

MONITORING AND EVALUATION INTERVENTIONS AND LESSONS

**SAMUEL PAUL
Public Affairs Centre
Bangalore**

**NEW DELHI
December 11, 2007**

THE PARADOX OF M&E







📄 Low priority for M&E in Government

📄 Timeliness vs. comprehensiveness

📄 Potential conflict of interest

📄 Weak demand for accountability

A CIVIL SOCIETY RESPONSE

-  User feedback as input for monitoring
-  An independent check on performance
-  It can signal systemic problems
-  Findings can stimulate remedial action
-  It facilitates benchmarking and comparison
-  It provides a role for civil society

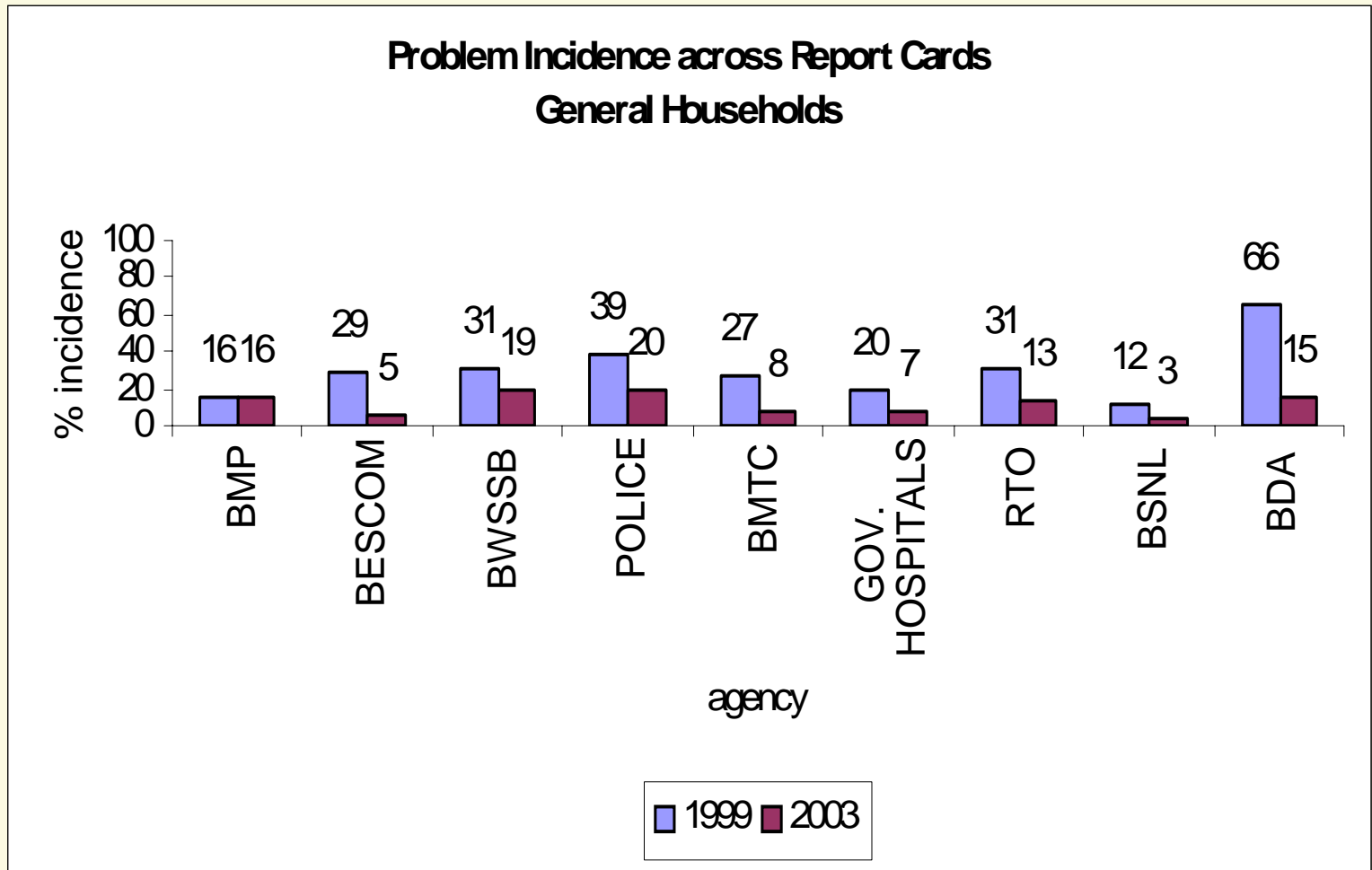
Monitoring the Industrial environment in Karnataka

