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IDSC TEAM'S WORLD BANK SUPPORTED STUDY TOUR TO PAF BANGALORE
ON IMPLEMENTATION OF SOCIAL ACCOUNTABILITY TOOLS IN MONITORING & EVALUATION
March 7-11, 2017

Conducted by

PUBLIC AFFAIRS FOUNDATION

For

The Egyptian Cabinet
Information and Decision
Support Center (IDSC)

STUDY TOUR REPORT

SUBMITTED TO

THE WORLD BANK
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BY

PUBLIC AFFAIRS FOUNDATION
Partnership for Better Governance

27th March 2017

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PUBLIC AFFAIRS CENTRE

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STUDY TOUR REPORT

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Abbreviations

AI	Accountability Initiative
ANSA-AW	Affiliated Network for Social Accountability - Arab World
APU	Azim Premji University
BESCOM	Bangalore Electricity Supply Company
CAPI	Computer aided personal Interviews
CRC	Citizen Report Card
CSC	Community Score Card
CSO	Civil Society Organisation
EDO	Equitable Development Observatory
EIA	Environmental Impact Assessment
GoE	Government of Egypt
GoI	Government of India
GoK	Government of Karnataka
GRM	Grievance Redress Mechanism
IA	Impact Assessment
IAS	Indian Administrative Service (Government of India)
IDSC	Information and Decision Support Centre
KREIS	Karnataka Residential Educational Institutional Society (SWD/GoK)
MASAF	Malawi Social Action Fund
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MOIIC	Ministry of Investment & International Cooperation
NGO	Non-Government Organisation
NHFS	National Family Health Survey (GoI)
NITI Aayog	National Institution for Transforming India, GoI's premier policy Think Tank
NRRDA	National Rural Roads Development Agency (GoI)
ODK	Open Data Kit (an open source software for data collection)
PAC	Public Affairs Centre, Bangalore
PAF	Public Affairs Foundation
PAPI	Paper and pencil interviews
PET	Public Expenditure Tracking
RCT	Randomised Control Trial
PM&E	Participatory Monitoring and Evaluation
SA	Social Accountability
SBM	Swatchh Bharat Mission (Government of India's national sanitation programme)
SDG	Sustainable Development Goal
SIA	Social Impact Assessment
SWD	Social Welfare Department (GoK)
TA	Technical Assistance (World Bank)
TASAF	Tanzania Social Action Fund
TTL	Technical Team Lead (World Bank)
WB	World Bank Group

IDSC TEAM'S WORLD BANK SUPPORTED STUDY TOUR TO PAF BANGALORE ON IMPLEMENTATION OF SOCIAL ACCOUNTABILITY TOOLS IN MONITORING & EVALUATION

STUDY TOUR REPORT

Executive Summary

The Study Tour

Public Affairs Foundation (PAF), Bangalore hosted a delegation from the Government of Egypt's Information and Decision Support Center (IDSC) for a study tour from 7th to 11th March 2017 focusing on the implementation of Social Accountability (SA) Tools. The World Bank's Technical Assistance (WB TA) component supported this "South-South" exchange. The Tour was a follow up to the successful workshop on Participatory Monitoring and Evaluation (PM&E) using Social Accountability Tools, conducted by the World Bank with PAF as the lead trainer at Al Sokhna in Egypt in May 2016.

The design of the Study Tour and its primary purpose revolved around supplementing the learning at the May 2016 Workshop, gain firsthand knowledge through field visits, and build capacity at IDSC on institutionalising evidence based research and monitoring of government services and programmes using a range of PM&E and SA tools including the Citizen Report Card (CRC).

Study Tour Design

PAF designed a customised and practical programme that enabled the visiting team to:

1. Interact with the teams of PAF and its associate think tank / research organisation Public Affairs Centre [PAC] to learn about a) PAF/PAC's experience in the development and implementation of evidence based participatory SA tools and applied social research; and b) understand how these tools have enabled improvements in governance and delivery of public services.
2. Visit Government Departments, meet their senior officials, and get first hand feedback from them on how they have used citizen feedback to effect reforms and service delivery improvements.
3. Learn from some thought leaders and practitioners in the social development sector (independent think tanks and academia) on their perspectives on central, state, and local level planning, implementation, and monitoring of public services and social development programmes using a range of SA tools.

All sessions were as interactive as possible and included several hands on exercises that focused on potential specific implementation by participants on return to Egypt.

Participants

The team of 13 participants who attended represented eight departments of IDSC and three levels. Eight had attended the Workshop in May 2016, eight are proficient in English; six had attended the 2016 Workshop and are proficient in English.

Summary of the Sessions

On **Day 1**, PAF's Executive Director Mr Ravishankar Rao welcomed the participants and gave a brief orientation to the study tour; the WB TTL Ms Amal Faltas thanked PAF and emphasised that the outcomes expected from the Tour are specific PM&E proposals that could be presented to IDSC; Ms Hebatallah Hamid, International Cooperation Specialist, IDSC gave a brief overview of IDSC's mission and scope of work.

A Keynote Address on the Structure of Governments and Governance in India delivered by PAC's Director Mr G Gurucharan gave an overview of the federal structure of government in India, the distribution of powers between its legislative, administrative and executive arms, and the devolution of legislative powers. He briefly spoke about the (earlier) Planning Commission and the (current, since 2015) National Institution for Transforming India - NITI Aayog (www.niti.gov.in), Government of India's premier policy Think Tank, headed by the Prime Minister, and consisting of various Union Cabinet Ministers and Chief Ministers of all States.

India, he said, has made much progress but much more needs to be done, for example, to eradicate poverty, reduce vulnerability, and improve education and health. He spoke about PAC/PAF's Founder (late) Dr Samuel Paul and his immense contributions to the process of measuring and improving governance across the world.

Dr C K Mathew, Senior Fellow & Head, Public Policy and Research Group, PAC, gave an introduction to the origins and concept of **Public Affairs Index** 2016 [**PAI**] - its need to measure governance, methodology, results, and dissemination, and about the forthcoming **PAI 2017**. He said that it is perhaps the first time that a non-government institution such as PAC has produced a comprehensive index to measure and compare the performance of all 30 States of India on a wide range of 10 major themes, 25 focus subjects, and 68 indicators. PAI's uniqueness, and its strength, credibility, and reliability, stem from the use of only government published data accessible to citizens.

He gave some interesting comparative insights about Egypt and India in terms of Population; GDP; Poverty Head Count; Life expectancy at birth; Geographical area; Urban vs rural, and Administrative structure.

Day 2 consisted of field visits planned around providing opportunities for participants to meet and observe various Government institutions and officials that had used Social Accountability Tools to assess their work.

First, the team visited a government run residential school (50 km east of Bangalore) with 250 underprivileged boys and girls in classes 6 to 10. The purpose of the visit was to understand the academic, administrative, and infrastructure facilities available in the school through observation and interactions with different stake holders, use this "scoping" information to prepare (on Day 3) an M&E plan to assess the school's facilities, and get hands-on experience of collecting data. The team recorded their observations in hand held Android Tablets using PAF's specifically designed and pre-loaded observation checklist, and had interesting interactions with some boys and girls.

In the afternoon, the team visited the Bangalore Electricity Supply Company [BESCOM] Call Centre. Here they witnessed grievance redress in action at the 24/7, 30-seat call centre called Public Grievance Redressal System (PGRS) where citizens' complaints are received by trained customer care executives, promptly responded to, and resolved.

The team then met Mr P Manivannan, Secretary, Social Welfare Department (SWD), Government of Karnataka (GoK), to get a government official's perspective on using SA Tools, and data driven decision making. Mr Manivannan said bureaucrats are both policy makers and implementers, and work under immense pressure. In order to change/improve any policy or process, there needs to be evidence that the existing one is not working as well as it should. This is where agencies like PAF help the government to understand ground realities. He said the study conducted by PAC led to many changes in the functioning of BESCOM. He hoped the government machinery would be more open to listening to citizens' voices through CRCs and other accountability mechanisms that could help them to serve citizens better.

In the first half of **Day 3**, Mr T R Raghunandan, Advisor, Accountability Initiative (Non-Profit Think Tank/Civil Society Organization), explained the concept of citizenship - a legal and political status - conferred by the state by which citizens secure their identity, exercise their rights, and participate in society. He gave an insight into fiscal decentralization in India and how citizens could be empowered to hold their governments responsible for compliance with financial norms by using social accountability tools such as participatory budgeting, public expenditure tracking surveys, social audits, and use of transparency portals. He explained the process and modes of assigning expenditure responsibilities to different levels of government, the constitutional framework for inter-governmental fiscal transfers in India, grants in aid provided to states and their further sharing between the State and Local Governments.

In the second half, the team went through hands-on exercises using case study and field visit materials from Day 2 to discuss, plan and prepare M&E studies of SWD run schools and hostels. This covered the scope of the study, its objectives, tools to be used, sampling plan, stakeholders to be interviewed, timelines, and plans for reporting and dissemination. Both groups briefly presented their plans. The PAF team provided its inputs and suggestions.

Ms Amal Faltas conducted a debrief session of the three days' sessions, and hoped that participants would make full use of the learning from the Study Tour to make specific proposals for monitoring and evaluation of development programmes that require attention in Egypt, and that they would present these to IDSC on their return.

On **Day 4,** participants visited the PAC/PAF Campus and spent the day interacting with the staff and guest speakers through seminars on various topics of interest that showcased the portfolio of PAC's current work in different areas such as:

- Citizens Involvement in Monitoring of PMGSY Roads (Prime Minister's Rural Roads Scheme) - Mr Basil Liongs, Head - Citizen Action and Support Group, PAC, presented this project for GoI's National Rural Roads Development Authority that enabled citizens to monitor (using simple tools and training), the quality of construction and maintenance of rural roads.
- Climate Change Score Card: Mr Arvind Sha highlighted PAC's focus on constructive engagement *"to move environment research away from a top-down, extractive and information gathering process to a participatory, bottom-up and inclusive process to ensure sustainable development".* He mentioned the SA tools developed and used by PAC in monitoring and evaluation of environment related issues - Green Manifesto, PAC Waste Tracker (for Solid Waste Management), and Climate Change Scorecard (CCSC); he conducted a hands-on exercise for using the CCSC in Egypt.

- Dr Shreelata Seshadri, Azim Premji University, Bangalore spoke on **"**From MDGs to SDGs - Implications for India's Health, Nutrition and Education Sectors". Using data on poverty, malnutrition and stunting among children in India, from the National Family Health Surveys (NFHS), she highlighted the importance of good, reliable data in measuring progress of a nation, whether in the MDGs phase, or the current SDGs.
- Improving Consumer Voices and Accountability in Swachh Bharat Mission [SBM(G)]: Dr Meena Nair, Head - Participatory Governance Research Group, PAC**, g**ave a brief overview of this GoI programme; the study conducted by PAC and PAF across two large Indian states (Odisha + Tamil Nadu) over a three year period (2014 -17) on behalf of the Bill & Melinda Gates Foundation; the SA tools used (CRC, CRC+, CSC); the study objectives; and the steps taken to achieve them. She highlighted (with examples) some of the key themes and learning from the study, which she said could never have been collected, analysed or interpreted from routinely compiled statistics, data or opinions. Dr Meena spoke about the need for advocacy and briefly covered some of the advocacy initiatives undertaken.

On **Day 5,** based on the visit to a school on Day 2, the two IDSC groups continued discussions and presentation of their proposals for an M&E study of schools/hostels. PAF team provided inputs on how they could make their studies more comprehensive and robust. PAF then briefly presented the actual questionnaires used in their ongoing study; these helped the IDSC team to understand the nuances of questionnaire design and sampling.

Using PAF's template, participants presented a basic structure of the Study Tour Note that they would place before the IDSC management for consideration. These covered the potential sectors and programmes for which monitoring and evaluation could be piloted, and the SA tools that could be used. PAF team provided inputs to the teams on how they could refine their Notes, after the teams return to Egypt, to make their proposals more comprehensive and robust.

Way Forward: Mr Ravishankar Rao summarised the learning from the Study Tour for both IDSC and PAF and presented his views on the way forward. He encouraged participants to share what they had learnt with IDSC's management, and through them, with their colleagues.

All members from the IDSC team were awarded ***"Certificates of Participation".***

The IDSC team appreciated and thanked PAF and WB for organising and supporting this very useful, productive, and enjoyable Study Tour.

Participants evaluated each session on all five days, and the overall Study Tour. All thirteen gave a rating of 4 or 5 (out of a maximum of 5) to the Study Tour on design, content and facilitation by the trainers / PAF.

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STUDY TOUR REPORT

1. Background[1]

The **Information and Decision Support Center (IDSC**) is Egypt's premier policy and strategy think tank that reports directly to the Egyptian Cabinet of Ministers and is critical in conducting evidence-based research, providing policy advice, and influencing the focus and implementation of Government of Egypt (GoE) programs.

At the request of the GoE, the World Bank (WB), through a grant[2] from the MENA Multi-Donor Trust Fund (MDTF), is providing Technical Assistance (TA) to IDSC to promote a new social contract for the Egyptian people that empowers and engages citizens and civil society actors to become equal partners in the policy-making process and furthers Egypt's democratic transition. The two specific elements of the IDSC's work that will be supported are:

(i) **The Equitable Development Observatory (EDO):** This focuses on poverty monitoring and targeting in relationship to the GoE's priority social protection programs for the poor.

(ii) **Participatory Monitoring & Evaluation (M&E):** This component will seek to establish structured mechanisms to engage citizens in the process of assessing different government policies, programs and activities. This will build on existing IDSC work including the systems of observatories (eg: the community observatory), opinion polls and field surveys and leverage IDSC's mandate to promote active citizenship and institutionalized channels for participation and social dialogue.

The combination of beneficiary feedback and evidence-based decision making for achieving stronger results will strengthen the GoE's efforts to reduce poverty and boost shared prosperity. Citizens' engagement in the assessment of policies and programs of the government will work to strengthen the sense of social accountability and will help in creating channels of trust between the government and citizen. For decision makers, this component will serve in following up the progress achieved in such programs and policies, encourage learning, help in studying reactions and extract results and lessons learned to inform the decision making process for improving the programs further. The combination of beneficiary feedback and evidence-based decision making for achieving stronger results will strengthen the GoE's efforts to reduce poverty and boost shared prosperity.

The TA is a WB executed activity covering two main components as follows:

- ***Component 1: Diagnostic Analysis and Capacity Building:*** In supporting the two elements of the IDSC (as above), WB will undertake a series of diagnostic exercises to assess the functioning of the EDO and current M&E systems and identify its strengths and weaknesses. Based on this, WB will undertake **a series of training and capacity building activities** around

[1] From a Concept Note provided by J. Singh, The World Bank Group, via email, August 17, 2015.
[2] MDTF Grant P155297 - ***"Enhancing Participatory Monitoring and Community Engagement in Egypt".***

these themes based on international best practice with monitoring of social protection programs and participatory M&E methodologies, which can be adapted by the IDSC for the Egyptian context. Specifically, WB will introduce IDSC to internationally recognized participatory M&E tools such as the **Citizen Report Card** (**CRC**) that can be applied for assessing the quality of service delivery in social sectors. Outputs from the component will include research studies, guidance materials and policy notes, as well as a series of training workshops and seminars (both face-to-face and via VC). These efforts would in turn assist in developing a revamped participatory M&E system for the IDSC.

- ***Component 2: South-South exchange and knowledge support:*** The second component will finance a range of knowledge and technical support activities. This will include connecting the IDSC to other international think-tanks engaging in social accountability related work (such as the **Public Affairs Foundation** in Bangalore, India) through a range of virtual as well as physical south-south exchanges. As part of the knowledge sharing under this program, a series of experience sharing workshops covering various tools of participatory M&E and Social Accountability such as CRCs (among others) and study tours to gain firsthand knowledge will be undertaken.

2. Role of Public Affairs Foundation [PAF]

PAF is a knowledge-based service organisation committed to improving the quality of governance by providing advisory support and customised knowledge products to a wide range of clients in the public arena. PAF's strengths lie in its rich experience and ability to conceptualise, plan, and design fact-finding projects; collect, analyse, interpret and disseminate authentic and comprehensive user feedback; and monitor processes and evaluate interventions.

Since it was established in 2003, PAF has completed numerous social research projects in India and overseas using social accountability tools such as **Citizen Report Cards (CRCs)** and Community Score Cards (CSCs). With sound and well tested methods, and emphasis on quality, PAF has been able to deliver reliable assessments, inputs and insights into service delivery reform based on citizen feedback while establishing the Foundation's credibility in the development sector. PAF has been constructively collaborating and partnering with Municipal Corporations, State and Central Governments in India, International Donors (for projects in India and many other countries), and Civil Society Organisations to "*close the citizen feedback loop*" by hearing the voices of citizens and then helping these organisations to listen and act upon the feedback they receive.

