

The Learning Boards

Session 1:

Pro-Poor Service Delivery Initiatives By Bangalore Manahagara Palike (India)

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	0	5	9	15	23
Percentage	0%	8%	15%	25%	38%

II. Assessment of learning points

- A. **Learning Point 1:** Benchmarking and continuous improvement techniques are helpful in (i) identifying service priorities, (ii) setting minimum service standards, and (iii) measuring performance

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	60	1	61
Can be adopted/ adapted?	55	1	56

- B. **Learning Point 2:** User feedback is important in monitoring and improving services

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	60	0	60
Can be adopted/ adapted?	55	0	55

- C. **Learning Point 3:** Well-targeted economic empowerment programs for the poor based on demand for vocational skills in the local area lead to gainful employment opportunities.

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	59	1	60
Can be adopted/ adapted?	50	4	54

The Learning Boards

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> • Yes, out sourcing toilet maintenance 	<ul style="list-style-type: none"> • Very good
<ul style="list-style-type: none"> • Political leaders are, almost always, the most difficult to change. But in this case, there was a striking transformation. The sensitization program is one thing that has to be deeply looked into by others. 	<ul style="list-style-type: none"> • It was crisp and compact
<ul style="list-style-type: none"> • Poor people ready to pay for the services which contributes to sustainability of the service delivery system 	<ul style="list-style-type: none"> • Pro-poor service delivery can be detached; learn the political appraisals so as to to (?) to serch common (?)
<ul style="list-style-type: none"> • (a) importance of public private partnership; (b) importance of willingness to change in service providers 	<ul style="list-style-type: none"> • Relationship between the executive and the council need to be clarified
<ul style="list-style-type: none"> • (a) economic empowerment; (b) benchmarking of service delivery 	<ul style="list-style-type: none"> • Good use of consumer feedback very creative
<ul style="list-style-type: none"> • capacity of the steering committee 	<ul style="list-style-type: none"> • Some more methodology on identifying poor an dgiving them priority for individual selection and benefitting process
<ul style="list-style-type: none"> • Partnership with the potential employers (the business sector) is important to ensure that the trainee shall be gainfully employed 	<ul style="list-style-type: none"> • Good presentation (short/sweet)
<ul style="list-style-type: none"> • Process of committee promoting through political mechanism and participation of NGOs and CBOs 	<ul style="list-style-type: none"> • Presentation was informative but how the user groups are participating in the implementation are not very clear
<ul style="list-style-type: none"> • Interesting development of private public partnerships 	<ul style="list-style-type: none"> • Formatting of a special steering committee for intervention if not tailored with the established (legal) structure. Then ther eis a danger o fsuch committees to avoid main council for its on vested interets.
<ul style="list-style-type: none"> • The presentation did not elaborate on LG financing and revenue collection 	<ul style="list-style-type: none"> • A little discussion contextualizing the emergence of the urban poor program. Political dynamics
<ul style="list-style-type: none"> • I agree with the empowerment of rural communities, civil societies & NGOs 	<ul style="list-style-type: none"> • There are number of terms of "participation" but participation of people often used as "cosmotic participation." Presentation couldn't express the status of "decisive participation" of people
<ul style="list-style-type: none"> • Tracking performance to determine whether targets are being achieved 	<ul style="list-style-type: none"> • Good
<ul style="list-style-type: none"> • Use of corporate sponsorships plus NGO maintenance 	<ul style="list-style-type: none"> • Absences of pro-poor service plans
<ul style="list-style-type: none"> • Establishment of committees for delivery of services for poor: (a) steering committee; 	<ul style="list-style-type: none"> • Good