- 📄 A PAC initiative in 2000
- 📄 Feedback from entrepreneurs
- 📄 Went public with findings
- 📄 Minister responded to challenge
- 📄 Seminar on proposed reforms
- 📄 Request for repeat studies

CITIZEN REPORT CARDS (CRCs) ON BANGALORE

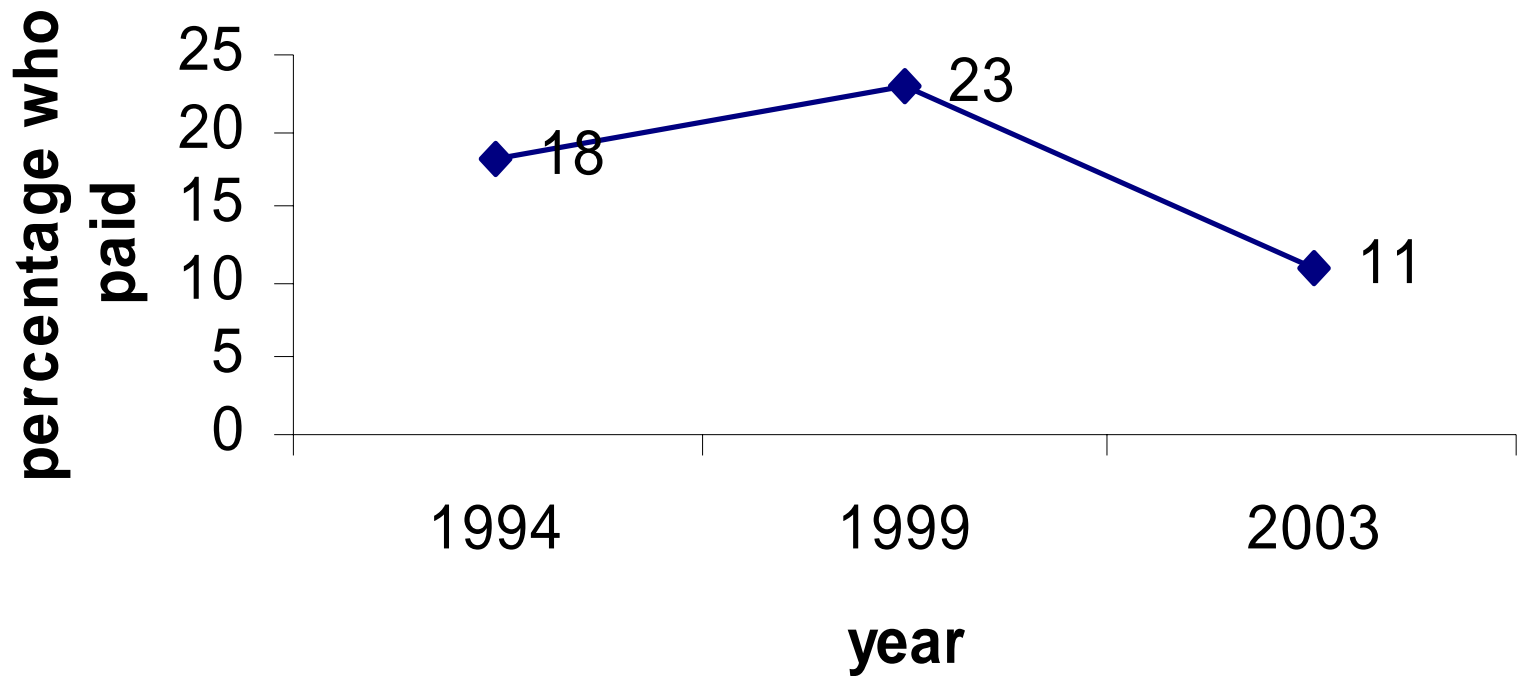
- BMP - Municipal Corporation
- BESCOM - Electricity
- BWSSB - Water Supply Board
- BDA - Land Development Authority
- BMTC - Metropolitan Transport Corporation
- BANGALORE POLICE
- BSNL - Telecom Department
- RTO - Motor Vehicle Licensing
- GOVERNMENT HOSPITALS