PAF has been involved intensively and directly in the CRC process with varied contexts in several countries, covering almost all major public services. Based on this rich experience, PAF has been implementing CRCs (see **PAF's Snapshot** in Annexure 1), conducting training workshops on CRCs in India and many other countries (for **WB/IDSC** in **Egypt** in 2016; **ANSA-AW** in **Jordan** in 2015 for participants from 7 Arab Countries - Egypt, Jordan, Lebanon, Morocco, Palestine, Tunisia, Yemen; **MASAF** in **Malawi** in 2015-16; for **R4D** in **Uganda** in 2013; and **TASAF** in **Tanzania** in 2012). PAF has also been facilitating study tours for team of Government officials (**TASAF** & **MASAF** to **Bangalore** in 2012) to build capacities on the use of CRC methodologies within client organisations - governments and civil society - to help develop internal capabilities for better governance and delivery of services. These workshops and study tours are custom designed for clients and aim at giving participants a conceptual as well as hands on knowledge on the Citizen Report Card approach. Participants at the workshops and study tours have been from government and civil society, from one or several countries, and from one or several services.

3. The Study Tour

The Technical Team Lead (TTL) at World Bank's Cairo Office is in charge of executing the TA (mentioned in the "Background" above). The TTL and her team closely coordinated with IDSC and PAF to support the Study Tour to Bangalore, and enabled PAF to execute it. A team of 13 IDSC Staff attended.

3.1 PAF's Objectives

This Study Tour was a part of the South-South exchange of information and knowledge sharing in the practice of participatory M&E and Social Accountability tools. PAF designed a customised and practical programme that enabled the visiting team to:

4. Interact with the teams of Public Affairs Foundation [PAF] and its associate think tank / research organisation Public Affairs Centre [PAC]. PAC and PAF shared with participants their experience (of 36+ years combined) in the development and implementation of evidence based participatory Social Accountability (SA) tools and applied social research. They demonstrated how these tools have facilitated better understanding and enabled improvements in governance and delivery of public services to citizens across a wide spectrum of sectors and geographies in India and other developing countries.
5. Visit Government Departments [Social Welfare (SWD), Bangalore Electricity Supply Company (BESCOM)], meet their senior Officials, and get first hand feedback on how they have used citizen feedback to effect reforms and service delivery improvements.
6. Learn from some thought leaders and practitioners in the social development sector such as independent think tanks [Accountability Initiative (AI)] and academia [Azim Premji University (APU)] on their perspectives on central, state, and local level planning, implementation, and monitoring of public services and social development programmes using a range of SA tools such as CRCs, CSCs, PET, IA, GRM, and others.

All sessions were as interactive as possible and included several hands on exercises that focused on potential specific implementation by participants on return to Egypt.

The primary purpose of the Study Tour was to supplement the learning at the May 2016 Workshop & Clinic, gain firsthand knowledge, and build capacity at IDSC on institutionalising evidence based research and monitoring of government services and programmes using a range of participatory M&E and Social Accountability tools including the Citizen Report Card.

The overarching objectives of the Study Tour were to create a deeper interest among the participants to learn more about each of the SA tools; enable them understand how these tools can complement ones that they are already familiar with; have an understanding of how to use the more comprehensive set of tools to enable them provide IDSC's stakeholders - the Cabinet and various Ministries - with more robust, evidence (users' voice) based research that will help inform policy, enable improvements in service delivery, and strengthen governance, in their own contexts; and build capacities to train others in IDSC (and in the client Ministries, if required) to institutionalise evidence based research using the entire range of tools.

3.2 Pre-Study Tour Preparations and Post-Study Tour Deliverables by Participants

Based on PAF's learning at the Workshop & Clinic in Egypt in May 2016, and their interactions with a very knowledgeable and enthusiastic group of participants from IDSC and MOIIC, the Study Tour Agenda covered specific sectors that would be of interest to the visiting team.

To make the Study Tour as focused and effective as possible, PAF had requested IDSC and all participants to make preparations in three stages:

- prior to their arrival in Bangalore - recap learning at the May 2016 Workshop in Egypt and commence planning the SDGs, sector/s, and program/s in which to implement PM&E studies
- while in Bangalore - each participant should (a) interactively discuss, in each session, issues that can aid implementation of PM&E study/s on their return, for the specific sectors / programs chosen by them; and (b) create and discuss a suitable structure / implementation plan prior to departure from India
- on return to Egypt - refine the structure / plans prepared as above and present their specific proposal/s to the concerned stakeholders

The "Pre-Study Tour preparations ('homework') for Participants" and "Study Tour Note" are given in Annexure 2.

3.3 Scope of work

PAF conducted and facilitated the Study Tour covering the following scope of work:

1. Planned the agenda and schedule in consultation with WB TA team, and organised, managed, and facilitated all activities.
2. Put together an internal (PAF / PAC) and external panel of speakers who shared their experience in using SA tools to assess implementation and monitoring of government programmes; most sessions had hands on exercises and interactive discussions that were linked to possible practical applications in the Egyptian context; hence most speakers and presenters were also "trainers".
3. Organized field visits to government offices / agencies, interacted with officials, and discussed the outcomes of using participatory monitor mechanisms and citizens feedback.
4. Materials used in all sessions were compiled and provided in pen drives to participants.
5. Hosted the visiting team and took care of them from arrival (on 7th March till departure on 12th March 2017 [ie: airport transfers, hotel accommodation, breakfast and lunch, conference proceedings, local transport for field visits].
6. **Overall**: PAF provided guidance and support to the IDSC team to develop
   - notes that reflect their learning in Egypt (2016) and India (2017)
   - specific action plans for implementing their learning to benefit IDSC in improving public service delivery and strengthening governance in their own contexts

The day-wise Agenda is Annexure 3; brief profiles of the external (invited) speakers and PAF / PAC resource persons are in Annexure 4. PAF designed the content so as to make it as focused as possible to meet the objectives of the study tour.

3.4 Suggested Profile of Participants

For optimum effectiveness and utility to participants, IDSC, and WB, PAF had suggested (Annexure 5) that the group size should be about 10 to 15 persons; that the team should consist of a good mix of personnel from different levels and relevant inter-related functions of IDSC; that they should be involved in monitoring and evaluation of Government of Egypt's social development programmes and delivery of public services; and have proficiency in English.

The team of 13 participants who attended represented eight departments: Policies Monitoring & Evaluation, Information Analysis, Information Resources, International Cooperation, Quality, Public Opinion Poll Center, E-Complaints System, and Population & Sustainable Development; and three levels: Managers, Researchers, and Specialists. In this team

- 8 (62%) had attended the Workshop in Al Sokhna in May 2016
- 8 (62%) are proficient in English
- 6 (46%) had attended the 2016 Workshop and are proficient in English

4. Summary of Sessions

Day 1: Tuesday, March 7, 2017

Day 1- Session 1: Inauguration & Opening Remarks

Mr Ravishankar Rao, Executive Director, PAF warmly welcomed all participants, thanked IDSC and WB for supporting and facilitating the Study Tour, wished the visiting team a productive week of learning and sharing about research in action, and hoped they would have an enjoyable stay in Bangalore. After a brief background of PAF, he gave them an overview of the Tour programme and Agenda and outlined the objectives of the Tour.

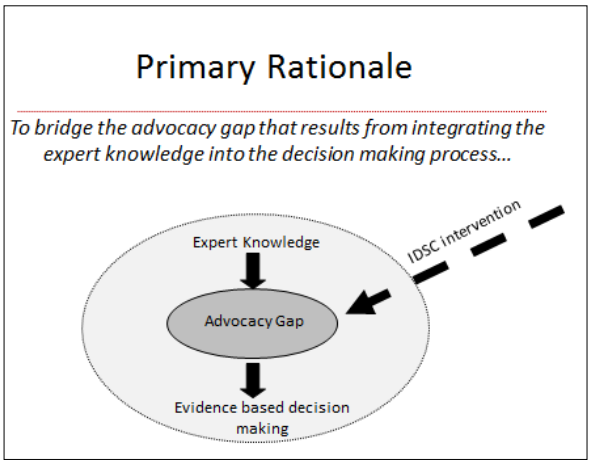
Ms Amal Faltas, Senior Social Safeguards Specialist, World Bank thanked Mr Ravishankar Rao and the PAF team for organising the event at short notice. She welcomed participants, highlighted the importance of social accountability as an emerging aspect of governance in Egypt, emphasised the commitment of IDSC (and WB) to build internal capacities to provide evidence based research to the stakeholders they serve, and emphasised that the outcome expected from participants from the Tour are specific / practical study proposals that they could present to IDSC on return.

Day 1- Session 2: IDSC - GoE's Think Tank

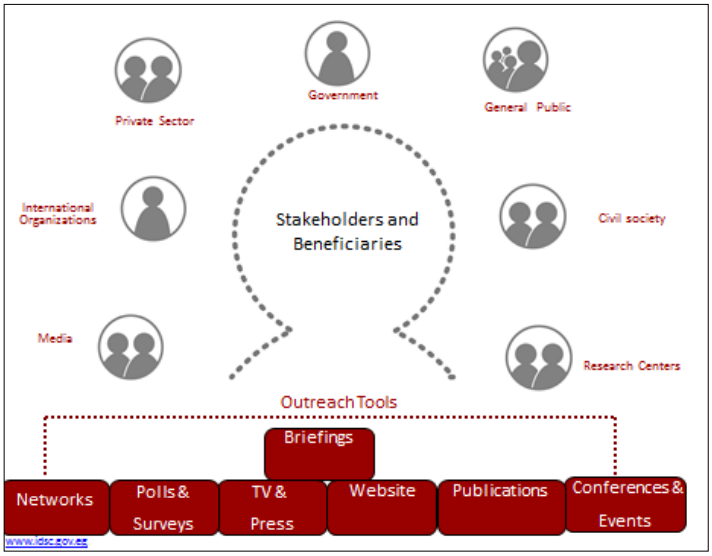
Ms Hebatallah Abdelhamid
International Co-operation Specialist, IDSC

Ms Heba made a well-structured presentation to give PAF (and PAC) an overview of the GoE's think tank.

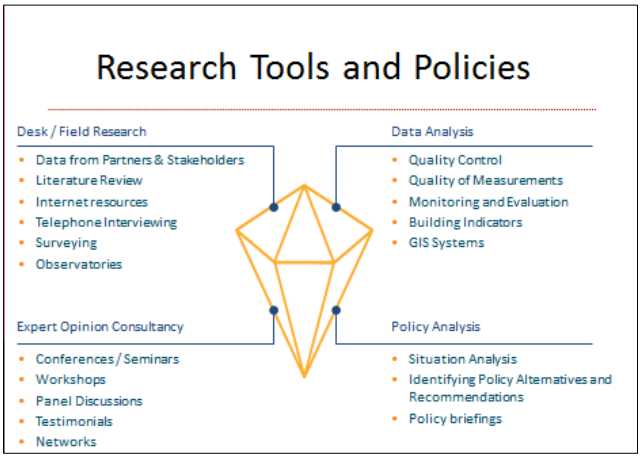
She outlined IDSC's mission to incubate leading consultants, experts, advisors and researchers in government and academia in Egypt leading to independent, high quality research, policy recommendations and analysis on a full range of public policy issues. The main aim is to bridge the advocacy gap that results from integrating expert knowledge into the evidenced based decision making process.

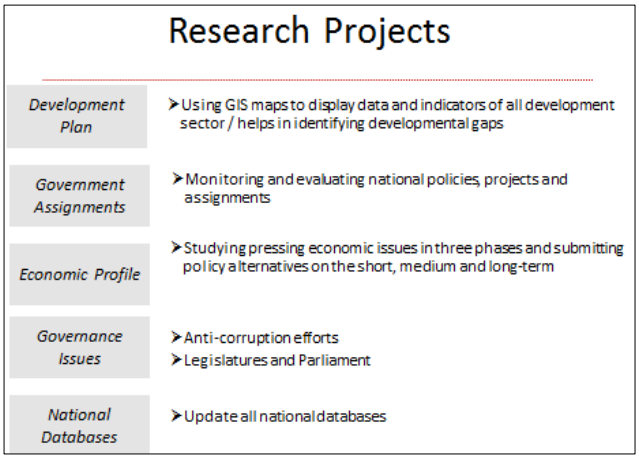


Ms Heba summarised IDSC's strategic objectives - to bring about innovative and practical solutions to Egypt's reform and developmental challenges; disseminate findings and views through a regular flow of publications and public events to create awareness; engage societal partners on policy issues of relevance to the Egyptian Citizen; and develop regional and international partnerships that result in the adoption of international best practices in the government planning process and operations.

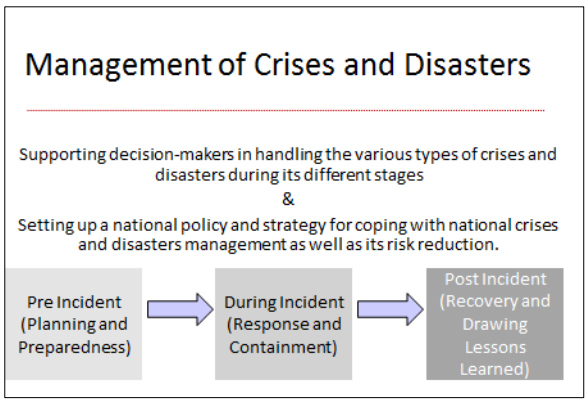


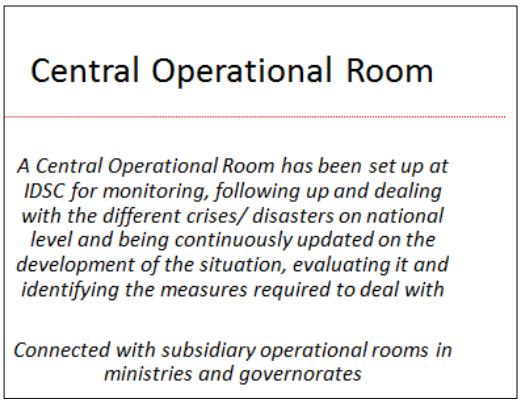
She summarised IDSC's quantitative and qualitative research tools and policies, and monitoring and evaluation research projects that include GIS mapping to graphically display data, to provide decision makers with evidence based policy recommendations.





She briefly covered the roles and objectives of Energy Efficiency Unit, Management of Crises and Disasters, Central Operational Room, and Presiding National Committees of IDSC.





Ms Heba highlighted how the E-Complain System facilitates communication between the citizens and decision-makers about the citizens' concerns. She said that IDSC is engaged in monitoring and evaluating a wide range of policies, programs and activities. The M & E process covers three steps - monitoring and evaluation of various policies, programs, and projects to assess the impact of specific governmental policies; periodic follow-up of the government statements to identify, prioritize and raise public debates on critical issues; and tracing Egypt's development in the international reports' context.

Regional Integration, to share experiences in decision support with neighbouring countries, and Regional and International Partners for social development, were also mentioned.

For PAF and PAC, this presentation about IDSC's wide range and large scale of work was a very useful learning.

Day 1- Session 3: Keynote Address - Structure of Governments and Governance in India

Mr G Gurucharan, IAS (Retired)
Director, Public Affairs Centre

Governments and Governance

Mr Gurucharan welcomed everyone to India and to PAF/PAC, and hoped that their learning from the Study Tour would benefit them, IDSC, WB, and the citizens of Egypt.

He gave an overview of the positive social changes being witnessed in India and Egypt. He said that such Study Tours enable exchange of useful ideas and relevant information and hoped that PAF/PAC in India and IDSC in Egypt, along with the World Bank, can learn from each other and build a long term partnership. The aim, he said, should be to treat social accountability as the big picture, and not merely at a programme or department level. He emphasized the need to share relevant tools from both countries and use them for better governance. He said India and Egypt are somewhat similar in terms of the democratic political structure, development, poverty ratio, human development index, the young populations with hope and aspirations of jobs and a better life.

Mr Gurucharan gave an overview of the federal structure of government in India as mandated by the Constitution, the distribution of powers between its three main arms - legislative, administrative and executive, and the devolution of legislative powers to the states through Union, State, and Concurrent lists.

Planning

He briefly outlined the role of the (earlier, since 1950) Planning Commission and the (current, since 2015) NITI Aayog, the National Institution for Transforming India. NITI Aayog (www.niti.gov.in), he explained, is a premier policy Think Tank of the Government of India which focuses on national development priorities, sectors and strategies with the active involvement of States. It is headed by the Prime Minister, and consists of various Cabinet Ministers and Chief Ministers of all States.