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Other Learning Points	Comments
(b) working group	
<ul style="list-style-type: none"> CI & BM is an excellent tool to ensure citizen worthiness of government (local self) 	<ul style="list-style-type: none"> The general framework, if any, may have been presented to show the context for which all three approaches was designed
<ul style="list-style-type: none"> Capacity building for women is crucial to ensure success of pro-poor program 	<ul style="list-style-type: none"> (a) ?; (b) toilet project is very interesting
<ul style="list-style-type: none"> How about private sector participation 	<ul style="list-style-type: none"> In the frame of local government initiative program of the Soros foundation in Tajikistan, we started project strategies of socio-economic development of local strategies, business work together. Of course expereice of Bangalore also will be very useful in our further work in this direction
<ul style="list-style-type: none"> Political and assiliation of corporate sector (?) 	<ul style="list-style-type: none"> Good presentation
<ul style="list-style-type: none"> NIRATARA is a big project and use a lot of funds in implementing and I sugges need to set up with clear structure 	<ul style="list-style-type: none"> I do not feel that agency's like BMP should be looking at issues as employment; it should focus on its main role
<ul style="list-style-type: none"> The will of the elected people to improve the service delivery 	<ul style="list-style-type: none"> Presentation is good
<ul style="list-style-type: none"> Emphasis on participation of partnership very important 	<ul style="list-style-type: none"> Very effective use of Powerpoint
<ul style="list-style-type: none"> Continuous improvement and citizen feedback survey 	<ul style="list-style-type: none"> Good but could have focused more on what is considered "pro-poor service delivery"

The Learning Boards

Session 2: Promoting Service Delivery by the Colombo Municipal Council through Effective Partnership

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	1	4	11	21	11
Percentage	2%	8%	23%	44%	23%

II. Assessment of learning points

- A. **Learning Point 1:** Partnerships with the citizens contribute in making basic municipal services more responsive

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	57	1	58
Can be adopted/ adapted?	50	3	53

- B. **Learning Point 2:** Poverty profile is important in identifying and targeting the needs of the poor

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	58	1	59
Can be adopted/ adapted?	53	1	54

- C. **Learning Point 3:** Citizens participation is key to assessing poverty and in evolving strategies to address poverty issues

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	55	2	57
Can be adopted/ adapted?	49	3	52

The Learning Boards

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> • Initiatives taken by CMC is encouraging <ul style="list-style-type: none"> (a) Where capacity is lacking, it is very useful to use internal help to build capacity; (b) A holistic approach is more effective than individual attention to each service • Identification of beneficiaries through survey • Which country so far completely implemented solid waste management? Each country, one or the other, there have been land or other problem • Nothing discussed above - the transparency and accountability and revenue collection • Project maintenance/sustainability is an aspect to look after and assure in Rural Projects (community); Need to ensure Government Support (policy reform) to substantiate the sustainability of these Social Projects at the communities • Prioritizing needs and services through multi-stakeholder • The need to develop and adopt poverty reduction strategies • Council and NGO partnership • Lack of pro-poor specific plans • Actually, we are implementing the Commune/Sailgat Councils in all over the country • What is the financial strategic programme for pro-poor service • Sharing experience and learning from each other • Continuous improvement and feed back survey 	<ul style="list-style-type: none"> • (a) Scientific way of disposal to be told; • (b) Involvement of citizens and creating awareness • Important issues and strategy followed to address them were brought out well • Very good • Good • I think, every country, should implement the solid waste management. So, liners can avoid disease and sanitation health care of the citizens (?) • Some were on gender and poverty issues • The presentation was within time frame and informative. However, how CMC experience can be replicated in other cities are not available in the presentation • Good presentation • There should be clarity of role between municipality and citizen groups • Not clear what type of taxes are paid by the communities for the services they get • Good but not enough time • It is a good presentation • Not clear how the participation with people was established • Without the decisive participation of people, none of poverty-reduction can take place, but the presentation focus only as classical type of community based of elite influence participation • Good and elaborate • Could have added whether there are any political distortions

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Session 3: Empowering the Poor: Key to Effective Pro-poor Service

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	2	0	11	29	15
Percentage	4%	0%	19%	51%	26%

II. Assessment of learning points

- A. **Learning Point 1:** Policy instruments open avenues for people to have more meaningful participation in making decisions and taking actions that affect their welfare

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	64	0	64
Can be adopted/ adapted?	59	1	60

B. Learning Point 2:

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	62	2	64
Can be adopted/ adapted?	51	8	59

C. Learning Point 3:

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	64	0	64
Can be adopted/ adapted?	57	1	58