PROBLEM INCIDENCE

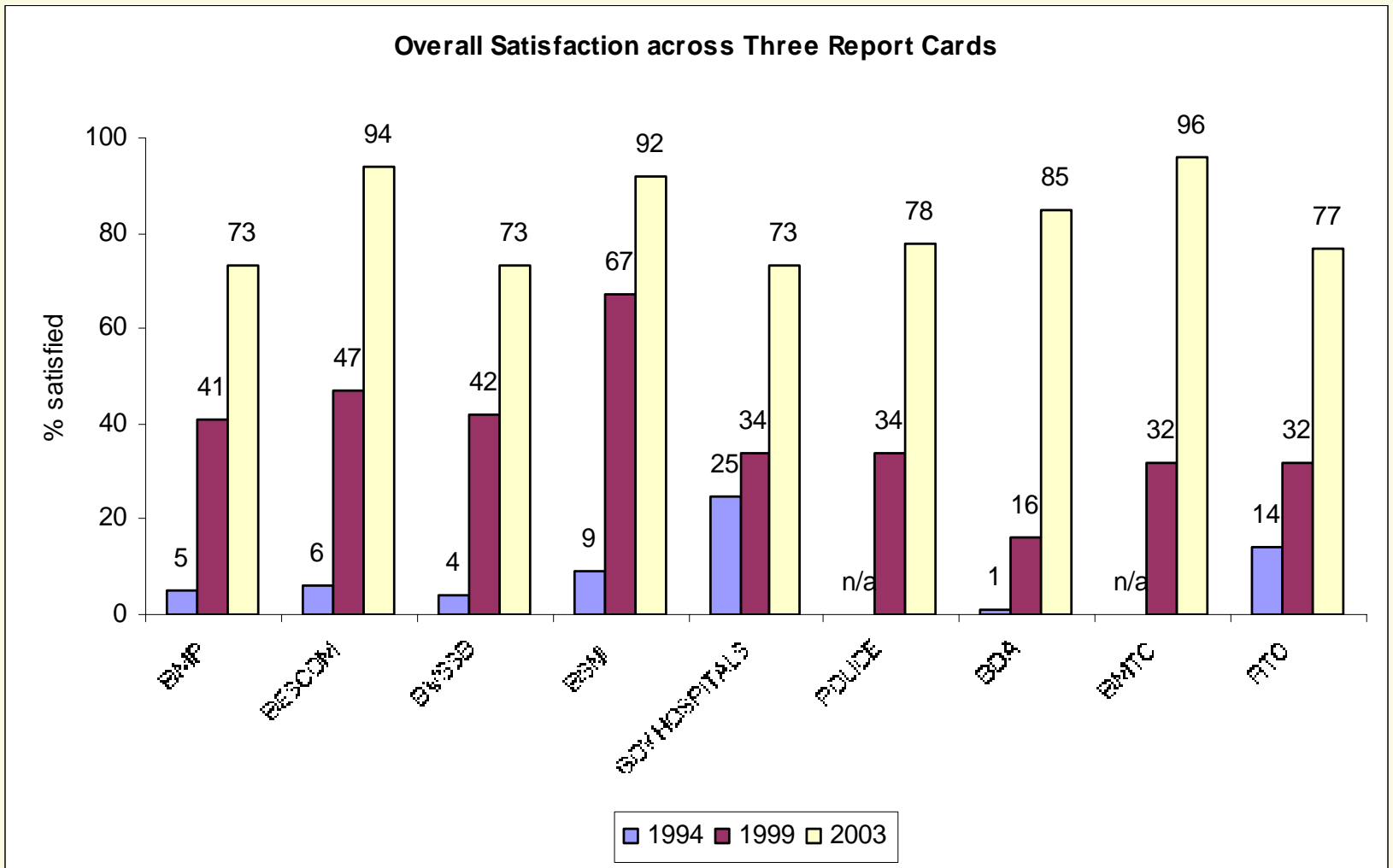


SPEED MONEY PHENOMENON

All Agencies (average)