Development in India and Egypt

India, he said, has made much progress but it is still work-in-progress. Much more needs to be done to eradicate poverty, reduce vulnerability, and improve education and health.

Mr Gurucharan spoke about PAC/PAF's Founder (late) Dr Samuel Paul and his immense contributions to the process of measuring and improving governance across the world. He introduced PAC's group leaders and outlined their work. He highlighted the importance of partnering with government for effecting improvements in governance and achieving scale to bring about the desired impact.

Challenges and Possible Solutions

Mr Gurucharan said that large parts of the economy are run by the state, sometimes less effectively than desired or possible, while many aspects are managed more efficiently by the market. These and other imbalances create many barriers to India's growth. He said the need is to strike a meaningful balance between the activities of the market and the state.

He made a historical reference to the Indian Civil Service (ICS), the administrative bureaucracy that was created to solely serve and further the political and economic interests of (the then) British rulers. After India's independence in 1947, even though the ICS transformed into the Indian Administrative Service

(IAS), the difference was unfortunately only in form, not in content. There was no role for participatory governance in a very large country with an extremely diverse, multi-ethnic, multi-lingual population, that urgently required unification and a common market.

Mr Gurucharan suggested that we should view development from the perspective of Human Development. India's path to prosperity remains fragile. Many pockets of India still do not have access to education, health and sustainable income, and along with inequality and poverty, are hindering growth. Due to the extreme diversity of our people, there is a need to have local, regional and population-specific solutions to the many problems being faced, along with improving skills and capacity building at all levels in order to improve governance.

He spoke of some of the direct protection / safety nets offered by the Government for the poor and vulnerable such as pensions, subsidies, direct transfer of funds, and subsidized food, to improve social security.

He briefly described PAC's collaborative project with Governments and NGOs in seven Indian states to train local communities and involve them in monitoring the construction / maintenance of rural roads) to help citizens participate in the creation of assets that serve them better.

Mr Gurucharan concluded by saying that evidence based policy decisions and are the best way forward for all stakeholders. Combined with this, it is essential to develop metrics that regularly measure performance, review outcomes, and evaluate impact of policies and programmes.

He wished everyone a pleasant and enjoyable stay in Bangalore, and welcomed them to visit us again.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

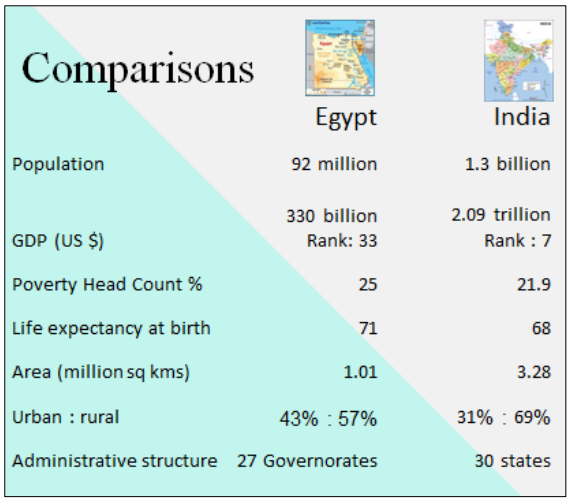
- *Content: 100% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 91% rated it 4 or 5*

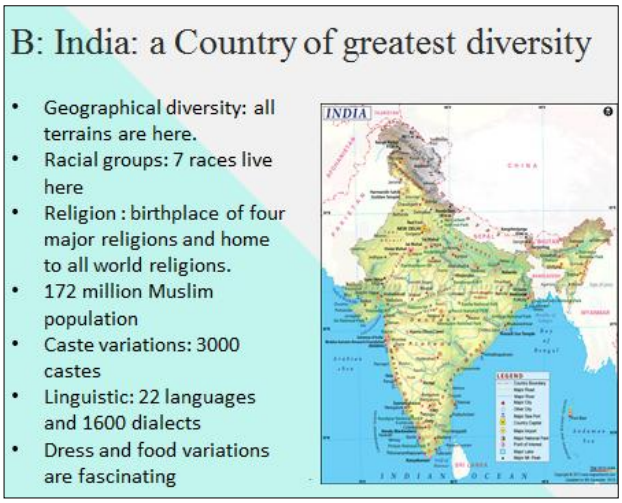
Day 1- Session 4: Measuring Governance: Public Affairs Index (PAI)

Dr. C.K. Mathew IAS (Retd)
Senior Fellow & Head, Public Policy and Research Group, PAC

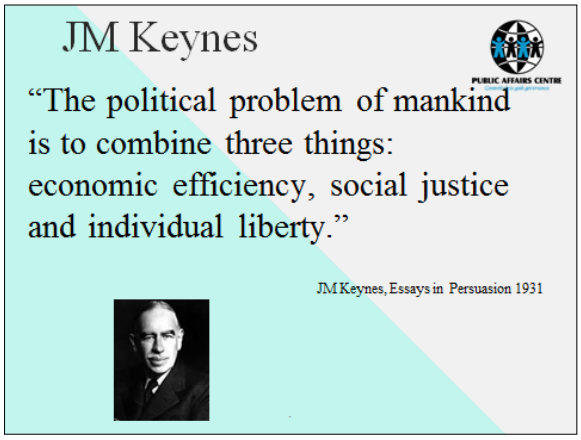
Dr Mathew gave an introduction to the origins and concept of Public Affairs Index 2016 - its need to measure governance, methodology, results, and dissemination, and about the forthcoming PAI 2017. He said that it is perhaps the first time that a non-government institution such as PAC has produced a comprehensive index to measure and compare the performance of all 30 States of India on a wide range of themes, subjects, and indicators. PAI's uniqueness, and its strength, credibility, and reliability, stem from the use of only government published data accessible to citizens.

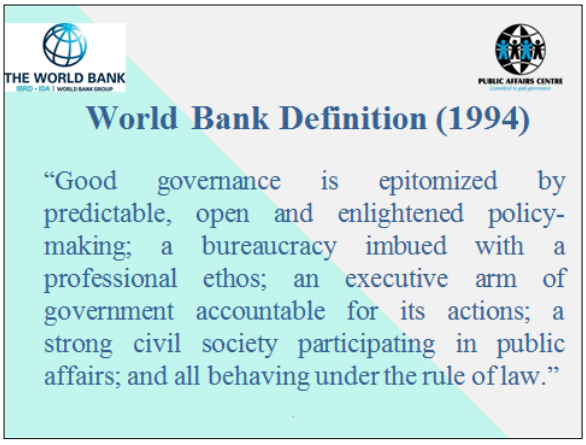
He gave some comparative insights about Egypt and India in terms of Population; GDP; Poverty Head Count; Life expectancy at birth; Geographical area; Urban vs rural, and Administrative structure. He also explained how India is geographically, regionally, ethnically diversified.





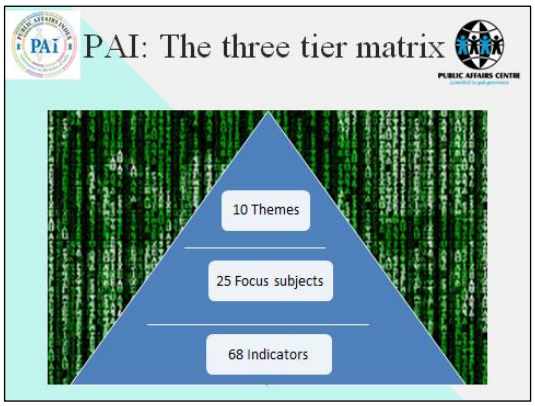
He quoted noted economist J M Keynes, and highlighted how his thoughts are echoed by the World Bank's views on good governance.





Dr Mathew spoke of the twelve principals of good governance. As examples, he mentioned Transparency - free flow of information and its access to citizens; and Accountability - a two way process by which citizens should be aware of their right to information; and decision-makers in government, the private sector and civil society organizations should be accountable to citizens.

He highlighted the complexity of governance in India and quoted the Prime Minister's call and commitment in 2014 to "***maximise governance and minimise government***". He provided an overview of distribution of power, as per the Constitution, between the Union and the States through three lists - List I: Union list, List II: State list, and List III: Concurrent list.

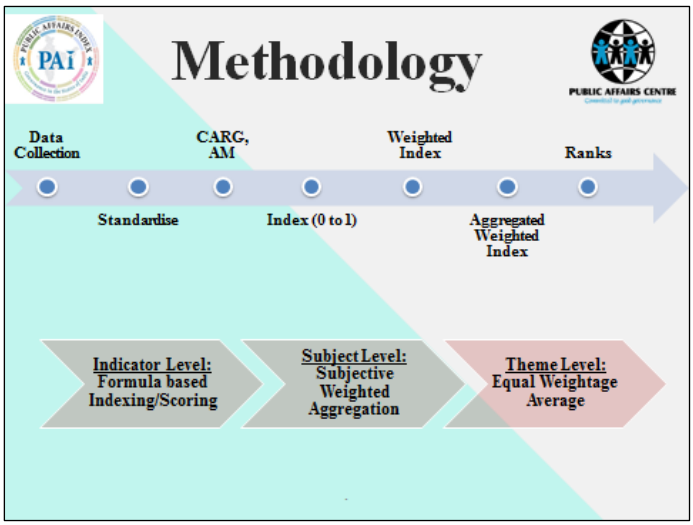


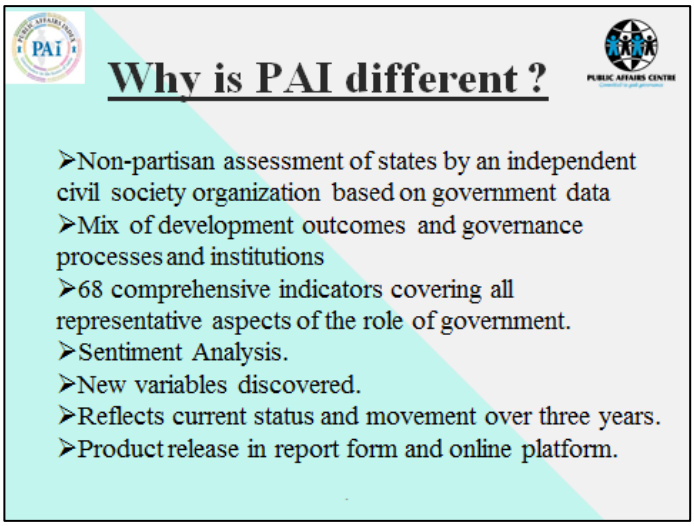
Dr Mathew explained the objectives and methodology adopted in the construction of PAI using the following three tier matrix of major themes, focus subjects, and key indicators:

Sl 1#	Theme	Sl2#	Focus Subjects	Sl3#	Indicators
I	**Essential Infrastructure**	A	**Power**	1	T & D Losses (Transmission and Distribution)
				2	Per Capita Consumption of Power
				3	Households electrified as a % of total
		B	**Water**	4	% of Households with access to safe drinking water
				5	Total Irrigated Area vs Total Agricultural Area
				6	Existence of Water Regulatory Commission
				7	Existence of Ground Water Regulation Act
		C	**Roads & Communication**	8	Surface Roads as a % total Roads
				9	Road Density per 1000 sq. KM
				10	% of households with access to Cell phone
		D	**Housing**	11	No. of *Pakka* Houses as a % of total
				12	Slum Population as a % of total Urban population
				13	% of households with toilets inside premises
II	**Education & Health**	A	**Education**	14	Educational Development Index
				15	ASER Learning Levels
				16	No. of Higher Education Colleges per 1 Lakh Population
				17	Educational Expenditure as a % of SGDP
		B	**Health**	18	IMR
				19	Average Population served per hospital bed
				20	Full Immunization
				21	Health Exp as a % of GSDP
III	**Social Protection**	A	**Public Distribution System**	22	Allocation and off-take of grain under food security act
		B	**Social Justice and Empowerment**	23	% of Pension beneficiaries of the total above 60 population
				24	% of Households with no land
				25	Incidence of crime against SC/ST

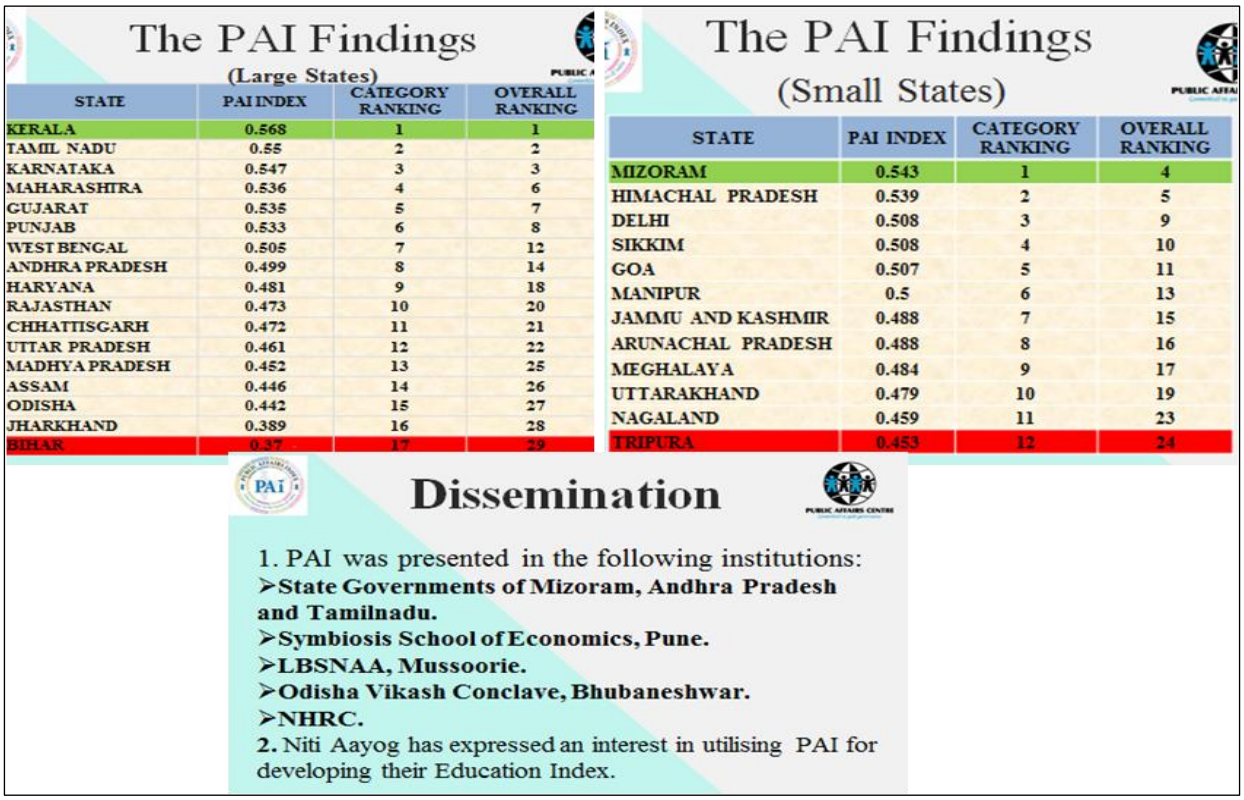
		C	**Minority welfare**	26	No. of Minority Children given pre metric scholarship
		D	**Employment**	27	Unemployment Rate
				28	% of Manual Casual Labour
IV	**Child & Women**	A	**Child**	29	Crime against Children
				30	Percentage of Child Labour
				31	% of Beneficiaries under ICDS
				32	Child Sex Ratio
				33	% of Malnourished children
		B	**Women**	34	Women Working Population ratio
				35	Utilization of Janani Suraksha Yojna Funds
				36	Male Female Literacy Gap
				37	Institutional Delivery
V	**Control of Crime, Law & Order**	A	**Violent Crimes**	38	Rapes per million population
				39	Murders per million population
				40	Dowry Deaths per million population
		B	**Atrocities**	41	Custodial Deaths per million population
				42	No. of police firings
		C	**Policing**	43	No. of police personnel per million
VI	**Delivery of Justice**	A	**Pendency of Cases**	44	Pendency in High Court
				45	Pendency in District Court
		B	**Vacancies of Presiding Officers**	46	Vacancy in High Court
				47	Vacancy in District Court
VII	**Environment**	A	**Pollution & Environmental Violations**	48	SPM Emissions
				49	SO 2 Emissions
				50	NO 2 Emissions
				51	No. of Environmental Violations in the State (Per capita)
		B	**Forest Cover**	52	Increase/Decrease in Forest Cover
		C	**Renewable Energy**	53	Renewable Energy as a % of total energy generated
VIII	**Transparency & Public Accountability**	A	**Transparency**	54	Adherence to Section 4 RTI
				55	RTPS act legislated or not
				56	No. of Services provided under E Governance plan
		B	**Public Accountability**	57	Lokayukt: Constituted/Bill Passes, Existence of Individual Sites and Chairperson appointed
				58	No. of ACB cases Disposed as a % of total
				59	Social Audit under NREGA: % of GP's covered
				60	Panchayat Devolution Index Score
IX	**Fiscal Management**	A	**FRBM Indicators**	61	Revenue Surplus (% of GSDP)
				62	Fiscal Surplus (% of GSDP)
				63	Debt Burden (% of GSDP)
		B	**Resource Generation & Development Expenditure**	64	Per Capita Development Expenditure
				65	States own tax revenue growth
X	**Economic Freedom**	A	**Economic Freedom**	66	No. of Industrial Entrepreneurs Memorandum filed
				67	Ease of Doing Business
				68	Value of MSME's assets (% of GSDP)

He explained why, apart from the breadth and depth of analysis through the three tier matrix, PAI is unique and different from others indices. To complement the quantitative aspects of the analysis and findings, he said rich, qualitative data through a "sentiment analysis" was also gathered (through news articles and tweets of various stakeholders) to provide feedback on the emotional aspects of development.