The Learning Boards

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ People's participation in planning and implementation enhance the efficiency for service delivery ▪ Partnership with private sector and its usefulness. It is essential for the local government to facilitate changes by changing role of laws. Commitment of political leadership ▪ It is essential for the local government to facilitate changes by changing laws ▪ Benchmarking and continuous improvement techniques to be implemented ▪ Independent functioning of NGOs build credibility with the poor and not become a tool of the elite ▪ Information is power. As much information is available to the public, local government will be more transparent and accountable. ▪ Involvement of local government in participating communities developed ▪ Political commitment from political leaders can only clearly show through accountability, transparency and dialogues ▪ Mere consultation is not enough. Active, genuine participation is a must ▪ Localize the agenda of action from the opportunities founder by law. ▪ Formal representation of civil society organization in local government standing committees ▪ Importance of electronic access to local government information ▪ Need for autonomy of local governments ▪ Operational linkage between civil society and government ▪ Transparency and availability of information is very important ▪ I-governance – internet access at village level ▪ Empowering citizens through training on their right to demand and access services ▪ How transparency is maintaining ? service to urban poor ▪ Continuous efforts made under SPEED is good ▪ About the change of legislation ▪ Participation of civil society in standing committees ▪ Concept service ▪ Improvement of service standard ▪ Commitment of civil society ▪ People participation by amending the law ▪ Avoid cooptation of NGOs ▪ They have to work but remain independent and critical ▪ Sustainability through political leadership is key 	<ul style="list-style-type: none"> ▪ Good ▪ Participatory approach once adulterated may pose a great risk in governance. They participation of the lay people is policy making should have it limitations. ▪ Forceful, punchy and interesting participation ▪ Satisfactory ▪ Fine ▪ Excellent example in strong CSOs' country, but need some political requirements particularly in political behavior ▪ Excellent ▪ Did not talk about difficulties ▪ Comprehensive ▪ Excellent presentation ▪ Quite informative ▪ Very good ▪ It was very interesting especially with picture on site for each service improvement ▪ Good ▪ Congratulations on egovernance. What about poorest people, do they have access? ▪ Excellent ▪ Good presentation ▪ NO specific core study ▪ Very clear, succinct, inspiring

The Learning Boards

Session 4: Group Learning Activity on Benchmarking and Continuous Improvement Techniques

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	1	5	7	24	20
Percentage	2%	9%	12%	42%	35%

II. Assessment of learning points

- A. **Learning Point 1:** For an improvement program to succeed, it must focus upon a clear and specific service.

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	61	1	62
Can be adopted/ adapted?	54	3	57

- B. **Learning Point 2:** The concerned institution must have the capacity to implement service improvements (this will include skills, and improvement culture, preparedness to consult with the community, and financial resources).

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	60	1	61
Can be adopted/ adapted?	53	5	58

- C. **Learning Point 3:** Barriers to service delivery improvement will be encountered; they must be identified and overcome.

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	61	1	62
Can be adopted/ adapted?	54	3	57

The Learning Boards

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ It is essential to have a service form rather than an organization focus! ▪ Good procedures for services development projects ▪ There are many items that is not covered in the list, since diff countries have diff systems ▪ Methodology appreciated ▪ Time frame is important ▪ Comprehensive approach to capacity was useful ▪ Individual staff performance to be measured and supported ▪ Staff should have a personal training program ▪ Benchmarking & continuous will work more using the TUGI RC technology 	<ul style="list-style-type: none"> ▪ Good and very clear ▪ Too little time for the group work ▪ Difference between gap & barrier is clear ▪ Good presentation! ▪ Very good ▪ Structured presentation undermined exposure of the underlined elements that may have significant implication for benchmarking & improvement techniques ▪ Clear and precise ▪ Very useful ▪ Presentation was good and impressive ▪ Time not enough ▪ Quite comprehensive, cogent and practicable ▪ The instrument used during the workshop (to identify gaps, areas for improvement etc) was very limiting ▪ Did not encourage participation & creative thinking among the participants

The Learning Boards

Session 5: Embedding Poverty Reduction into Local Government Transformation: the Case of Johannesburg, South Africa

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	1	3	12	18	13
Percentage	2%	6%	26%	38%	28%

II. Assessment of learning points

- A. **Learning Point 1:** Political and administrative leaders recognized financial crisis and developed a strategy of reform to deal with it.

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	50	2	52
Can be adopted/ adapted?	36	9	45

- B. **Learning Point 2:** The reform strategy emerged from information and diagnosis.