OVERALL SATISFACTION



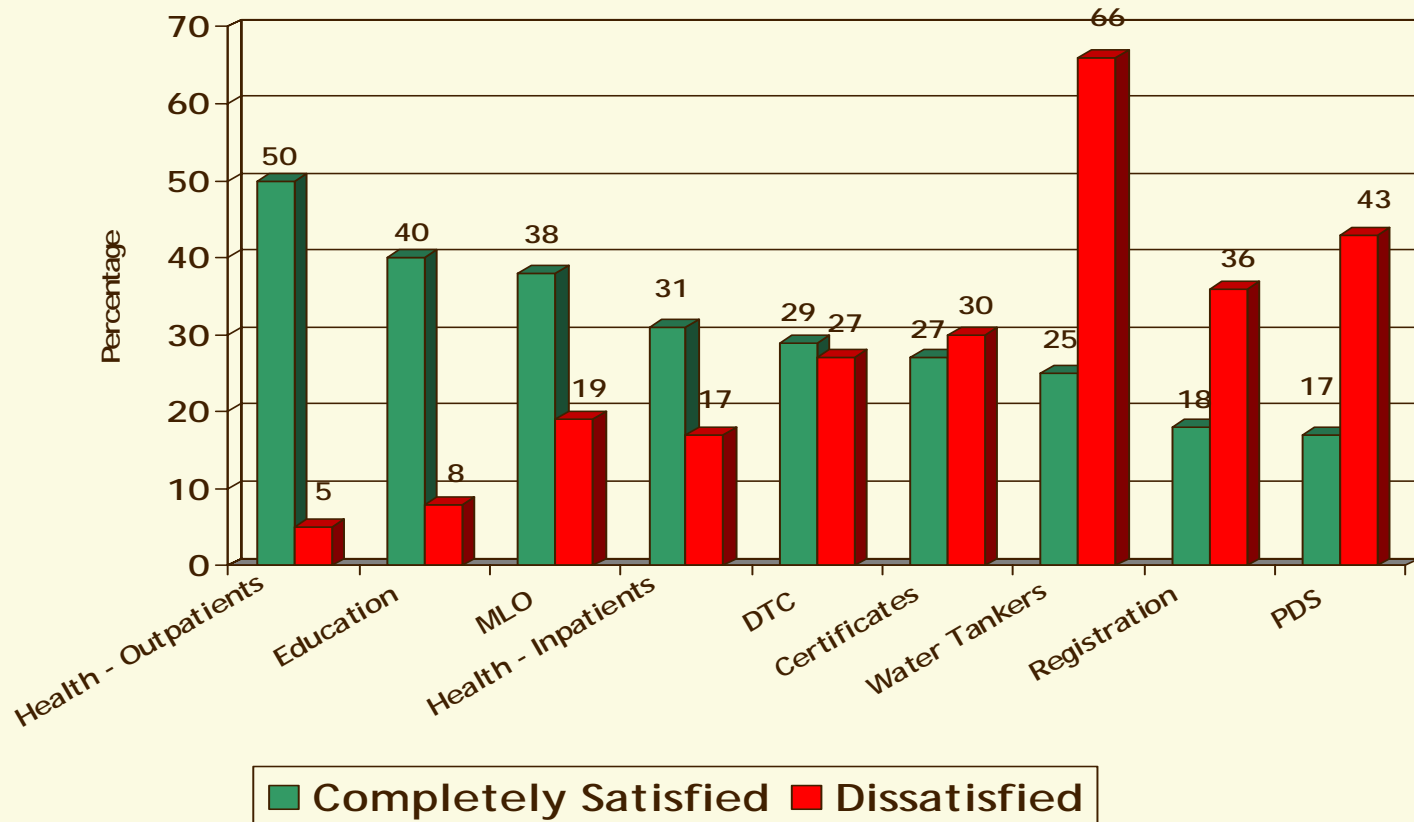


A CRC ON PUBLIC SERVICES IN DELHI