Dr Mathew presented some key findings of the project. Kerala, among the large states, scored the highest and ranked first; amongst the small states Mizoram ranked the highest. He spoke about the dissemination process whereby the findings were shared with the Union Government and all State Governments.



Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 100% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 100% rated it 4 or 5*

Day 1- Session 5: Hands-on Simulation Exercises

a) "Egyptian Development Index (EDI)"

Mr Vivek Divekar, Project Consultant, and Ms Udita Dutta, Programme Officer, PAC held an interactive session to guide participants to simulate creation of an "Egyptian Development Index (EDI)" for IDSC . They outlined a few potential themes relevant to the Egyptian context; each theme had some focus subjects; and each focus subject had selected indicators. Participants (in two teams) were asked to retain theme/s they felt are more important, and cross out theme/s they thought are less important; then they had to assign weights to each focus subject (out of a maximum of 100). Example: For the theme Essential Infrastructure, Team 1 gave a weight of25% for each of the four focus subjects, while Team 2 thought Housing was not important and weighed power (50%), water (30%) and road (20%).

Team 1			
Sl1#	**Theme**	**Sl2#**	**Focus Subjects**
I	**Essential Infrastructure** √	A√	**Power – 25%**
		B√	**Water – 25%**
		C√	**Roads & Communication – 25%**
		D√	**Housing – 25%**
Team 2			
I	**Essential Infrastructure** √	A√	**Power – 50%**
		B√	**Water – 30%**
		C√	**Roads & Communication – 20%**
		D×	**Housing - Nil**

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 91% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 91% rated it a 4 or 5*

b) Preparation for Day 2 - Field Visits:

(i) Recap of 2016 Al Sokhna Workshop

Dr Lalita Pulavarti, Senior Manager - Projects, PAF recalled and summarised the various tools and processes discussed during the May 2016 Al Sokhna Workshop:

- CRCs, CSCs, IAs, RCTs, SIAs
- Selection of tools, questionnaire design, sampling

She asked the group to recall the difference between an "opinion poll" and a "CRC". One of the participants correctly said that opinion poll is about the views or perception about a service even if one has had no experience of the programme or service, while the CRC approach includes feedback only if one has experienced these. She explained that the idea of CRC was the outcome of structured, evidence based information received by service providers (typically government) from independent sources outside the government. Gradually, as government saw the merit of this data driven approach and its several uses, the government itself began asking for independent CRCs to be conducted in various sectors by neutral external agencies.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 91% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 91% rated it a 4 or 5*

(ii) Hand Held Tablets for Data Collection

Each participant was then given a hand held tablet which they would need to use during the field visit on Day 2 to gather data from a government school. Mr Narendra, Manager - Projects, PAF walked the participants through different steps of using the tablet for computer aided personal interviews (CAPI). He helped the participants practice a few questions in the questionnaire that had already been loaded on the tablet.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 90% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 100% rated it a 4 or 5*

Day 2: Wednesday, March 8, 2017

The day consisted of field visits covering three organisations / locations.

Day 2 - Session 1: Moraji Desai Residential School (MDRS)

This boarding school is in Ramanagara District, 50 km east of Bangalore; has 250 underprivileged children (boys and girls) in classes 6 to 10; is run by KREIS/SWD/GoK.

Before proceeding to the school, the team was provided with a brief note to acquaint them with the structure and functioning of KRIES Residential Schools. The purpose of the visit was to:

1. understand the academic, administrative, and infrastructure facilities available in the school through observation and interactions with different stake holders
2. use this "scoping" information for smaller groups from the team to prepare (on Day 3) an M&E plan for assessing SWD run residential schools
3. get hands on experience of collecting data via ODK using hand held Android Tablets

On arrival the IDSC team was warmly welcomed by the staff and students, provided a brief introduction to the establishment of the school, student and staff strength, various facilities available to students in the school and the hostel.

The team was taken on a short tour of all the facilities of the school - classrooms, science labs, library, physical education and sports, hostels, dining halls, kitchen, bathrooms and toilets, playgrounds, security / surveillance, and shown the monthly hygiene kits given to boys and girls. The highlight of the school tour was a ‘smart class’ in which students who were learning with audio visual aids said that they particularly liked this class because it made learning more fun!

A 'Smart Class'

During the tour the team recorded their observations in the Android tablets using PAF's specifically designed and pre-loaded observation checklist. The team keenly interacted with boys and girls (Class 9) and asked them what they liked about their school/hostel; whether they are happy staying there; do they use all the facilities provided; how often do they meet their parents; what problems they face; and what changes would they like to see in their school.

IDSC team interacting with students

Most students said they are happy being in the school; that they do not miss their families; that they get to meet them at home during summer vacations (April, May) and festive holidays (October), and when parents visit them at school (once a month); they are satisfied with the facilities provided, and use all of them. Students were not satisfied with the quality of drinking water available in the hostels; they suggested that purification units be placed here so that they need not fetch purified water from the dining halls.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 100% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 100% rated it a 4 or 5*

Day 2 - Session 2: Bangalore Electricity Supply Company [BESCOM] Call Center - Example of a **Grievance Redress Mechanism** (**GRM**) in operation

Mr Bhanuprakash, Assistant General Manager - Customer Relations, BESCOM

Mr Bhanuprakash made a brief presentation about BESCOM (see http://bescom.org/en, and http://bescom.org/en/citizens-charter/) and the Company's operations for distribution of power in Bangalore city and eight surrounding districts of Karnataka State across all sectors (domestic, industrial, and public), serving a 20.7 million people.

The team witnessed the grievance redress in action at the 24/7, 30-seat call centre called Public Grievance Redressal System (PGRS) where citizens complaints are received by trained customer care executives, and responded / resolved. Citizens have a wide choice of how they can easily communicate - toll free number, sms, BESCOM's web portal, WhatsApp, Twitter, Facebook, and more.

The Call Centre receives about 15,000 calls every day, responds to and resolves about 8,000 calls, and disposes about 2000 calls for issues not related to them. To enhance capacity to respond to about 5000 calls that they are currently unable to handle, they intend to increase the seats from 30 to 45.

On registering a complaint, a docket number is instantly generated and sent by sms to the consumer and simultaneously to the concerned area executive engineer who then forwards it to the specific person in field maintenance for action. Subsequently, the customer care executive calls the complainant to check if their problem is satisfactorily resolved.

BESCOM's Public Grievance Redressal System (PGRS) Call Centre

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 91% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 91% rated it a 4 or 5*

Day 2 - Session 3: A Government Official's perspective on using Social Accountability Tools, and data driven decision making

Mr P Manivannan (IAS)
Secretary, Social Welfare Department (SWD)
& Chief Project Officer, Karnataka State Highways Improvement Project (KSHIP)
[*Former Managing Director, BESCOM*], Government of Karnataka

Background:
In 2012-13, Public Affairs Centre had conducted a CRC and provided citizen's feedback to BESCOM; this highlighted not only the many problems faced by citizens but also the poor image of the organisation. With the intention of improving their services and their image, BESCOM initiated several reforms. They began "listening" to citizens through the grievance redress system; the call centre is one of the outcomes. [Also see their Citizen's Charter: http://bescom.org/en/citizens-charter/]

Mr Manivannan met the team in the Board Room of BESCOM, and warmly welcomed them.

He said bureaucrats are both policy makers and implementers, and work under immense pressure. In order to change any policy or process, there needs to be evidence that the existing one is not working as well as it should. This is where agencies like PAF help the government to understand what is actually happening on the ground in a more nuanced manner. Stakeholders have the choice of viewing evidence on the functioning of the government either positively and negatively.

Taking a positive view (as he did) could lead to public policies / processes being suitably modified to improve the delivery of services. As an example he said that the BESCOM study conducted by PAC led to many changes in the functioning of BESCOM.

On the other hand government machinery may view CRC findings negatively and choose to ignore them. He however hoped the government machinery would be more open to citizen voices through CRCs and other accountability mechanisms that could help them to serve citizens better.

Mr Manivannan shares his thoughts on the practical uses of Social Accountability Tools

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 100% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 100% rated it a 4 or 5*

Day 3: Thursday, March 9, 2017

Day 3 - Session 1: M&E from a Government Perspective- Central Government, State Government and Local Government (Decentralisation, Public Expenditure and Budget Tracking)

Mr T R Raghunandan (IAS, Retired)
Advisor
Accountability Initiative (Non-Profit Think Tank/Civil Society Organization)

Mr Raghunandan explained the concept of citizenship, which is a legal and political status, conferred by the state by which citizens have certain rights to secure their identity, exercise their rights, and participate in society. Citizenship, he said, can have three approaches that are:
State cantered / Citizen cantered / Market cantered

He explained all the approaches, and their positive and negative aspects. He elaborated on the Citizen cantered approach which lays emphasis on enabling citizens to participate in the decision making process. He talked about some of the criticisms levelled against the citizen centred approach; the circumstances under which participation is most effective; and how citizen participation contributes to democracy. He said effective participation enables citizens to seek better functioning of the government through transparency and increased accountability.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 92% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 83% rated it a 4 or 5*

Day 3 - Session 2: Deconstructing Accountability

Mr Raghunandan said that in a democracy, accountability (ie: being answerable for efficiently performing ones duties and effectively delivering expected outcomes / results) is possible only when there is commensurate authority. Accountability is a process within the principal - agent relationship where the citizen is the principal on whose behalf the state acts as the agent. The agent (state) can be held accountable by the principal (citizen) for non-performance and seek improvements.

There are two routes by which citizens can hold their governments accountable for providing services and for their actions. Conducting CRCs is the short, direct route; however, this route does not necessarily ensure that the government takes corrective actions or becomes more responsible. In the long, indirect route such as elections, there is a considerable time lag and citizens have to wait (five years in India) to hold the government accountable for its actions. He said different forms of accountability - demand and supply side, and horizontal and vertical - should be considered.

He presented (see matrix below) the range of government functions, the social accountability processes, and the mechanisms and tools available for monitoring and evaluation.

Social Accountability Tools

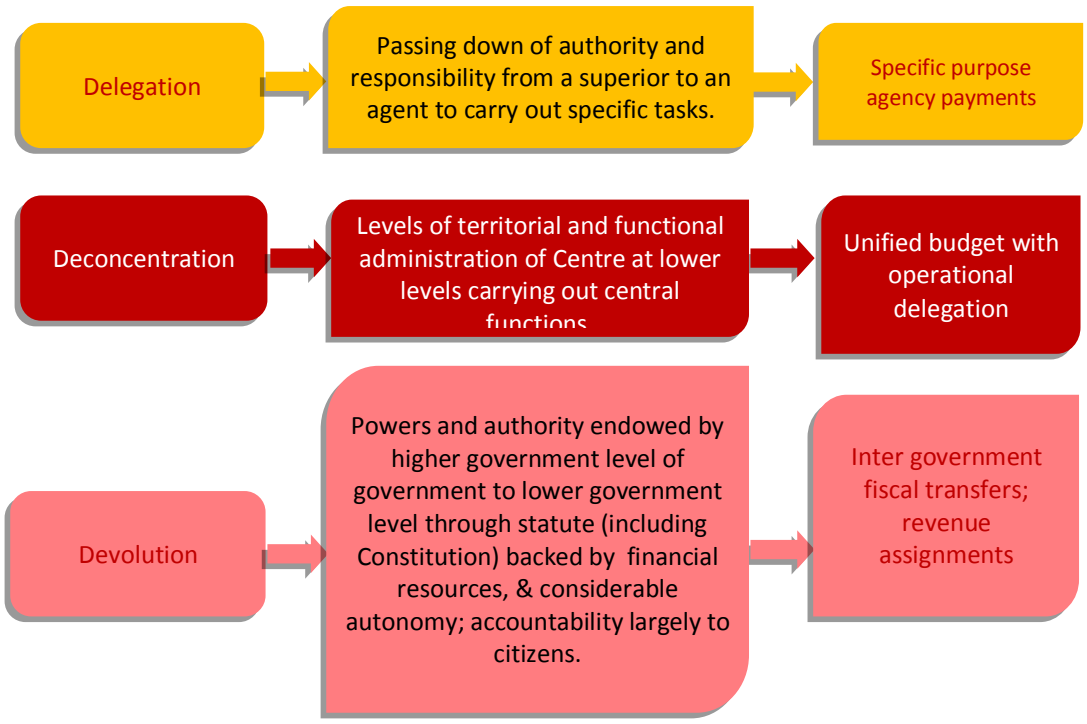
Government Function	Social Accountability Process	Social Accountability Mechanisms & Tools
Policies & Plans	Participatory Policy Making and Planning	• local issue forums • study circles • deliberative polling • consensus conferences • public hearings and citizens' juries
Budgets & Expenditures	Budget-Related Social Accountability Work	• participatory budget formulation • alternative budgets • **independent budget analysis** • performance-based budgeting • **public education to improve budget literacy** • **public expenditure tracking surveys social audits** • transparency portals (budget websit
Delivery of Goods & Services	Social Accountability in the Monitoring and Evaluation of Public Services and Goods	• public hearings • citizens' report cards • community scorecards • public opinion polls and citizen's charters
Public Oversight	Social Accountability and Public Oversight	• CSO oversight committees • local oversight committees

Day 3 - Session 3: Fiscal Decentralization in India

Mr Raghunandan gave an insight into fiscal decentralization in India and how citizens could be empowered to hold their governments responsible for compliance with financial norms by using social accountability tools such as participatory budgeting, public expenditure tracking surveys, social audits, and use of transparency portals. He explained the process of assigning expenditure responsibilities to different levels of government by modes of delegation, de-concentration, and devolution (see matrix below).

He spoke of the various ways in which fiscal transfers occurred, the constitutional framework for inter-governmental fiscal transfers in India, grants in aid provided to states, and how this is further shared between the State and Local Governments.

Modes of Delegation, De-concentration, and Devolution



Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 82% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 82% rated it a 4 or 5*

Day 3 - Session 4: PAISA (Planning, Allocations and Expenditures, Institutions in Accountability) for Panchayat

Mr Raghunandan explained the initiative of Centre for Public Research (CPR, cprindia.org) called "*PAISA for Panchayat*" which tries to track the flow of funds from the Centre to the State, and onward to the local bodies. The objective is to understand whether decentralisation translates to actual availability of funds, and thereby services, on the ground. A study in Karnataka found that the maximum flow of funds was used for government staff salaries.

Local governments had little knowledge of budget allocations for development; hence there is no real true devolution. One way to resolve these issues, he said, is to disseminate information to local governments.

To attempt to bring about changes and improvements in the Egyptian context, a beginning can be made in sectors / areas that are in need of urgent reform, touch the lives of those in most need, are non-controversial, and which require little investment. Suitably communicating plans and actions - internally, within the government, and externally - with citizens, is important.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 75% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 67% rated it a 4 or 5*

Day 3 - Session 5: Hands on exercises

a) Using case study and field visit materials from Days 2 & 3 to discuss and prepare an M&E plan

Two groups from the IDSC team discussed, planned and prepared a monitoring and evaluation plan to study SWD run schools and hostels based on the field visit to a KRIES school on Day 2. This covered the scope of the study, its objectives, tools to be used, sampling plan, stakeholders to be interviewed, timelines, and plans for reporting and dissemination.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 100% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 100% rated it a 4 or 5*

b) Presenting M&E Plans for the SWD School Programme

Both groups presented their plans. The PAF team provided its inputs and suggestions to fine tune, strengthen, and finalize their proposals for presenting PPT s on Day 5.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 90% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 90% rated it a 4 or 5*

Group Activity

Day 3 - Session 6: Wrap Up

Ms Amal Faltas
Senior Social Safeguards Specialist, World Bank, Cairo Office

Ms Amal said that she had to return to Egypt the following day and would have to (sadly) miss Days 4 and 5. She hoped participants would make full use of the learning from the Study Tour to make specific proposals for monitoring and evaluation of development programmes that require attention in Egypt, and that they would present these to IDSC on their return.