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	45	4	49
Can be adopted/ adapted?	36	8	44

- C. **Learning Point 3:** Transformation of corporate and financial management is essential to effective investment and service delivery.

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	50	0	50
Can be adopted/ adapted?	39	7	46

The Learning Boards

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ Democracy based on popular vote can be driven more progressive changes in the devolution ▪ Fiscal decentralization programs looks good however it is not found on a presentation whether it is linked with minimum conditions and performance measures ▪ Welfare measures should be linked to budget, long term economic development program is to be evolved ▪ Status of the pro poor services actually reaching socially discriminating people earlier and evaluation done after 94 and 2006 have come? ▪ Cities with limited budget can also improve services. ▪ Free packages of essential services for the poor ▪ Historical processes is a key factor for consideration for effective and sincere governance 	<ul style="list-style-type: none"> ▪ It's clear to say that poverty and devolution of authority have close relation but the changes of political/public administration system and poverty reduction in one strike will create a poor governance ▪ Task function, service standard are required to integrate with local revenue generation ▪ Brilliant, good to exploit info technology ▪ Clear precise presentation ▪ Under a mulit party system development of cross party culture with political consensus on minimum conditions is vital for a critical for better decision making in local governments ▪ Very informative

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Session 6: Decentralization Reforms and Commune-Level Services Delivery (Cambodia)

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	6	5	21	22	7
Percentage	10%	8%	34%	36%	11%

II. Assessment of learning points

- A. **Learning Point 1:** Newly elected authorities require a minimum level of funding for their flexible use in service delivery if they are to learn-by-doing, to break the vicious circle of "no capacity-no responsibilities-no resources."

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	61	3	64
Can be adopted/ adapted?	45	13	58

- B. **Learning Point 2:** Sector de-concentration reforms are also critical for the development of local government capacity to deliver services, to allow the co-provision arrangements that are necessary for the delivery of many basic services and ensure that sectoral programs respond effectively to local plans and priorities.

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	59	1	60
Can be adopted/ adapted?	45	10	55

- C. **Learning Point 3:** Investment of the State in de-concentrated structures to support and supervise local authorities is essential to realize the potential role of Commune-management in service delivery.

The Learning Boards

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	59	4	63
Can be adopted/ adapted?	48	10	58

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ Proper supervision and control over the service delivery in the level of commune ▪ It is good to hear generally the experiences of decentralization in the 4 case study countries ▪ Urban rural interface is essential in propelling sustainable development in the locality ▪ Village autonomy is important to reduce urban social stress(population) and imbalance development between rural and urban ▪ Needs based survey and public involvement in decision making is required ▪ Signed agreements are key instruments to hold line departments and aid agencies accountable vis-à-vis lead government ▪ Capacity building for commune-staff is necessary for contract administration/technical supervision of infrastructure projects 	<ul style="list-style-type: none"> ▪ Time too short ▪ Good ▪ The presentation need to be more lively and less text in the slide ▪ Complete financing reforms are easier to implement than refocusing expenditure on social sector ▪ A good presentation ▪ There is a larger need to devolve on supplying local governance capacity building to improve service delivery functions, but deconcentrated agencies. They are a long way to go. ▪ Comprehensive

The Learning Boards

Session 7: LOCAL GOVERNANCE AND SERVICE DELIVERY TO THE POOR (BANGLADESH)

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	1	5	12	29	10
Percentage	2%	9%	21%	51%	18%

II. Assessment of learning points

- A. **Learning Point 1:** Allowing local governments the opportunity to take service delivery planning and implementation decisions builds overall local confidence and capacities

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	60	1	61
Can be adopted/ adapted?	52	4	56

- B. **Learning Point 2:** Decentralized funding arrangements can lead to better targeted, more cost-effective and better quality services by local government to the community

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	59	2	61
Can be adopted/ adapted?	51	5	56

The Learning Boards

- C. **Learning Point 3:** Performance-linked funding can promote better local government management, transparency and accountability

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	60	2	62
Can be adopted/ adapted?	48	7	55

