effect if ‘token’.**
 - Needs to be meaningful.
 - Need to build a culture of trust to avoid reprisals.

Key Finding: Need to Tailor Citizen engagement to Context



What is the capacity and willingness of political elites and bureaucrats (central and frontline) to foster engagement?

Are citizens and CSOs willing and able to engage effectively?

What is the strength and balance of pro- and anti-reform champions and groups?

What is the 'politics' of delivering certain services in the context (rent-seeking, political 'will', resource sharing agreements, winners/losers)?

What is the shared understanding of the role of the state and citizenry in providing/accessing services? How much have citizens been involved in the past?

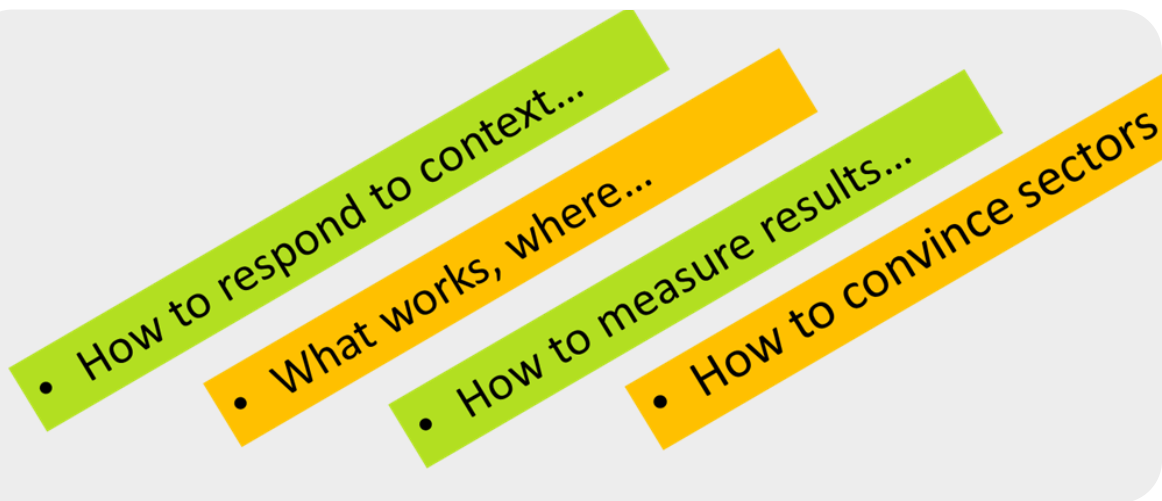
What are the dynamics of social and economic inequality, exclusion and fragmentation (e.g. ethnicity) in the context?

Global Dimensions What broader regional dynamics are at play that might shape the way services are delivered?

...But Still Knowledge Gaps (though these gaps are being progressively filled!)

- Relatively **weak evidence base** on what works, where and why
- Difficult to **measure the impact/results** (attribution/contribution) of citizen engagement initiatives – although it is possible and growing.
- We know we need to **adapt to context**, but how best to do so.
- How to **scale up ‘success’**; and how to sustain it.

“...transparency and accountability initiatives unfold within complex, non-linear, contextually-specific social and political processes and it is these complex contexts and processes that they seek to change” (Gaventa and McGee 2011: 27)

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- How to respond to context...
 - What works, where...
 - How to measure results...
 - How to convince sectors

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PART III: SNAPSHOT OF WORLD BANK SUPPORT TO CITIZEN ENGAGEMENT OPPORTUNITIES IN INDIA

Some Bank-Supported Initiatives with Citizen Engagement

Analytical Work

- Reviews of citizen engagement/accountability innovations in India (social audits, scorecards, report cards, redressal)

Operational/Project Support

- **Karnataka: Local Governance/PRI Portfolio:** (i) Block grants for improved delivery/governance; (ii) participatory planning/budgeting; (ii) strengthening engagement and accountability (e.g. notice boards, Jamabandhi, social justice committees, GRM); (iii) ICT/GP automation for improved accounting and transparency; and, (iv) institutional development (facilitation, training, inclusion mechanisms – vulnerable group sub-plans, IEC, training). (Also West Bengal, Kerala, Bihar).
- **Assam/Mizoram: E-Governance, Service Delivery and Right to Services:** services/departments land-related and caste-based. E-Governance: e-services, one-stop-shops/service centres, single-portal system. Major component on 'citizen-centric' accountability, engagement and inclusion: (3.1) Implementing Core RTPS Accountability Mechanisms (Grievance redressal system (multi-channel, awareness) and MIS (multi-source, high-level); (3.2) Strengthening the Provision of Relevant, User-Centred and Actionable Information (IEC for supply and demand stakeholders); (3.3) Strengthening Supply- and Demand-Side Capabilities and Incentives for CC-EAI (training, incentive fund, piloting of key approaches); (3.4) Enhancing Outreach and Targeting Selected Inclusion Outcomes; and, (3.5) Stimulating Multi-Stakeholder Policy Dialogue (key reform areas such .
- **Madhya Pradesh: E-Governance, Service Delivery and Right to Services:** strengthening LSKs (citizen service centres), strengthening e-delivery of services, improving citizen access, strengthening feedback and grievance redressal via ICT-enabled platforms.

Opportunities for WB Collaboration on Accountable Governance and Citizen Engagement

Areas for Collaboration

- **Local Governance/PRI Agenda** – major potential as a space ‘closest’ to the people.
- **Strengthened Implementation of Key Legislation for Citizen-Centricity** (RTPS, NeGP etc.).
- **Pioneering Experiments in Accountability** (feedback, grievance, local problem-solving)

Instruments for Collaboration

- Analytical Work
- Technical Assistance
- Projects.

World Bank: 'Open India' Website

- New web-based app lays out the full spectrum of the WBG program in India in an easy-to-use and interactive manner.
- Connects the dots between every financing project and knowledge activity through a logical results framework.
- Track progress—and gaps—in implementing the country strategy in three broad engagement areas—economic integration, spatial transformation, and social inclusion, 19 country level outcomes and 33 project-results indicators.

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Country Partnership Strategy For India

WELCOME

India is home to one-third of the world's poor, yet the country is poised to lift millions out of poverty in the coming years. By focusing on three **areas of engagement**, the World Bank Group's Country Partnership Strategy for India for 2013-2017 strives to achieve country-level development **outcomes** that are measured by result **indicators**. The **projects** and **knowledge activities** in the strategy apply transformational and innovative solutions to address India's most pressing challenges, especially in the poorest, least developed, and most isolated states.

What are the challenges facing India? >>>

END EXTREME POVERTY AND PROMOTE SHARED PROSPERITY

Engagement Areas

Outcomes

Indicators

Projects

PROJECT SEARCH

READ FULL REPORT

ABOUT THE WORLD BANK GROUP

ABOUT THE DATA

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Thank you for your kind attention

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