The PAF team thanked her and WB for supporting this project in 2016 and 2017, and wished her a safe trip home.

Day 4: Friday, March 10, 2017

Day 4 - Session 1: Welcome, Overview of PAC, and Setting the Context

Mr G Gurucharan, IAS (Retired)
Director, PAC

Welcome

Mr Gurucharan welcomed participants and said that he was honoured by the visit to PAC and PAF by such an important delegation from IDSC and the Government of Egypt. He said that the entire team at PAC and PAF are keen to engage and interact with the IDSC team.

He said that the pace of change in national and international development, and the associated problems and challenges, are so rapid that we need to quickly, and continuously, upgrade our capabilities and skills in order to make meaningful contributions to governance and Government.

Overview of PAC

He briefly outlined PAC's beginnings, the journey so far, and their current work. He said that PAC is a result of the Founder (late) Dr Samuel Paul's clear vision, from a simple idea in 1994 to an established and well recognised institution. Instead of merely complaining about the poor civic services in Bangalore, Dr Paul decided to find workable solutions. He focused on service delivery and what can be done better to improve services to citizens. To do so, he pioneered an important Social Accountability tool - the Citizen Report Card (CRC) - which has been widely accepted and used by many organizations around the world (including the World Bank).

A CRC on electricity supply in Bangalore city was conducted by PAC independent of the Government. Dr Paul presented the study to the service provider. The results caused much surprise and shock. The city's citizens had a poor impression about electricity supply; many had to pay bribes to get an electricity connection; complaints made were either not heard or there was no response. The service provider's initial reaction was to dismiss the report as faulty. However, Dr Paul persisted and demonstrated to them that the strength of the report was in its study design and methodology by which robust feedback had been gathered from a scientifically picked and representative sample of citizens. The agency was (finally) convinced, and used the findings to initiate reforms.

PAC is a non-partisan, independent, non-profit think tank and is not aligned with any political party or government or business interests. PAC's research is based on evidence and primary data collected from actual users of services, especially the under-served and marginalized sections of the population whose voices are not usually heard. PAC studies and presents its findings in a non-judgmental and neutral manner, covering all aspects of policies and programmes - the good, the average, and the not so good - as experienced by users. These learning helps course corrections and improvements.

Mr Gurucharan highlighted that the three key players - the **state**, the **market** and **civil society** - all need to play their respective roles to achieve good governance.

Setting the Context (for IDSC)

He suggested that, from amongst the many agencies they serve, IDSC can prioritise sectors that need urgent attention (say, health); choose the targeted population (marginalised); pick the geographies (most backward); clearly define the problem (high infant mortality rate); have targeted and time bound strategic objectives (reduction of IMR); specify how and what to measure in the policy / programme

(reduce infant mortality in the 0 - 3 age group by x% vs the national average of y%); define the qualitative and quantitative indicators and matrices; and stay focused on the key parameters.

It is extremely important, he said, to make a distinction between – **outputs**, **outcomes**, and **impact**. Quite often, outputs are measured as indicators of performance, rather than outcomes and impact. As an example, he mentioned that the outcomes of constructing rural roads are access to schools, primary health care centres, cities, while the impact is increased and sustainable livelihoods and income for people who can easily and quickly transport and sell their agricultural produce.

To a query from a participant on an example of impact based research by PAC, Mr Gurucharan quoted PAC's collaborative efforts with the Government, local NGOs and citizens of villages / communities to monitor the quality of roads being constructed (and maintained, if already built) under the Prime Minister's National Programme for Rural Roads. The problems faced were poor quality and corruption. Through an innovative approach, citizens were trained (and empowered) to check the quality of the roads being constructed or maintained, caution the contractor, and seek his compliance with required parameters. Successful implementation of this approach in seven states of the country was appreciated by Government's National Roads Authority; PAC is being asked to replicate the community led monitoring of roads in more states across India.

In conclusion, Mr Gurucharan wished the visiting team well. He expressed that PAC and PAF look forward to collaborating with IDSC in the future, in any manner that is appropriate, and to having more dialogues and exchanges of ideas and actions that lead to better governance, in India and in Egypt.

Day 4 - Session 2: Citizens Involvement in Monitoring of PMGSY Roads (Prime Minister's Rural Roads Scheme)

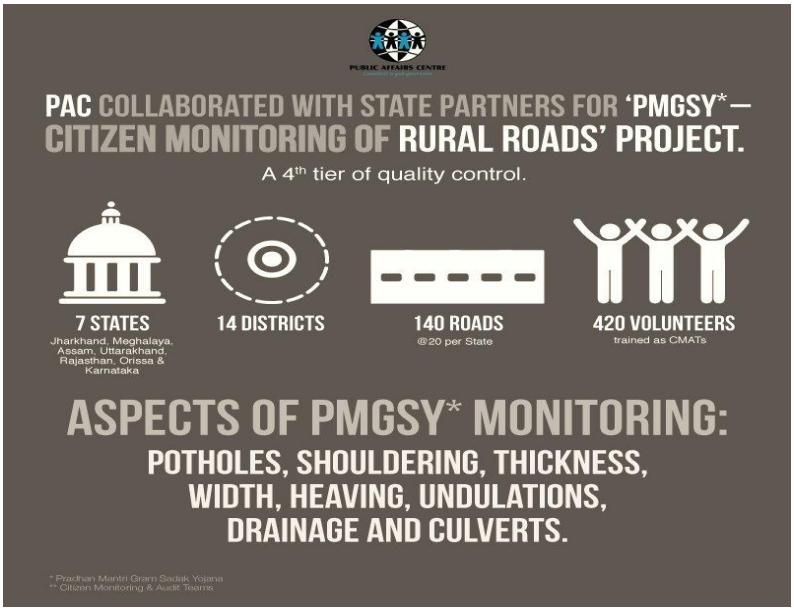
Mr Basil Liongs, Head - Citizen Action and Support Group, PAC
Mr Pankil Goswami, Program Officer, PAC

Mr Basil explained the need for, and importance of, citizen participation by which an empowered citizen displays greater involvement and responsiveness to public policies, seeks improved services, and these in turn influence outcomes. Positive changes can be brought about in framing and improving policies by collaborating with government and their agencies, constructively engaging citizens, partnering with grassroots organizations, permitting the flow of information, and through regular communication.

He said that citizens' general dissatisfaction with the roads in their communities led to the concept of involving them in monitoring the quality of construction (and maintenance thereafter) of rural roads that are meant to serve the citizens, and improve their lives. He presented PAC's project that involved

- collaboration with all stakeholders - GoI / NRRDA / SRRDAs, rural communities, local NGOs and contractors, domain experts
- design and development of simple tools that ordinary citizens could understand, and use - these had inputs from domain experts and were based on quality parameters set by the government
- training of citizens to enable them monitor the quality of roads constructed (and maintained) under the national rural roads scheme, and provide regular, structured reports
- presentation of findings to NRRDA and SRRDAs
- corrective actions taken by the Government and its agencies based on the findings / learning
- establishment of grievance redress mechanisms to address issues identified by citizens

He said the project was successfully piloted to monitor 70 roads in three regions / states of India. GoI and NRRDA are satisfied with the results and have expanded project implementation to monitor 140 roads in seven states.



Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 92% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 92 % rated it a 4 or 5*

Day 4 - Session 3: Climate Change Score Card (CCSC)

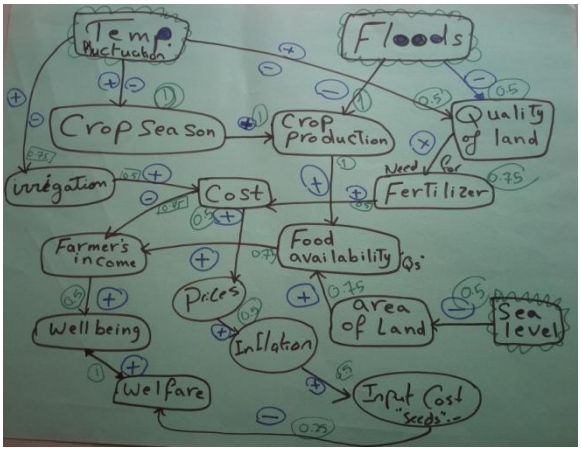
Mr Arvind L Sha, Environmental Governance Group, PAC
Ms Priyanka Agarwal, Environmental Governance Group, PAC

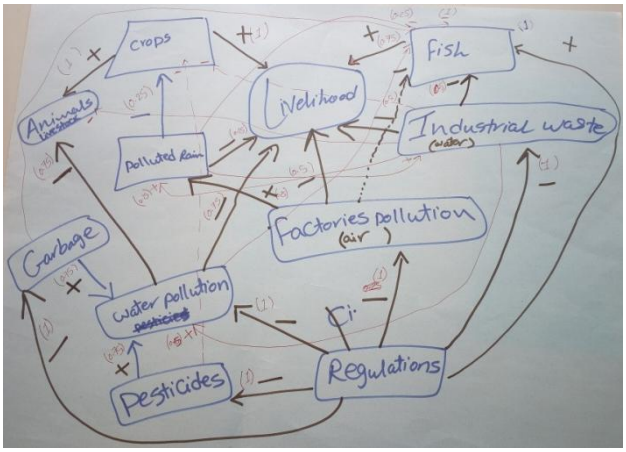
Mr Arvind highlighted PAC's focus on constructive engagement *"to move environment research away from a top-down, extractive and information gathering process to a participatory, bottom-up and inclusive process to ensure sustainable development".* Some of the social accountability tools developed and used by PAC in monitoring and evaluation of environment related issues are: Climate Change Scorecard (CCSC), Citizen Led EIA, Green Manifesto, and PAC Waste Tracker

He focused on the approach and processes involved in applying CCSCs, an innovative SA tool that supports communities with evidence and rationale to prioritize issues on planning adaptation to climate and environment degradation. CCSC considers three important dimensions - Society, Climate and Governance, provides a platform for dialogue with relevant stakeholders based on the knowledge generated, and helps in evidence-based policy decisions. He shared the findings from some of the PAC's projects. He explained how cognitive science is used to capture uncertain/hazy knowledge, develop qualitative impact models of vulnerability, and link casual relationships between variables.

For a better understanding of how CCSCs can be helpful in the Egyptian context, participants were given a hands on exercise to draw Fuzzy Cognitive Maps (FCM), a practical and potentially powerful tool used for anticipatory action research by incorporating multiple stressors for planning. Participants discussed and prioritised food security as the sector in Egypt that is most vulnerable to climate change. They then formed two groups, representing the "farming community" and "government". Each group developed

an FCMs; they listed all variables that affect food security, identified relationships (negative and positive, if any) between the variables, and assigned a relationship strength value for each, ranging from 0 (no impact) to 1 (very high impact). The maps were then analysed by the PAC team and findings were shared.





"Rules/regulations" and "water pollution" were considered as the most important factors hampering food security by the "government" group; the "farming community" group considered crop production, food availability and well-being of the people to be critical. The exercise demonstrated how FCMs can capture the similarities and differences between the priorities and perceptions of various stakeholders, and based on their analyses, how policy options under different scenarios can be generated.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 100% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 100% rated it a 4 or 5*

Day 4 - Session 4:

a) Measuring SDGs progress with a focus on Health, Nutrition and Education

Dr C K Mathew, Senior Fellow, PAC
Dr K Sanjeev, PAC

Dr Mathew outlined India's progress in achieving SDGs in Education (which he and Dr Sanjeev covered), and Health and Nutrition (that Dr Shreelata Seshadri focused on).

He talked about India's independence in 1947, the fragmented and diverse education "systems" that prevailed then, the major reforms that led to standardisation across the country, the shifting of education from the state list to the concurrent list by which GoI took over the power to make changes, and the extremely important introduction of the Right to Education (RTE) Act.

Despite such landmark changes, he said India's education system is still in a dismal state. Recruitment and deployment of teachers and school management is marred with political interference; there is great imbalance with rural areas still in dire need of teachers; numbers of children far outweighs the number of schools available; corrective steps have been ad hoc and sporadic.

Dr Mathew said India's attempt to achieve the MDGs in education by 2015 have not succeeded. While the MDGs called for universalisation of primary education, India overstepped and included elementary education too, resulting in 2000 in a huge influx of children to a school system that was grossly unprepared; it took India 10 years to build the required resources. He however said that such a move turned out to be a blessing in disguise as it created easy access to education by which there is one primary school within every populated square kilometre, thereby laying a foundation for the future.

He said some the problems that adversely impact India's present education system are poor quality (in both government and private schools), absence of teacher training, exclusion of students in the most impoverished areas, lack of monitoring and evaluation of the education system, and political interference.

Dr Mathew pointed out that states in India which are doing well in the social sector are also doing well in the economic sector, he gave the examples of Himachal Pradesh and Sikkim. He wondered if the same was true for the governorates in Egypt, whereby some governorates are more developed than others due to a well developed and robust social sector.

Dr Sanjeev presented PAC's ongoing study on '*Development Transformation in Himachal Pradesh*', one of India's states, to examine the reasons behind the exceptional development by the state when compared to other Indian states. The preliminary findings and learning reveal that this could be due to a combinations of the following factors: women's empowerment, better road connectivity, 100% electrification, committed and transparent Government with accountability and good governance, social cohesiveness and communal harmony, and high public awareness.

He said the study is also probing the impact of social movements, civil activism, and good governance on gender development, and the role of women's empowerment in the State's progress.

b) From MDGs to SDGs - Implications for India's Health, Nutrition and Education Sectors

Dr Shreelata Seshadri, Azim Premji University, Bangalore

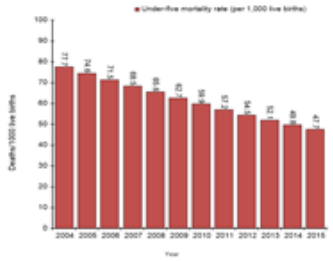
Dr Shreelata gave an introduction about health, nutrition and education, and the linkages between them. She mentioned GoI's major initiatives for health data collection through four rounds of the National Family Health Survey (NFHS), with round 4 having been conducted in 2014.

She spoke of the high prevalence among children in India of malnutrition, stunting and wasting across rural and urban settings; the effects of poverty on stunting, child development, and school achievement; the prevalence of high maternal mortality rates (MMR); the presence of about 7.5 million low birth weight (LBW) infants in India alone compared to 9.5 million in the rest of the world; and how the vicious circle of all these factors results in malnutrition.

Dr Shreelata briefly covered the millennium development goals (MDGs, 2000-15) and whether, or to what extent, these goals have been achieved. She mentioned the transition to the Sustainable Development Goals (SDGs, 2015-30), discussed how these are different (or similar) to the MDGs, and whether, and how, the objectives of the SDGs are likely to be achieved.