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ Should have better control over funding and delivery services to the poor ▪ Again, emphasis on community participation ▪ Considering the context, presentation is good, but is too general meaning ▪ Could have focused/discussed accountabilities and graft and corruption more ▪ The multi-stage of governmental bodies makes difficult to implement the decentralized and autonomous village without people's pressure ▪ Involvement of citizen for development of work ▪ Strengthen performance by making part of the funding performance bared. ▪ Community participation is a key ingredient to improvement at the local level! 	<ul style="list-style-type: none"> ▪ Presentation was very long and not specific ▪ Very Good ▪ Presentation is more on reforms ▪ Transparency in the administration is appreciable ▪ Too long

The Learning Boards

Session 8: Local Government Infrastructure and Service Delivery: A Case Study of the Decentralized Financing and Development Program (Nepal)

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	3	5	15	25	12
Percentage	5%	8%	25%	42%	20%

II. Assessment of learning points

- A. **Learning Point 1:** Complimentarity between participatory and technical planning is a must for sustainable schemes.

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	58	2	60
Can be adopted/ adapted?	54	7	61

- B. **Learning Point 2:** Compliance with social audit enhances community awareness, increases ownership and inclusion.

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	58	2	60
Can be adopted/ adapted?	55	4	59

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C. **Learning Point 3:** Inclusion requires specific affirmative action measures.

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	57	3	60
Can be adopted/ adapted?	55	4	59

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ better understanding between central and local government will lead to better service delivery to the poor ▪ social audit system should be elaborated ▪ approval may be different account to different political environment ▪ social auditing is as important as the financial auditing 	<ul style="list-style-type: none"> ▪ good ▪ more than excellent ▪ the content of the presentation is good but long ▪ very good ▪ short time ▪ good ▪ well timed ▪ I agree totally

The Learning Boards

Session 9: Lessons from Experiences in Decentralizing Infrastructure and Service Delivery in Rural Areas Improvement (Uganda)

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	3	3	11	26	18
Percentage	5%	5%	18%	43%	30%

II. Assessment of learning points

- A. **Learning Point 1:** Performance-based discretionary local fund plus participatory planning process leads to pro-poor investments (choice, size, location, cost)

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	58	5	63
Can be adopted/ adapted?	50	10	60

- B. **Learning Point 2:** Demand-driven capacity-building provides can address diverse local needs if coupled with good standardized training materials.

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	61	3	64
Can be adopted/ adapted?	55	5	60

The Learning Boards

C. **Learning Point 3:** Local capacity-building is a continuous process

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	62	2	64
Can be adopted/ adapted?	60	2	62

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ Improvements to distribute budget services on infrastructures to deliver good service to the poor ▪ Election with no political parties will work? ▪ Discussion of holistic capacity building very helpful and applicable ▪ Labor oriented project for solving severe unemployment ▪ Sectors specific decisions key to success of institutional reform ▪ Institutionalization of programs would help in bringing sustainability 	<ul style="list-style-type: none"> ▪ Good ▪ Good ▪ Good! ▪ Good ▪ Very good and to the point ▪ Determination of learning points should be a group activity. What if we don't agree with the learning points identified ▪ What will be the fate of the project after donor funding stops? ▪ Good ▪ Crisp and interesting

The Learning Boards

Session 10: Group Learning Activity on Improving Service Delivery in Rural Areas

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	0	1	5	16	7
Percentage	0%	3%	17%	55%	24%

II. Assessment of learning points

- A. **Learning Point 1:** Assessing the quality of service in systematic manner before improvements are made is important.

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	30	0	30
Can be adopted/ adapted?	26	2	28

- B. **Learning Point 2:** Determining improvements and priorities must be undertaken in partnership with the users of the service and in particular the poor and the marginalized.

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	30	0	30
Can be adopted/ adapted?	30	0	30

- C. **Learning Point 3:** Continuous improvements can only be sustained if the municipal budget makes provision for the service delivery improvement priorities arising from the assessment and by the users of the service?