HIGHLIGHTS OF A STATE INITIATIVE

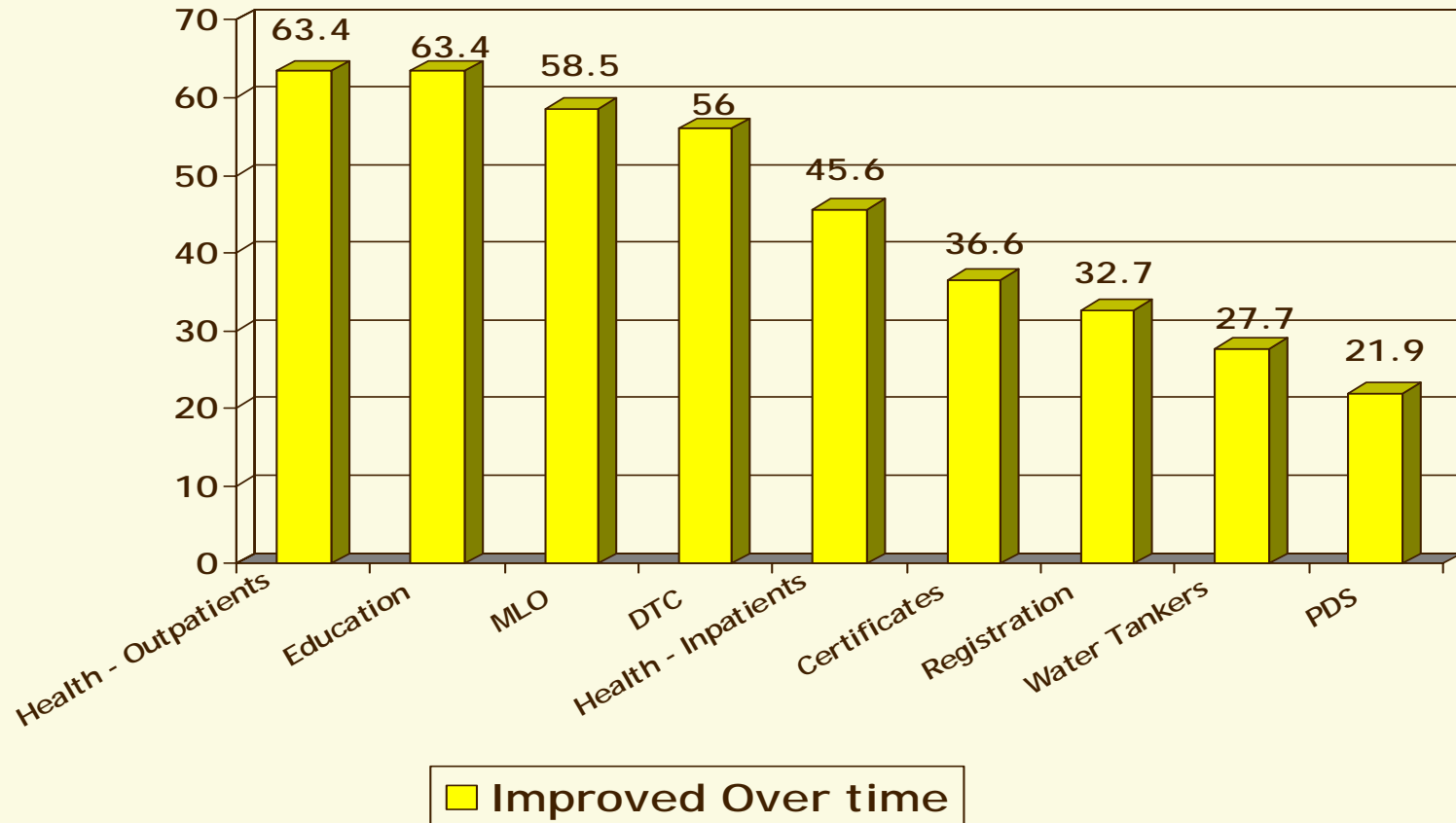
Dr. Samuel Paul, Public Affairs Centre, Bangalore