HNE Outcomes

NFHS - 4 India		
Stunted	Wasted	Underweight
38.4	21.0	35.7
Urban- 31.0 Rural- 41.2	Urban- 20.0 Rural- 21.5	Urban- 29.1 Rural- 38.3



Gross enrollment ratio in primary school (2014-15)	Boys 98.9	Girls 101.4	Educational statistics at a glance, MHRD (2016)
Average annual dropout rate (2013-14) - in percentage	4.53	4.14	Educational statistics at a glance, MHRD (2016)

Poverty, stunting, child development school achievement

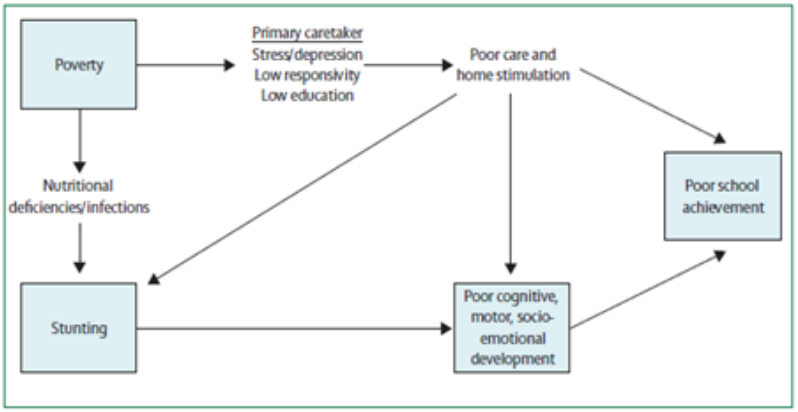


Figure 2: Hypothesised relations between poverty, stunting, child development, and school achievement

MDG 1: Eradicate Extreme Poverty and Hunger	
Target 1: Halve, between 1990 and 2015, proportion of population below the poverty line	On track
Target 2: Halve, between 1990 and 2015, proportion of people who suffer from hunger	Off track
MDG 3: Promote Gender Equality and Empower Women	
Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	On track

MDG 4: Reduce Child Mortality	
Target 5: Reduce by two-thirds, between 1990 and 2015, the <5 Mortality Rate	Moderately on-track thanks to sharp decline in recent years
MDG 5: Improve Maternal Health	
Target 6: Reduce by three quarters, between 1990 and 2015, the Maternal Mortality Ratio	Slow, or off-track
MDG 6: Combat HIV/AIDS, malaria and other diseases	
Target 7: Have halted by 2015 and begun to reverse the spread of HIV/AIDS	On-track, as trend reversal in HIV prevalence has been achieved
Target 8: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases	Moderately on-track as trend reversal has been achieved for Annual Parasite Incidence of malaria and for prevalence of TB

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 85% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 85% rated it a 4 or 5*

Day 4 - Session 5: Improving Consumer Voices and Accountability in Swachh Bharat Mission

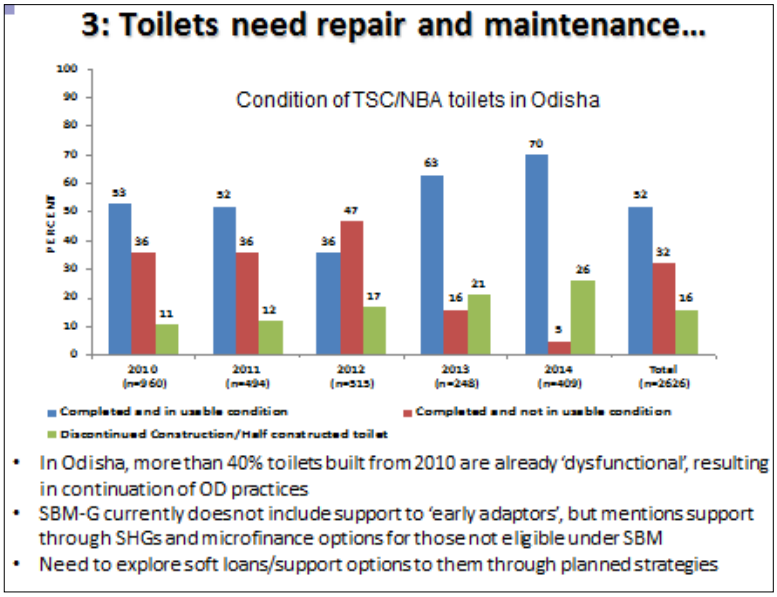
Dr Meena Nair
Head - Participatory Governance Research Group, PAC

Dr Meena gave a brief overview of the SBM(G) programme of the GoI; the study conducted by PAC and PAF across two large Indian states (Odisha + Tamil Nadu) over a three year period (2014 -17) on behalf of the Bill & Melinda Gates Foundation; the SA tools used (CRC, CRC+, CSC); the study objectives; and the steps taken to achieve them.

She highlighted some of the key themes and learning from the study, which she said could never have been collected, analysed or interpreted from routinely compiled statistics, data or opinions. As examples, she explained how data demonstrates that

- beneficiaries who build their own toilets (or have them built under their supervision) have a greater sense of ownership, and tend to use their toilets, as compared to toilets built by contractors which provided little or no sense of ownership, and tend to be less used or not used at all
- beneficiary built toilets are of better quality and last longer than contractor built ones
- *Swachhata Doots* (messengers of cleanliness / local information providers) and Rural Sanitary Marts (material providers) are effective, key players whose numbers need to be increased and who need to be better supported in order facilitate and speed up building of toilets
- repairs and maintenance of toilets (chart below) are important aspects that also need to be communicated to enable sustainability of the programme

Dr Meena spoke about the need for advocacy and briefly covered some of the advocacy initiatives.



Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 92% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 92% rated it a 4 or 5*

Day 5: Saturday March 11, 2017

Day 5 - Session 1: Discussions and Presentations

a) Case study discussion and presentation

Based on the field visit to the KRIES school on Day 2, the two IDSC groups discussed amongst themselves and prepared their proposals and plans for monitoring and evaluation of SWD run schools and hostels. These included the scope of their study, objectives, tools to be used for conducting the study, sampling plan, various stakeholders to be interviewed, timelines, reporting and dissemination.

The two groups presented their proposals and plans. PAF team provided inputs to the teams on how they could make their studies more comprehensive and robust. PAF then briefly presented the actual questionnaires that had been used to conduct a study of SWD run schools and hostels. These helped the IDSC team to understand the nuances of questionnaire design and sampling.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 100% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 100% rated it a 4 or 5*

Teams presenting their case studies

b) Presentation of Study Tour Note - from learning to action

Based on a template provided by PAF (see Annexure 2), participants presented a basic structure of the Study Tour Note that they would place before the IDSC management for consideration. These covered the potential sectors and programmes for which monitoring and evaluation could be piloted, and the SA tools that could be used. PAF team provided inputs to the teams on how they could refine their Notes, after the teams return to Egypt, to make their proposals more comprehensive and robust.

Participants' assessment of this session (Scale 1 = lowest to 5 = highest):

- *Content: 100% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 100% rated it a 4 or 5*

Day 5 - Session 2: 'Way Forward'

Ravishankar Rao
Executive Director, PAF

Mr Ravishankar Rao summarised the learning from the Study Tour for both IDSC and PAF and presented his views on the way forward. He encouraged participants to share what they had learnt on the Study Tour with IDSC's management, and through them, with their colleagues / teams / departments, especially those that had attended the 2016 Workshop in Al Sokhna.

Problem solving in the Egyptian context, he said, is a gradual process which requires careful planning. These involve selecting one or two sector/s and programmes which need urgent reforms but are not controversial; understanding the needs and concerns of all stakeholders, and arriving at a common

purpose; and clearly defining the problems, objectives, and scope of work. Building trust with all stakeholders and obtaining their "buy-in", he said, are extremely important. This is possible when they are aware (and convinced) that the use of Social Accountability tools by unbiased / neutral organisations to independently assess the functioning of government's social development programs and delivery of public services, including gathering feedback from scientifically and randomly sampled citizens (ie: beneficiaries of programmes and users of services), is not aimed at finding fault with or auditing or investigating anyone. Studies must be true mirrors that reflect ground realities - the good, the average, and the not so good aspects of governance and delivery, so that they lead to reforms and improvements.

Mr Ravishankar said that governments often do a lot of good work but this is either not publicised, or not "marketed" as effectively as they should be. As a result, citizens do not always get to know the many positive measures that governments take to serve them. Regular, effective, two way, evidence based communication is therefore key to building trust between citizens and governments, and within government's own organisations, in order to get 'buy-in" from citizens and for motivating the government machinery to do better.

Mr Ravishankar thanked all participants for visiting India / Bangalore / PAF; IDSC for facilitating the Study Tour; and the World Bank for supporting it. He wished participants and IDSC success in fully benefiting from the learning of the 2016 Workshop and the 2017 Study Tour. PAF, he said, will be happy and willing to collaborate in future too with IDSC and WB in any manner that is appropriate to the Egyptian context and helps the Government and citizens of Egypt.

'The Way Forward' - Mr Ravishankar Rao, Executive Director, PAF

<u>Participants' assessment of this session (Scale 1 = lowest to 5 = highest):</u>

- *Content: 100% rated it 4 or 5 (useful to very useful)*
- *Usefulness: 100% rated it a 4 or 5*

Day 5 - Session 3: Closing Ceremony, Certificates, Group Photos

All members from the IDSC team were awarded ***"Certificates of Participation".***

The PAF team wished each of them well, a safe journey home, and success in their efforts with M&E using the full range of SA tools that they have been exposed to, in theory and practice, in the Workshop / Clinic in 2016 and this Study Tour in 2017.

The IDSC team appreciated and thanked PAF and WB for organising and supporting this very useful , productive, and enjoyable Study Tour.

<u>Participants' assessment of the overall Study Tour (Scale 1 = lowest to 5 = highest)</u>:
In their overall evaluation of the Study Tour, all thirteen participants gave a rating of 4 or 5 (out of a maximum of 5) to the Study Tour on design, content and facilitation by the trainers / PAF.

Annexure 1: PUBLIC AFFAIRS FOUNDATION [PAF] - A SNAPSHOT - March 2017

15 KIADB Industrial Area, Jigani Link Road, Bangalore 560105, India
T: +91 80 27839918/19/20 E: director@pafglobal.org W: www.pafglobal.org

Mission - Partnership For Better Governance

The Public Affairs Foundation - a knowledge-based service organisation - is committed to improving the quality of governance by providing advisory support and customised knowledge products to a wide range of clients in the public arena. PAF's strengths lie in its rich experience and ability to conceptualise, plan, and design fact-finding projects; collect, analyse, interpret and disseminate authentic and comprehensive user feedback; and monitor processes and evaluate interventions.

Social Accountability

Established in 2003, PAF has completed numerous social research projects **in India and overseas** using social accountability tools such as **Citizen Report Cards** (**CRC**s) and **Community Score Cards** (**CSC**s). With sound and well tested methods, and emphasis on quality, PAF has been able to deliver reliable assessments, inputs and insights into service delivery reforms based on citizen feedback and establish the Foundation's credibility in the development sector. PAF has been constructively collaborating and partnering with **Municipal Corporations**, **State & Central Governments in India**, **International Donors**, and **Civil Society Organisations** to "***close the citizen feedback loop***" by listening to citizens voices in order to enable them effect evidence based reforms and improvements.

Structure and Management

- PAF is registered as a Section 8 Not-for-Profit Company under the Indian Companies Act 2013 (Sec 8, Act of 1956). Its policies and services are guided by an eminent **Board of Directors** consisting of well-known professionals with a wide range of expertise and domestic/international experience in operational and advisory work.
- **Padma Shri Dr Samuel Paul** [1930-2015], **Founder** of **Public Affairs Foundation**, was its **Chairman** till his demise in October 2015. He was also the Founder of **Public Affairs Centre**, a Not-for-Profit think tank, known internationally for its work on governance and public accountability, and a former Director of the **Indian Institute of Management, Ahmedabad** and Advisor to the **World Bank**, **UNDP**, and **ILO**.
- **Mr Sudhakar Rao**, **IAS** (Retd), former **Chief Secretary, Government of Karnataka,** is PAF's **Chairman** since November 2015. He has held several senior positions in **Government of India** and is an Independent Director on the boards of several well-known companies.
- The Foundation's services are delivered by a highly skilled team of staff and consultants with considerable national and international experience. It is headed by **Executive Director Ravishankar Rao**, a senior management executive with extensive experience in leading commercial organisations in India and overseas and close association with the non-profit sector.

Sectoral Areas of Work	**Expertise**
• Social Accountability (SA) Tools • Monitoring and Evaluation; Impact Assessment • Poverty Alleviation, Pro-poor Services, Electricity, Water, Sanitation, Health, Nutrition, Public Transport, Roads, Food Security & Public Distribution, Immigration, Social Security, Education, Direct Benefit/Cash Transfers, Social & Physical Infrastructure, ...	• Public Service Delivery Assessment, Impact Assessment, and Evaluation of schemes and programmes using Social Accountability Tools • Workshops on SA Tools to train and build capacities within client organisations to help develop internal capabilities for assessment, monitoring, and evaluation of public service delivery and programmes

International Projects	
• ***Africa:*** Kenya, Zanzibar & Mainland Tanzania, Ethiopia, Uganda, Senegal, Malawi, Egypt • ***Asia Pacific:*** Philippines, Vietnam, Laos, Pakistan, Bhutan	• ***Eurasia:*** Ukraine, Kyrgyzstan, Tajikistan • ***Middle-East***: Jordan

Projects in India - State Governments & Union Territories			
• Karnataka • Nagaland • Sikkim	• Delhi / NCR • Punjab • Dadra & Nagar Haveli	• Maharashtra • West Bengal	• Madhya Pradesh • Bihar

International Donor Agencies / Clients Served			
• World Bank • DFID • R4D • TIRI • Govt of Tanzania, TASAF	• Asian Development Bank • Adam Smith International • Open Society Institute • CARE International / ANSA-AW • Govt of Malawi/MASAF/LDF-TST	• UNDP • UNICEF • UN Habitat • Google • Action Aid	• Japan Bank For International Cooperation • Transparency International • TEPAV, Turkey • University of California at Berkeley • Govt of Egypt/MOIIC/IDSC

Civil Society Organisations / Non-Government Organisations / Academic Institutions Served			
• Public Affairs Centre	• Arghyam • Impact India Foundation / Dasra	• Jan Sahas	• VSO • Navajeevana Mahileyara Okkuta

Annexure 2: Pre-Study Tour Preparations and Post-Study Tour Deliverable by Participants

I Pre-Study Tour preparation ("homework") for participants:

The following preparations will enable participants to have a more effective study tour:

1) Review the notes / presentations on sessions from the May 2016 workshop on Social Accountability tools and their applicability in participatory M&E.
2) Review the discussions and notes from Day 5 (the last day) of the above workshop (May 26th, 2016) when specific SDGs were chosen and groups worked on applying the SA tools to measurement of the chosen SDGs.
3) Discuss with the World Bank TA team as to which of these SDG/s they would like to choose; and, for the selected SDG/s, which sector(s) will be chosen for implementation of PM&E using the tools discussed (if relevant, in combination with any other tools).
4) Finalise the shortlisted programs chosen for PM&E implementation (2 to 3 programs).

II Study Tour Note:

A format / structure for the Note to be prepared by participants at the end of the tour is given below. The Note can be refined after the team returns home; however, we encourage the team(s) to prepare the basic structure of the note prior to departure from India. Sessions will be set aside on Day 5 or 6 of the tour for discussing and working on this exercise.

Part I: Sectors and Programs

1) Team[3] experience: Sectors involved in / experienced in
2) Sectors chosen (in consultation with WB TA?)
3) Whether Sectors chosen fall under specific SDGs; if so, which SDGs
4) Government programs / WB + Government programs associated with each chosen sector [Planned: _____ ; Existing / Ongoing_____]
5) Time period of Implementation of the above program(s): beginning date_____ , end date_____.
6) Geographic area(s) of implementation
7) Ministry / Ministries / Agencies responsible for implementation
8) Other stakeholders (such as WB) associated with the implementation
9) Any other details such as:
    a. Sub-populations targeted (eg: school going children, adolescents, pregnant women, rural population, etc)
    b. Program budget
    c. PM&E Budget
    d. Interdependencies (such as: project cycle dates, budget approvals, performance-tied grants, etc)

An example of a table that can be prepared to aid easy review is as follows:

[3] "Team" refers to a) IDSC team; b) MOIIC team; and / or, c) sub groups formed out of the IDSC participants based on sectors / specialties / team affiliation within IDSC.

Sector	Program(s)	Related SDG	Status (Planned; Ongoing / Existing)	Geographic areas (eg: country-wide; specific Governorates)	Implementation Schedule (estimated dates)		Ministries / Agencies / Others involved
					Start	End	
1.	i.						
	ii.						
2.	i.						
	ii.						
Columns and rows may be added as required							

Part II: Plan for PM&E Implementation using the SA Tool(s)

The following steps in Part II can be discussed and completed during the study tour (Days 5/6), and refined after return to Egypt:

1) Each group (IDSC / MOIIC / IDSC Sub-Teams) to pick a Sector + program from the above list
2) Present justifications for picking the sector + program
3) Present the objectives / goals of the PM&E component of the above program
4) Choose the tools that will be used [this can be done by Day 5 or 6 of the study tour] and a tentative study design (eg: quantitative, qualitative, mixed methods and, type if known)
5) Present justifications / reasoning for the tools selected
6) Mention geographic scope of the PM&E exercise (eg: whether all Governorates, or some selected / sampled).
7) Based on prior experience and / or exercises from the May 2016 Workshop, present a sampling plan and sample sizes for the PM&E exercise.
8) Present an implementation plan for the PM&E component, along with a timeline
9) Discuss in the Note all resources required for the implementation of the PM&E study, including technical, financial and personnel resources; and, how they will be mobilized
10) Discuss whether more than one program can be combined into one PM&E exercise (eg: same sample populations can be involved in measuring two different programs).

Part I and Part II together will form the Note for each group / sub group. The multiple notes can be combined into one note if required or kept as separate notes. WB TA to decide on the format of the final note. Any other inputs / additions can be added to the outline above.