The Learning Boards

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	30	0	30
Can be adopted/ adapted?	29	1	30

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none">▪ Specific budget should be allocated and delivered directly to the rural areas (lower level government purchases) in time.▪ Very good	<ul style="list-style-type: none">▪ Workshops could be more participatory▪ The time was not sufficient▪ More time would have been useful or the task could have been simplified▪ Facilitator/Resource person and participants failed to complete the process within the time frame set; Time management is as important as the GLA process

The Learning Boards

Session 11: Giving Voice to the Grassroots Movements and Infrastructure for the Poor: The Experience of Porto Alegre's Participatory Budgeting (Brazil)

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	3	1	8	19	27
Percentage	5%	2%	13%	30%	43%

II. Assessment of learning points

- A. **Learning Point 1:** The Workers' Party had a strategy to transform clientelistic politics, reform city administration, and redistribute resources

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	58	4	62
Can be adopted/ adapted?	34	22	56

- B. **Learning Point 2:** The budgetary process was opened to a system of city-wide participation based on neighbourhoods up to city level

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	61	1	62
Can be adopted/ adapted?	42	16	58

- C. **Learning Point 3:** Participatory democracy may compliment but may also undermine representative politics

The Learning Boards

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	55	6	61
Can be adopted/ adapted?	38	16	54

III. Other learning points and comments

Table 5.

Other Learning Points	Comments

The Learning Boards

Session 12: Urban Governance and Poverty: Lessons from a Study of Ten Cities

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	3	2	12	24	19
Percentage	5%	3%	20%	40%	32%

II. Assessment of learning points

- A. **Learning Point 1:** Address "bad governance" before trying to construct good governance

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	53	5	58
Can be adopted/ adapted?	49	8	57

- B. **Learning Point 2:** Develop systems of information and policy analysis to understand urban poverty and role of local government

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	60	0	60
Can be adopted/ adapted?	54	4	58

The Learning Boards

- C. **Learning Point 3:** Address constraints on local government: legal, powers, information, capacity, revenue collection

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	59	0	59
Can be adopted/ adapted?	55	2	57

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ (a) partnership with community and private sector (b) importance of trust building © participating budgeting ▪ This presentation had many learning points ▪ (a) addressing illiteracy? (b) creating more awareness among urban population ▪ Poor people need to be recognized residents beyond men to participate effectively ▪ Use of the approaches presented by the different cities is not a surefire formula for improved pro-poor services. They entail risks as much as opportunities, e.g. civil society organization can be tools for exclusion as much as inclusion ▪ A lot of caution is required before involving NGOs in local government decision-making or service delivery functions as they may derail the movement set before 	<ul style="list-style-type: none"> ▪ I think it depends on the particular contexts. Sometimes, it will take year to get rid of bad governance... - should not wait in introducing good governance. In other occasions, perhaps both have to be conducted together ▪ Session too long ▪ Presentation was analytical and descriptive too ▪ Some of the presentations were not focused, clear, short and as such many people amongst each other did not understand, what the message and learning parts were ▪ Short but excellent presentation ▪ Very good ▪ Linkage the access to land and poverty is the most important point to improve rural poor communities ▪ Good ▪ Poor people even within city settle with their relatives, community-ethnicity. Therefore picking up poor from every corner and settling them in one place ore resettle in particular place is a challenging job ▪ Too general and sweeping but with some useful points ▪ Presenting would have contributed were to learning had it presented the finding clearly. It helps presenter not reader. ▪ Could have been shorter!

The Learning Boards

Session 13: City Center Strategy and the Extension of its Benefits to Wider Communities: the Case of Birmingham, United Kingdom

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	3	6	9	22	16
Percentage	5%	11%	16%	39%	29%

II. Assessment of learning points

- A. **Learning Point 1:** City council and business leaders recognized the crisis and saw opportunities in service sector development.

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	57	2	59
Can be adopted/ adapted?	37	16	53

- B. **Learning Point 2:** Cooperation with the private for-profit sector was essential to the city's regeneration strategy.

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	57	2	59
Can be adopted/ adapted?	41	13	54

- C. **Learning Point 3:** Extending the employment opportunities of redevelopment has required (i) cross departmental and cross-governmental teams, and (ii) the participation of residents.