Complete Satisfaction and Dissatisfaction



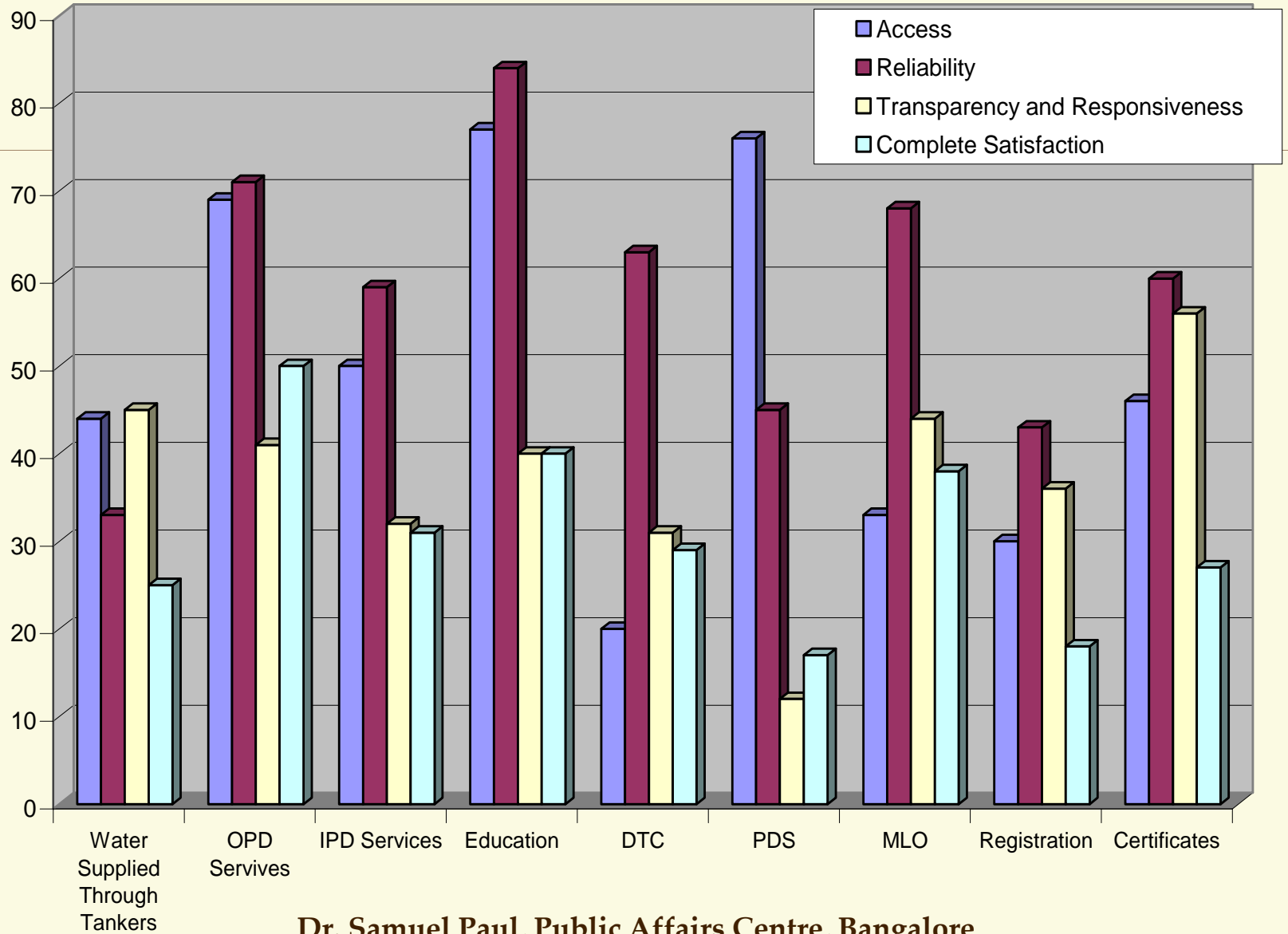
Dr. Samuel Paul, Public Affairs Centre, Bangalore