WORLD BANK / IDSC TEAM'S STUDY TOUR TO PAF BANGALORE
ON IMPLEMENTATION OF SOCIAL ACCOUNTABILITY TOOLS IN MONITORING & EVALUATION
March 7-11, 2017

Annexure 3: Agenda

Day 1: Tuesday, March 7, 2017 / Venue: Esquire I - The Chancery Pavilion Hotel			
Session #	Session / Topics	Presenter	Time - indicative
Registration and Seating of Participants			10.30 – 11 am
1	Welcome	Ravishankar Rao	11 - 11:10 am
	Overview of IDSC, WB, PAF and the Study Tour		
	Introduction of Participants and Speakers	All Participants + invited Speakers	11.10 - 11.30 am
3	**Keynote address:** **Structure of Governments and Governance in India**	Mr G Gurucharan, IAS Director, Public Affairs Centre, Bangalore	11:30 am - 12:15 pm
4	**Public Affairs Index [PAI]: Measuring Governance**	Dr C K Mathew, IAS Senior Fellow, PAC & Visiting Professor APU	12:15 - 1:00 pm
5	Preview of Exercise / Discussion on Indicators and data sources for a hypothetical PAI in Egypt		1:00 – 1.15 pm
Lunch			1.15 pm – 2.15 pm
6	Exercise / Discussion on indicators and data sources for a hypothetical PAI in Egypt	Dr C K Mathew and the PAC Team - Ms Udita Dutta Mr Vivek Divekar	2.15 - 3.30 pm
	Q & A and discussion on PAI		
Coffee			3.30 pm – 3.45 pm
7	**Expectations and Outcomes from the Study Tour**: - Participant expectations from tour - Structure, Format and content of Note	All participants / PAF	3.45 pm – 4 pm
8	Preparation for Day 2 (Field Visits): 1) Quick run through of tools discussed during the May 2016 Ain Al Sokhna Workshop: - CRCs, CSCs, RCTs, SIAs - Selection of tools, questionnaire design, sampling 2) Case Study Review 3) Introduction to GRM and BESCOM visit	All participants / PAF	4 pm – 5.30 pm
9	Day 1 Evaluation Forms, Wrap up, Day 2 Plans		5.30 pm – 5.45 pm

Day 2: Wednesday, March 8, 2017 / Venue: Field Visits			
Session #	Session / Topics - indicative	Presenter	Time - indicative
1	Registration and Assembly		8.00 am
2	Proceed to Field trip locations	All Participants + PAF	8.15 am
	Visit to a Social Welfare Department School/Hostel Field hands-on training [case study material discussed on Day 1]. Visit will be to get first hand view of the object of study / evaluation in preparation for hands on study design on Day 3	Led by PAF	10 am - 11.30 am
	Proceed to Chancery Pavilion Hotel for Lunch	All Participants + PAF	11.30 am – 1 pm
Lunch			1 pm – 2 pm
3	Proceed to Vikasa Soudha		2 pm
	Field Trip: **Macro level planning and Micro level implementation: Central budgets, State budgets - implementation and monitoring** - GoK State Highways Improvement Project (KSHIP), GoK Social Welfare Department (SWD)	Mr P Manivannan, IAS Secretary, Social Welfare Department (SWD) and MD, Karnataka State Highways Improvement Project (KSHIP)	2.45 pm – 4 pm
	Q & A on above		
4	**Bangalore Electricity Supply Company [BESCOM] Call Center** - Example of a **Grievance Redress Mechanism** (**GRM**) in operation	Ms Jayanthi, General Manager / Mr Bhanuprakash, Assistant General Manager - Customer Relations	4.15 - 5 pm
5	Distribute Day 2 Evaluation Forms	PAF	5 pm
	Proceed to Hotel	All Participants + PAF	

Day 3: Thursday, March 9, 2017 / Venue: Esquire I - The Chancery Pavilion Hotel			
Session #	Session / Topics - indicative	Presenter	Time - indicative
1	Registration + collection of Day2 Evaluation Forms		9 - 9.15 am
2	**M & E from a Government perspective** – Central Government, State Government and Local Government (Decentralization, Public Expenditure and Budget Tracking)	Mr T R Raghunandan, IAS Advisor - Accountability Initiative (Non profit Think Tank / Civil Society Organization)	9.15 am – 10.30 am
Coffee			10.30 – 10.45 am
3	**PAISA [4] for Panchayats [5] - Tracking Fiscal Devolution to Local Governments** - a case study from Kolar district, Karnataka on Decentralization, Panchayat Budgets. Discussion on M&E of Panchayat level budgets and performance	Mr T R Raghunandan Continued	10.45 am – 1.00 pm
4	Group Activity – Applicability: Discussion on how today's concepts can be applied to a department or agency in Egypt	TRR / WB / PAF	
Lunch			1 pm - 2 pm
5	Hands-On Exercise: Using case study and field visit materials from Days 2 & 3, prepare a monitoring / evaluation plan [team activity] Review of tools, if required; continued from Day 1	Led by PAF	2 pm - 3.30 pm
Coffee			3.30 pm - 4 pm
6	Team Presentations: on M/E Plan for the Social Welfare Department Programs / School visited	All Participants Led by PAF	4 pm - 4.45 pm
7	Discussion and Q&A on the proposals presented		4.45 pm - 5.15 pm
8	Wrap up, Day 3 Evaluation Forms, Day 4 Plans	PAF	5.15 pm – 5.30 pm

[4] Planning, Allocations and Expenditures, Institutions Studies in Accountability [PAISA]
See http://www.accountabilityindia.in/paisa-studies

[5] Panchayats = Local Government at the Village(s) level

Day 4: Friday, March 10, 2017 / Venue: PAC/PAF Campus			
Session #	Session / Topics - indicative	Presenter	Time - indicative
Assembly and Departure from Hotel		Visiting Team	8.30 am
One Day Workshop with PAF/PAC			
1	Welcome, overview of PAC, and Setting the Context	Mr G Gurucharan, IAS Director Public Affairs Centre + Mr Ravishankar Rao Executive Director Public Affairs foundation	10 - 10.15 am
Coffee (at the Tables)			10.15 - 10.30 am
2	**Citizen Involvement in Monitoring – PMGSY Road Monitoring** by training Citizen groups (*PM's Rural Roads Scheme*)	Mr Basil Liongs Head - Citizen Action & Support Group & Mr Pankil Goswami, PAC	10.30 - 11.15 am
3	**Climate Change Score Card (CCSC)** – NGOs / Think Tanks / Research institutions utilizing the Score Card to measure Climate Change and its impact; Policy Recommendations to the Government + **Exercise**	PAC : Mr Arvind L Sha Ms Priyanka Agarwal Sacred:[6] Ms Mary Philomena, Director	11.15 am – 12.30 pm
Lunch			12.30 – 1.30 pm
4	CCSC Exercise Results	Same as above	1.30 pm – 2 pm
5	**Measuring SDG progress with a focus on Health, Nutrition and Education**	Dr Shreelata Seshadri Azim Premji University Bangalore + Dr C K Mathew & Dr K Sanjeev, PAC	2 - 3.30 pm
Coffee			3.30 – 3.45 pm
6	**Using SA tools to drive Policy and Improvements in Service Delivery**: Some examples: a. SBM (multiple tools – CRC, CRC+, Case studies and CSCs), b. BWSSB (Bangalore Water Supply and Sewerage Board) Q & A on Tools, Methods and Outcomes	Dr Meena Nair, Head - Participatory Governance Research Group, PAC & Dr Satyajeet Nanda	3.45 pm – 5 pm
7	Closing Remarks	Mr G Gurucharan Mr Ravishankar Rao	5 pm – 5.10 pm
8	Day 4 Evaluation Forms; Day 5 Plans	PAF	5.10 - 5.30 pm
Departure to hotel		Visiting Team	5.30 pm

[6] Sacred is an NGO; PAC is a Think Tank

Day 5: Saturday, March 11, 2017 / Venue: Esquire I - The Chancery Pavilion Hotel			
Session #	Session / Topics - indicative	Presenter	Time - indicative
Registration			9.30 - 9.45 am
1	Team Activity – Discussion and preparation of Note outline by each team	All Participants + PAF	9.45 - 11 am
	Coffee		11 – 11.30 am
	Presentation of Note outline and Discussions		11.30 am - 12.15 pm
2	Wrap up	Ms Amal Faltas Senior Social Safeguards Specialist World Bank Egypt	12.15 pm – 12.30 pm
	The Way Forward – how to integrate the Tools into M&E of government programs and SDG goals in Egypt	Mr Rafaat Mahmoud Director General IDSC	12.30 - 12.45 pm
	Closing remarks	Mr Ravishankar Rao, PAF	12.45 - 1 pm
	Day 5 + Study Tour Evaluation Forms	All Participants	1 - 1.20 pm
3	**Closing Ceremony, Certificates, Group Photos**	Ms Amal Faltas Mr Ravishankar Rao	1.20 - 2 pm
Lunch			2 - 3 pm

Dates / Venues:

March 7th Tuesday,
9th Thursday, 11th Saturday:
Esquire I Banquet Hall of
Hotel Chancery Pavilion

March 8th Wednesday: **Field**

March 10th Friday:
Campus of PAF/PAC

Note:
1) Timings of sessions / speakers / topics may change due to external speakers' tight schedules and unforeseen events.
2) **All participants are requested to attend all scheduled sessions and participate actively to enable effective group learning and hands on exercises**

Annexure 4: Profiles of Invited Speakers and PAF / PAC Resource Persons

[Source for all profiles: websites / Wikipedia / internet / Speakers]

Mr P Manivannan, IAS
Secretary, Social Welfare Department &
Chief Project Officer, Karnataka State Highways Improvement Project
Government of Karnataka

Mr P Manivannan is an Officer of the Indian Administrative Services. He is currently the Chief Project Officer of the Karnataka State Highway Improvement Project (KSHIP) and holds joint charge as Secretary, Social Welfare Department, Government of Karnataka. He is also a Lieutenant with the 106 Infantry Battalion (Territorial Army), Parachute Regiment, Bangalore.

He has earlier served in various sectors / departments, and in different districts of Karnataka. These include: Joint Secretary, Water Supply & Drainage Board; Managing Director, Bangalore Electricity Supply Co Ltd (BESCOM); Commissioner / Deputy Commissioner, Urban Development in various Municipal Corporations / Cities (Hubli/Dharwad, Mysore, Tumkur).

Mr Manivannan has been (and continues to be) a champion of Social Accountability tools, most notably Citizen Report Cards. In his various positions, he has used CRCs as a means to using citizen feedback in a data driven approach to decision making, and innovation towards improvement of service delivery to citizens of Karnataka. One of the outcomes of this approach is the Grievance Redress Mechanism (GRM) he set up during his tenure at BESCOM. The Call center under this GRM runs 24/7, takes citizen complaints on any lapses in service delivery, and arranges to address and resolve them.

Mr T R Raghunandan, IAS (Retired)
Advisor - Accountability Initiative

T R Raghunandan is Founder and Mentor at Accountability Initiative [AI] a non-profit initiative that promotes accountability for public service delivery by developing innovative models for tracking government programmes, disseminating these to policy makers and citizens, and researching how to strengthen accountability for improved service delivery in India.

PAISA - Planning, Allocations and Expenditures, Institutions Studies in Accountability - is AI's flagship project. PAISA is an effort to understand implications of the inter-governmental transfer systems on the delivery of social sector programmes at the front line. It does this by tracking plans, budgets, fund flows, and decision making systems across the administrative hierarchy.

As a former Officer of the Indian Administrative Service (IAS), he served as Joint Secretary, Government of India, Ministry of Panchayati Raj (Rural Local Governments, 2004-2009) and as Secretary, Rural Development and Panchayat Raj, Government of Karnataka State (2001-2004).

He is a public finance expert, a consultant, and an adviser who is, or has been, associated with Government of India; State Governments of Karnataka, Kerala, and West Bengal; UNDP; the World Bank; and several national and international development agencies involved with local government policy, fiscal decentralisation and capacity development in local governance.

Dr Shreelata Seshadri
Azim Premji University (APU), Bangalore

Dr Shreelata is Professor in the MA Development program at the Azim Premji University. Her interests are in the areas of health systems organization and research, governance and accountability, decentralisation, and child nutrition, health and education.

She has over two decades of experience in project development, monitoring and evaluation, and health systems research. She has been working extensively with community-based and non-governmental organizations, self-help groups, and local self-government institutions with special focus on public health and quality health services for the poor. She has been associated with several national and international agencies such as the World Bank, WHO, Center for Global Health Research and several NGOs in the development, supervision and evaluation of large scale health projects across many states in India.

As Anchor of the Public Health Initiative at the Azim Premji University, she has established a specialization in Public Health within the MA Development program; the program brings a social science lens to the understanding of public health. She has published in both peer-reviewed journals and the popular press on issues relating to accessibility, accountability and quality of public health systems; and has participated in high level consultations that aim to bring evidence to public policy. She is currently engaged in a number of research projects, including in developing models of capacity building of frontline health workers and people's representatives to enhance health outcomes at the community level.

Mr G Gurucharan, IAS (Retired)
Director, Public Affairs Centre

Mr G Gurucharan is an Officer of the Indian Administrative Service. He retired recently as Secretary, Performance Management, in Government of India's Cabinet Secretariat. He now heads the Public Affairs Centre as its Director.

He was earlier Special Secretary, Department of Consumer Affairs; Director General, Bureau of Indian Standards; Additional Secretary, Food & Public Distribution; and Joint Secretary, Ministry of Overseas Indian Affairs. Among the many positions he has held, both in Karnataka State and at the Union Government, he has served as Managing Director at Hutti Gold Mines and Karnataka State Financial Corporation.

At the Ministry of Overseas Indian Affairs, Mr Gurucharan initiated and led two projects that focused on using CRC based evidence from emigrants and recruitment agents to develop appropriate guidelines to protect the rights of migrating Indian workers, and to gather feedback from emigrants on their awareness of migration procedures, the Ministry and its various schemes, media exposure, and their motivation to emigrate.

He holds a Degree in Commerce and Masters Degree in Economics.

Dr C K Mathew, IAS (Retired)
Senior Fellow, Public Affairs Centre

Dr C K Mathew is an Officer of the Indian Administrative Service. He served the Government of Rajasthan for 37 years before retiring recently as its Chief Secretary. He is currently a Senior Fellow and Head, Public Policy & Research Group at Public Affairs Centre and a Visiting Professor at Azim Premji University .

He has wide experience in governance and public policy, having held several important assignments such as District Collector; Commissioner, Commercial Taxes; Secretary / Principal Secretary, to the Chief Minister and the Departments of Mining, Energy, Irrigation, Education, Information Technology; and association with the Finance Department in various capacities.

At PAC, Dr Mathew conceptualised and led the development of PUBLIC AFFAIRS INDEX [**PAI**]. Using statistical data available in the public domain from government sources, this index attempts to objectively measure a range of critical aspects of governance and facilitate comparisons between all of India's 30 states. He has also compiled and edited a volume of essays by former Chief Secretaries of various states of the country entitled "In the Rear-View Mirror: Reflections of Chief Secretaries."

Mr Mathew has authored two books, is an avid blogger. He holds a Bachelors Degree in Arts and a PhD, both in English Literature. He is on the Board of Directors of "Educate Girls Globally", an international education trust.

Dr Meena Nair
Head - Participatory Governance Research Group, Public Affairs Centre

Dr Meena Nair has been with PAC since 2005. She holds an MPhil and a PhD (Urban Geography) from JNU Delhi. She has rich, multi-sector experience and specialisation in conceptualizing, designing and implementing social research studies and assessments especially those related to the implementation of Citizen Report Cards and Community Score Cards in various spheres of governance and levels of public service delivery.

Prior to joining PAC, Meena worked for 6 years as a Researcher at various levels in the Social and Environment Research Centre (SERC) for Synovate on projects related mainly to health.

Mr Basil Liongs
Head - Citizen Action & Support Group, Public Affairs Centre

Mr Basil Liongs has been with PAC since 2015. He has a Bachelors Degree in Agriculture from Tamil Nadu Agricultural University and a Masters in Business Administration from the Indian Institute of Management, Bangalore. At PAC he Heads the Citizens Action & Support Group.

He is a social scientist and project management specialist with 30+ years experience in management consultancy, demographic and behavioural surveys, social research, impact assessment, and monitoring & evaluation of programmes. His work covers a wide range of sectors such as Microfinance, Social Inclusion, Rural Livelihood Promotion, Institutional Development Services, Sustainable Agriculture & Business Development Services, Water Supply and Sanitation, Tribal Development, Enterprise Development, Capacity Building and Mentoring.