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Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	57	2	59
Can be adopted/ adapted?	38	15	53

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ Private investment is a crucial factor for rebuilding the economic confidence of the constituency to the local government ▪ Involvement of private sector ▪ Action taken for the urban renewal ▪ Deconcentration of the city center, can it be considered? ▪ Social economic strategy should reconsider the larger impacts rather than the city's boundaries. Holistic perspective is an important point in policy ▪ Employment promotion is very key not only to reduce poverty but equity consideration, the haves and have nots ▪ Interventions need not directly target the poor to be pro poor. Public expenditures for urban regeneration/redevelopment to make "dying" areas attractive to investors or to tourists may benefit to the poor more in the long term than direct pro poor expenditures (eg. socialite housing), in terms of jobs and new entrepreneurial opportunities. 	<ul style="list-style-type: none"> ▪ Presentation was only "one way communication", no interaction with participants ▪ well done ▪ good ▪ Economic development of Birmingham is different compare to the most LDCs through unemployment problems are more likely the same, the political condition and politician behavior are also totally different and inapplicable in LDCs. ▪ Interesting but not so relevant ▪ very good ▪ a comprehensive view ▪ Very clear presentation ▪ Interesting

The Learning Boards

Session 14: Holding State to Account: Citizen Voice through Report Cards in Bangalore

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	2	0	7	18	30
Percentage	4%	0%	12%	32%	53%

II. Assessment of learning points

- A. **Learning Point 1:** Credible and systematic citizens feedback is a potent tool that can be used to get service providers to initiate service delivery form

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	56	1	57
Can be adopted/ adapted?	50	4	54

- B. **Learning Point 2:** The Citizens Report Card methodology is easily replicable and adaptable under various situations

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	55	2	57
Can be adopted/ adapted?	47	8	55

- C. **Learning Point 3:** Non-partisan and credible institutions need to conduct the Citizens Report Card and to influence service providers positively

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Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	54	2	56
Can be adopted/ adapted?	46	9	55

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ Citizens' feedback are only useful if the government is responsive. ▪ Pressure groups can be created from among the people to advocacy ▪ In rural areas how this institutions would be available rather communities initiatives is needed (social audit) ▪ Improving government services can be done in a civil, non-turbulent. In the Philippines, we have a tendency to go to the streets or lambast an agency through the media. Bangalore shows a more effective and inclusive one. ▪ I think selection of sample is critical and important not to have political affiliations ▪ Similar samples should be considered when comparing over different periods ▪ Report card is a powerful tool to exact accountability from government agencies. It is a very objective methodology that augurs well with other tools for effective partnership with LGUs. ▪ Yes, Citizen Report Card Methodologies ▪ Simultaneous rating of different agencies than isolated (one) agency at a time is more effective for desired result ▪ Civil society are most often than not identified with politicians. They are often not trustworthy. ▪ It is a very important as it is a participatory approach. ▪ Involvement of NGOs for performance of government work is necessary. ▪ Report card has been substantiated by survey. Important is sharing of findings of report cards at different levels. ▪ Citizens' feedback should be made known to all the concerned who are providing services ▪ Report card is power tool for making the service delivery better since it's a direct feedback and voice of voiceless communities ▪ What is the percentage of sample survey at the level of people contacted/conducted to be made public before arriving at conclusion 	<ul style="list-style-type: none"> ▪ Good ▪ Good ▪ Very good presentation ▪ The idea and the activities has got nothing to do with the poor ▪ Excellent presentation/clear, precise and to the point ▪ A discussion on the advantages/disadvantages of civil society, government, donor, report card should have been represented to guide participants ▪ Excellent ▪ Good ▪ Great ▪ Very important ▪ Very good and thought provoking ▪ Very impressive

The Learning Boards

Session 15: Role of the Civil Society Organizations in Promoting Responsive and Accountable Local Government for Improved Service Delivery in Colombo

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	2	3	7	23	23
Percentage	3%	5%	12%	40%	40%

II. Assessment of learning points

- A. **Learning Point 1:** Civil Society Organizations must not be seen as an arm of government if they are to be trusted by the poor and the marginalized

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	55	4	59
Can be adopted/ adapted?	50	4	54

- B. **Learning Point 2:** Adaptation and use of report card methodology can enable the development of the poverty profile of a city

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	57	2	59
Can be adopted/ adapted?	47	7	54

- C. **Learning Point 3:** Community Based Organizations can be effective when a larger non-government organization has and implements a long-term strategy of association to work with them

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Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	48	9	57
Can be adopted/ adapted?	40	11	51