Have Services Improved over the Last 2 Years?



Dr. Samuel Paul, Public Affairs Centre, Bangalore

How Services Measure up?



**Dr. Samuel Paul, Public Affairs Centre, Bangalore
Services**

THE BIG HEADLINES

- Citizens' satisfaction with services varies
- Clear evidence of service improvements; however progress slow for pro-poor services
- Quality Vs Access
- Spatial variability
- Need for comprehensive reforms
- Low awareness of service standards
- Limited problem solving capacity



FROM SYMPTOMS TO REFORM

WALKING THE TALK!

Dr. Samuel Paul, Public Affairs Centre, Bangalore

Public Dissemination & Internal Reforms

- Findings from the survey discussed with all public service agency leaders
- A high level committee set up to ensure follow up actions
- Survey findings widely disseminated through print and visual media
- Each service provider given the mandate to develop specific reform measures

Strategizing for Reforms

- Unbundling finalized key reform measures into strategic categories- Front End Changes; Re-engineering Processes; Joint actions with community groups etc.
- Identifying “quick wins” for building confidence and enhancing public visibility
- Agreeing upon timelines for specific activities.
- Mapping resource needs (technical and otherwise) to implement the targeted reforms
- Identify appropriate monitoring and review mechanisms
- Planning for a repeat of the social audit to gauge progress overtime

From Symptoms to Reforms...

Services / Reforms	Infrastructure	Process Re-engineering	Personnel	Community Empowerment
HEALTH	Utilization of empty staff quarters	Tendering out ambulance services	Mandatory post of grievance redress officer	Setting up help-desks
PUBLIC BUSES	Increase in fleet size	Introduction of GPS	Training of staff	Individual empanelled monitors
DRINKING WATER	Prioritize individual connections	Quotas for demand regulation	Stricter monitoring of tankers	Water user committees
FOOD & CIVIL SUPPLIES	Installing automatic dispensers	Toll free helplines	Stricter inspections	Citizen Watch Committees


Dr. Samuel Paul, Public Affairs Centre, Bangalore

PRE-REQUISITES OF SUCCESS

- ▶▶ Democratic traditions and tolerance of dissent in society
- ▶▶ Intermediate organizations and non-partisan leadership
- ▶▶ Citizen commitment, resources and energy
- ▶▶ State's willingness to empower the people

A QUICK ASSESSMENT OF PROGRESS

- ▶▶ Civil society action seems to invite positive government response
- ▶▶ Persistence pays, despite ups and downs
- ▶▶ Long-term sustainability of initiatives remains to be seen
- ▶▶ Civil society action deepens the democratic process, builds confidence



**“Power concedes nothing
without a demand. It never
did and it never will”**

Frederick Douglass

Dr. Samuel Paul, Public Affairs Centre, Bangalore