Mr Arvind L Sha
Head - Environmental Governance Group, Public Affairs Centre

Arvind L Sha has been with PAC since 2013 and now Heads the Environmental Governance Group. He has over 3 years experience in environment and climate change governance. Arvind holds a Masters in Public Policy and Human Development from UNU-MERIT and Maastricht University, the Netherlands; and a Postgraduate Degree in Climate Science and Policy from TERI University, India.

At PAC, his work revolves around policy evaluation and climate impact assessment through nexus approach. He has significantly contributed to the design and implementation of social accountability tools for modelling risk and vulnerability associated with climate change.

Dr Lalita Pulavarti
Senior Manager - Projects, Public Affairs Foundation

Dr Lalita Pulavarti has extensive and varied professional experience in social research covering quantitative, qualitative, quasi-experimental, and mixed methodologies; data management, analysis, interpretation, and dissemination. For 12 years prior to joining PAF, Lalita worked in the United States at the Division of Health Care Finance & Policy, Commonwealth of Massachusetts and at the Boston Police Department, City of Boston. In these roles, she developed and implemented efficient data collection and dissemination procedures, and facilitated the use of data by internal and external end-users.

At the Foundation since 2011, Dr Lalita has used her expertise in research methodologies to successfully lead and complete a large number of projects covering a wide spectrum of social development sectors across several geographies in India; and lead training programmes to enable client organisations to build internal capacities.

Lalita has a Ph D in Sociology from Northeastern University, Boston, USA and a Master of Public Health (MPH – Biostatistics and Epidemiology) from Boston University, USA. Lalita's doctoral dissertation dealt with the contribution of local NGOs to the empowerment of women at the grassroots in India.

Mr Ravishankar Rao
Executive Director, Public Affairs Foundation

Mr Ravishankar Rao has a Bachelors Degree in Statistics & Economics and a Masters in Business Administration. For over 43 years, he has been leading and managing, across India and overseas in the Gulf Co-operation Council (GCC) Countries, strategic business units and corporate organizations involved in manufacturing, marketing, and distributing a wide range of consumer and industrial products; and non-profit institutions providing various public services.

At PAF, he leads the Foundation and manages various projects related to governance and social accountability. He actively engages with stakeholders at all levels of government and donor agencies, in the development and execution of strategies to achieve project objectives; in managing resources, timelines, budgets, personnel, vendors; delivery of outputs and dissemination; ensuring high standards of quality, client relations, reliability and independence; building and developing motivated teams; monitoring compliance with all financial, legal and regulatory requirements; and establishing partnerships based on credibility and goodwill.

Annexure 5: List of Participants

IDSC / WB Team's Study Tour to Bangalore Mon 7th - Sat 11th March 2017				
List of Participants				
Sl #	Name	Designation	Department	Email id
IDSC				
1	Rafaat Mahmoud	M & E Manager	Policies Monitoring & Evaluation	raaftm@idsc.net.eg
2	Lobna Mounir	Economic Researcher		lobnafeps@idsc.net.eg
3	Bothaina Farag	Economic Researcher	Information Analysis	bfarag@idsc.net.eg
4	Sameh M Selim	Executive Manager	Information Resources	saselim@idsc.net.eg
5	Ahmed Shawky	Data Manager		ahshawky@idsc.net.eg
6	Hebatallah A Hamid	Int Cooperation Specialist	International Cooperation	hebah@idsc.net.eg
7	Ghada Zaki	Senior Economic Researcher	Quality	gmzaki@idsc.net.eg
8	Neveen Elhelw	Senior Statistician		nelhelw@idsc.net.eg
9	Sara Abdel Aziz Salem	Political Researcher	Strategic Planning	saaziz@idsc.net.eg
10	Eman El Gewily	Economic Researcher	Public Opinion Polling Center	eesam@idsc.net.eg
11	Dalia EL Sheikh	Planning & Follow-up Specialist	Chairman's Office	dfekry@idsc.net.eg
12	Dalia Hosni	Researcher	E-Complaints System	dhosni@idsc.net.eg
13	Mahmoud Emam Hassan	Statistical Researcher	Population & Sustainable Development	maemam@idsc.net.eg
	World Bank			
1	Amal Faltas	Senior Social Safeguards Specialist	WB Cairo Office	afaltas@worldbank.org
Public Affairs Foundation				
1	Ravishankar Rao	Executive Director	PAF Bangalore	director@pafglobal.org
2	Lalita Pulavarti	Senior Manager - Projects		lalita@pafglobal.org
3	Narendra L V	Manager - Projects		narendra@pafglobal.org
4	Pooja Ravi	Research Associate		pooja@pafglobal.org
5	Shreya Suman	Research Analyst		shreya@pafglobal.org
6	Sowmya Rajan	Executive-HR, Admin, Accounts		info@pafglobal.org

Annexure 6: Evaluation Forms for Day-wise sessions, and for the Study Tour

[The evaluation form below was used for overall assessment of the Study Tour. Separate forms were used for each of the five days, covering the specific day-wise sessions.]

I. Instructions

Please fill in this evaluation form completely. While your feedback would help us make future Study Tours more useful for participants, it will also help you crystallize your thoughts on what you expected from the Tour, what you gained from it and how you will make use of the information and training you received here. Please mark a tick on the suitable response where options are given and write in detail where there is space provided.

II. Overall Feedback

1. Overall how useful did you find the 5-day Study Tour?

Not Valuable	Somewhat Valuable	Valuable	Very Valuable
☐	☐	☐	☐

2. How would you rate the Design of the Study Tour? Give your feedback in the table below

Attribute	Rating : 1 - 5 1 = Lowest 5 = Highest N/A=Not Applicable	Comments if any
Time allocated to sessions		
Balance between theory and practical exercises		
Timing of Breaks		
Use of aids like video, PowerPoint, whiteboard and flip charts		
Contextualization		
Inclusion of field visit		
Usefulness of Hands on Exercises		

3. Please rate the group-work sessions in terms of the attributes given in the table below?

Attribute	Rating : 1 - 5 1 = Lowest 5 = Highest N/A=Not Applicable	Comments if any
Concept and Design		
Adequacy of time given		
Number of group work sessions		
Content		
Material		
Guidance provided		
Usefulness		

4. How would you rate the quality of facilitation by the Trainers?

Attribute	Rating : 1 - 5 1 = Lowest 5 = Highest N/A=Not Applicable	Comments if any
Communication		
Delivery of presentations		
Holding interest of participants		
Knowledge of subject		
Liveliness		
Attention to each participant		
Contextualization		
Management of group work		

5. Did the Study Tour meet your expectations in general? Yes - 1 / No - 2

6. Which of your expectations were not fulfilled and why?

a) _____
b) _____
c) _____

7. How do you intend to use the learning from this Study Tour in your work?

Action	Yes 1 No 2	Give specifics
Conduct a training workshop for others in your country		
Use tools for monitoring and evaluation		
Others (Specify)		

Annexure 7: Summary of Participants' Evaluation Scores

Day 1: Session / Parameter/s		Rating Scale (1 Low; 4 High)				Total	Rating of 4 as % of Total
		4	3	2	1		
How would you rate today's sessions in terms of usefulness?		11	1	1		13	85%
How would you rate the quality of facilitation by the Trainers?	Rating Scale (1 Lowest; 5 Highest)					Total	Rating of 4 or 5 as % of Total
	5	4	3	2	1		
Communication	10	3				13	100%
Delivery of presentations	8	4			1	13	92%
Holding interest of participants	10	3				13	100%
Knowledge of subject	8	5				13	100%
Liveliness	7	6				13	100%
Attention to each participant	9	3	1			13	92%
Contextualization	10	2	1			13	92%
Management of group work	10	3				13	100%
Session-wise feedback							
Keynote address: Structure of Governments and Governance in India							
Content	7	4				11	100%
Time Allocated	6	3	2			11	82%
Material	4	5		1		10	90%
Facilitation	4	4	1		1	10	80%
Usefulness	6	4		1		11	91%
Public Affairs Index [PAI]: Measuring Governance							
Content	9	2				11	100%
Time Allocated	7	4				11	100%
Material	8	3				11	100%
Facilitation	8	3				11	100%
Usefulness	7	4				11	100%
Exercise / Discussion on indicators and data sources for a hypothetical PAI in Egypt							
Content	8	2	1			11	91%
Time Allocated	7	2	2			11	82%
Material	8	2	1			11	91%
Facilitation	6	4	1			11	91%
Usefulness	7	3		1		11	91%
Quick run through of tools discussed during the May 2016 Ain Al Sokhna Workshop: CRCs, CSCs, RCTs, SIAs Selection of tools, questionnaire design, sampling							
Content	8	2	1			11	91%
Time Allocated	6	3	2			11	82%
Material	7	2	2			11	82%
Facilitation	8	2	1			11	91%
Usefulness	8	2	1			11	91%
Preparation for Day 2 (Field Visits 1)Case Study Review 2) Introduction to GRM and BESCOM visit							
Content	5	4	1			10	90%
Time Allocated	6	3	1			10	90%
Material	6	4				10	100%
Facilitation	7	3				10	100%
Usefulness	6	4				10	100%

Day 2: Session / Parameter/s		Rating Scale (1 Low; 4 High)				Total	Rating of 4 as % of Total
		4	3	2	1		
How would you rate today's sessions in terms of usefulness?		9	2			11	82%
How would you rate the quality of facilitation by the Trainers?	Rating Scale (1 Lowest; 5 Highest)					Total	Rating of 4 or 5 as % of Total
	5	4	3	2	1		
Communication	7	4				11	100%
Delivery of presentations	5	4	1			10	90%
Holding interest of participants	6	4				10	100%
Knowledge of subject	6	5				11	100%
Liveliness	7	4				11	100%
Attention to each participant	5	5				10	100%
Contextualization	5	4				9	100%
Management of group work	6	3				9	100%
Session-wise feedback							
Visit to a Social Welfare Department School/Hostel Field hands-on training	**5**	**4**	**3**	**2**	**1**	**Total**	**Rating of 4 or 5 as % of Total**
Content	10					10	100%
Time Allocated	8	2				10	100%
Material	7	2	1			10	90%
Facilitation	8	1	1			10	90%
Usefulness	9	1				10	100%
Field Trip: Macro level planning and Micro level implementation: Central budgets, State budgets - implementation and monitoring - GoK State Highways Improvement Project (KSHIP), GoK Social Welfare Department (SWD)							
Content	1	4				5	100%
Time Allocated	3	2				5	100%
Material	3	2				5	100%
Facilitation	3	2				5	100%
Usefulness	3	2				5	100%
Bangalore Electricity Supply Company [BESCOM] Call Center - Example of a Grievance Redress Mechanism (GRM) in operation							
Content	7	3		1		11	91%
Time Allocated	5	5		1		11	91%
Material	6	4		1		11	91%
Facilitation	5	4	1	1		11	82%
Usefulness	7	3		1		11	91%

Day3: Session / Parameter/s		Rating Scale (1 Low; 4 High)				Total	Rating of 4 as % of Total
		4	3	2	1		
How would you rate today's sessions in terms of usefulness?		3	7	2		12	25%
How would you rate the quality of facilitation by the Trainers?	Rating Scale (1 Lowest; 5 Highest)					Total	Rating of 4 or 5 as % of Total
	5	4	3	2	1		
Communication	7	2	3			12	75%
Delivery of presentations	5	3	3			11	73%
Holding interest of participants	2	9	1			12	92%
Knowledge of subject	4	5	2			11	82%
Liveliness	3	6	3			12	75%
Attention to each participant	5	3	3			11	73%
Contextualization	5	4	3			12	75%
Management of group work	7	2	2			11	82%
Session-wise feedback							
M & E from a Government perspective – Central Government, State Government and Local Government (Decentralization, Public Expenditure and Budget Tracking)							
Content	6	5	1			12	92%
Time Allocated	8	3	1			12	92%
Material	8	3	1			12	92%
Facilitation	7	3	2			12	83%
Usefulness	6	4	2			12	83%
PAISA for Panchayats - Tracking Fiscal Devolution to Local Governments - a case study from Kolar district, Karnataka on Decentralization, Panchayat Budgets							
Content	5	4	3			12	75%
Time Allocated	3	7	2			12	83%
Material	6	3	3			12	75%
Facilitation	7	3	2			12	83%
Usefulness	5	3	3	1		12	67%
Discussion on M&E of Panchayat level budgets and performance							
Content	4	5	2			11	82%
Time Allocated	5	5	1			11	91%
Material	4	5	2			11	82%
Facilitation	5	4	2			11	82%
Usefulness	5	4	1	1		11	82%
Group Activity – Applicability: Discussion on how today's concepts can be applied to a department or agency in Egypt							
Content	6	6				12	100%
Time Allocated	9	3				12	100%
Material	9	3				12	100%
Facilitation	9	3				12	100%
Usefulness	9	3				12	100%
Hands-On Exercise: Using case study and field visit materials from Days 2 & 3, prepare a monitoring / evaluation plan [team activity]							
Content	5	6				11	100%
Time Allocated	7	2	1	1		11	82%
Material	6	4		1		11	91%
Facilitation	8	2		1		11	91%
Usefulness	9	2				11	100%
Team Presentations: on M/E Plan for the Social Welfare Department Programs / School visited							
Content	8	1	1			10	90%
Time Allocated	9	1				10	100%
Material	9	1				10	100%
Facilitation	8	1		1		10	90%
Usefulness	8	1			1	10	90%

Day 4: Sessions / Parameters / Participants		Rating Scale (1 Low; 4 High)				Total	Rating of 4 as % of Total
		4	3	2	1		
How would you rate today's sessions in terms of usefulness?		8	4	1		13	62%
How would you rate the quality of facilitation by the Trainers?	**5**	**4**	**3**	**2**	**1**	**Total**	**Rating of 4 or 5 as % of Total**
Communication	11	2				13	100%
Delivery of presentations	8	5				13	100%
Holding interest of participants	8	4	1			13	92%
Knowledge of subject	9	4				13	100%
Liveliness	8	4	1			13	92%
Attention to each participant	10	2	1			13	92%
Contextualization	11	1		1		13	92%
Management of group work	10	3				13	100%
Session-wise feedback							
Citizen Involvement in Monitoring – PMGSY Road Monitoring by training Citizen groups (*PM's Rural Roads Scheme*)							
Content	9	3	1			13	92%
Time Allocated	9	4				13	100%
Material	9	4				13	100%
Facilitation	9	3	1			13	92%
Usefulness	9	3	1			13	92%
Climate Change Score Card (CCSC) – NGOs / Think Tanks / Research institutions utilizing the Score Card to measure Climate Change and its impact; Policy Recommendations to the Government							
Content	9	4				13	100%
Time Allocated	7	5	1			13	92%
Material	11	2				13	100%
Facilitation	10	3				13	100%
Usefulness	9	4				13	100%
Measuring SDG progress with a focus on Health, Nutrition and Education							
Content	9	2	2			13	85%
Time Allocated	7	4	2			13	85%
Material	10	2	1			13	92%
Facilitation	10	1	2			13	85%
Usefulness	8	3	1	1		13	85%
Using SA tools to drive Policy and Improvements in Service Delivery: Some examples: a. SBM (multiple tools – CRC, CRC+, Case studies and CSCs), b. BWSSB (Bangalore Water Supply and Sewerage Board)							
Content	8	4	1			13	92%
Time Allocated	8	4	1			13	92%
Material	9	3	1			13	92%
Facilitation	10	2	1			13	92%
Usefulness	9	3	1			13	92%

Day 5: Sessions / Parameters / Participants		Rating Scale (1 Low; 4 High)				Total	Rating of 4 as % of Total
		4	3	2	1		
How would you rate today's sessions in terms of usefulness?		9	3			12	75%
How would you rate the quality of facilitation by the Trainers?	**5**	**4**	**3**	**2**	**1**	**Total**	**Rating of 4 or 5 as % of Total**
Communication	12					12	100%
Delivery of presentations	9	2				11	100%
Holding interest of participants	9	3				12	100%
Knowledge of subject	11	1				12	100%
Liveliness	12					12	100%
Attention to each participant	9	3				12	100%
Contextualization	10	2				12	100%
Management of group work	10	1	1			12	92%
Session-wise feedback							
Team Activity – Discussion and preparation of Note outline by each team							
Content	10	2				12	100%
Time Allocated	9	2	1			12	92%
Material	9	3				12	100%
Facilitation	10	2				12	100%
Usefulness	11	1				12	100%
Presentation of Note outline and Discussions							
Content	10	1				11	100%
Time Allocated	8	3				11	100%
Material	10	1				11	100%
Facilitation	9	2				11	100%
Usefulness	11					11	100%
The Way Forward – how to integrate the Tools into M&E of government programs and SDG goals in Egypt							
Content	9	2				11	100%
Time Allocated	10	1				11	100%
Material	10	1				11	100%
Facilitation	10	1				11	100%
Usefulness	11					11	100%