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ Effective participation of target groups depends largely on how visibly results are received by them ▪ Civil society organizations can lead for advocating/monitoring but the decisions must be done by the elect ▪ ▪ ed people in the LG ▪ Both NGOs and CSOs can be involved in decision making by taking their representatives on decision making bodies ▪ CSOs should keep a good network to set a common agenda for the poor 	<ul style="list-style-type: none"> ▪ Very good ▪ Service delivery linked to revenue increased and how CSOs contribute in this aspect? ▪ How far is it pro-poor? ▪ Very good presentation ▪ Getting seat in LG committee is not NGO's challenge, the challenge is to get support from citizens/citizen groups ▪ Good ▪ Very useful

The Learning Boards

Session 16: People's Participation in Governance: The Case of Naga City People's Council (Philippines)

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	0	1	8	26	28
Percentage	0%	2%	13%	41%	44%

II. Assessment of learning points

- A. **Learning Point 1:** Both the citizens and city government need to be capacitated to effectively engage with each other and forge successful partnerships

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	69	0	69
Can be adopted/ adapted?	59	5	64

- B. **Learning Point 2:** Citizens organizations need to sustain relevance and credibility to both people and city government

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	69	0	69
Can be adopted/ adapted?	56	7	63

- C. **Learning Point 3:** Political leadership is crucial in providing and nurturing the democratic space for meaningful citizens participation

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Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	67	1	68
Can be adopted/ adapted?	48	12	60

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ Good approach ▪ Importance for CSO to maintain dual role as partner and as critic ▪ Participatory governance makes governance easier ▪ The participatory process resulted in the sense of ownership of the policies by the people who are the author and recipients themselves ▪ Culture-based cleanliness program ▪ Partnership needs trust, respect and time for understanding ▪ Collaboration works better than confrontation ▪ CSO-Government partnership cannot be legislated. Partnerships have to be built over time with parties gaining trust and confidence ▪ Problem can be solved and progress/improvement can be achieved easier if all local stakeholders can work hand-in-hand in a constructive way 	<ul style="list-style-type: none"> ▪ Speech was too long ▪ Good and interesting ▪ The mandate of NCPC was not very clear whether it was advocacy, service delivery for or facilitation for inclusive participation of pro-poor investment ▪ Expound on selection process for NCPC membership at the city and barangay levels ▪ Selection of CSO for representation in municipal council will be challenging where there are mushrooms of some CSOs whose credibility are not tested. Therefore there is a need to develop democratic and election based representation ▪ The presentation was very fast but the innovation of involving the communities in policy-making is truly impressive! ▪ Well done

The Learning Boards

Session 17: Group Learning Activity on Strengthening Citizens Voice and Effective Partnerships

I. Degree of relevance of the content of presentation to your work

Table 1.

Scale	Degree of Relevance				
	1	2	3	4	5
Frequency	1	0	10	25	26
Percentage	2%	0%	16%	40%	42%

II. Assessment of learning points

- A. **Learning Point 1:** The report card methodology provides a powerful approach for citizens to measure performance and influence governments to improve their services

Table 2.

Question	Response		Total
	Yes	No	
Do you think this is important?	66	0	66
Can be adopted/ adapted?	58	4	62

- B. **Learning Point 2:** In considering the adoption/adaptation of the report card methodology, interested institutions/organizations must carefully assess the local setting to determine if the conditions are appropriate and identify the challenges that need to be addressed

Table 3.

Question	Response		Total
	Yes	No	
Do you think this is important?	66	0	66
Can be adopted/ adapted?	57	7	64

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- C. Learning Point 3:** The report card methodology, while having showed considerable success in helping governments and societies improve service delivery, needs to be customized to suit local conditions and requirements

Table 4.

Question	Response		Total
	Yes	No	
Do you think this is important?	66	0	66
Can be adopted/ adapted?	58	6	64

III. Other learning points and comments

Table 5.

Other Learning Points	Comments
<ul style="list-style-type: none"> ▪ Practice, practice and practice ▪ Utopia city council report card should have been better if time frame has not been mentioned ▪ If local government is to initiate, there should be significant devolution of service delivery ▪ To ensure that central government transfers to local government are used for pro-poor activities, there must be participatory mechanisms at the local level to result in a pro-poor bias in resource allocation ▪ The evaluation parameters need to be continuous based on each community ▪ Use of "role playing" was very helpful. Report card very useful for citizen participation and accountability 	<ul style="list-style-type: none"> ▪ Good ▪ Limited time - too many questions to answer ▪ Local governments should refrain from (?) ▪ The exercise was not at all relevant to me