

PAISA Course: Hum aur Hamaari Sarkaar

Concept Note

About Accountability Initiative

Accountability Initiative at Centre for Policy Research advances transparent governance in India and accountable policy implementation which can serve people's needs. AI identifies and analyses the reasons that work against efficient public service delivery and provides the evidence to policymakers, service providers and citizens to enable decision making that is responsive to the ground reality.

AI has come to understand that a mature environment for accountability can be created only when decision makers are informed, service providers are responsive, citizens are empowered; and the links between these nodes is strong.

Hence, the Learning and Development team at AI aims to build and strengthen these nodes and catalyse change through structured learning opportunities – courses, workshops, experiential programs – that enable decision makers, service providers, and citizens to participate in and monitor social sector programs.

PAISA Course- 'Hum aur Hamaari Sarkaar'

Why don't beneficiaries receive the money they are allotted on time? Why is the quality of education provided by the government weak? Why is the standard of health services not improving? What prevents citizens from demanding better services?

Public systems across sectors in India are less than adequate and the lack of accountability is a binding constraint. While the government attempts to deliver on its own commitment of a transparent, decentralized and well-functioning state, State agencies and public authorities often seem to lack both- the capacity (technical and administrative) and ability (political and institutional) to deliver public goods, characterizing India's state capabilities as weak.

This cavity in the system leaves a significant need to enhance the competency of administrative systems and its human resources and Accountability Initiative's PAISA Course- 'Hum aur Hamaari Sarkaar' places state capability at the front of the debate on governance and accountability.

The course '**Hum aur Hamaari Sarkaar**' underlines the capability gap in the governance structure and unravels the root causes of administrative failure on the ground towards finding answers to the question of what can be done to improve state capability in India, and design interventions and work with the government in a way that addresses this gap.

Under the overarching theme of decentralisation as an institutional mechanism promoting greater transparency, participation and accountability for improved outcomes, the course is taught around

the two mechanics of government functioning- 1) Tools of Public administration that explains the workings of Indian state bureaucracy, particularly at the level of implementation and 2) Tools of Public finance, that encompasses learning about plans, budgets and fund flows in key social sector programmes. The course also reflects on how the voice of the people can be strengthened in order to demand accountability from the government.

The course has been divided into three modules:

Module 1: Sarkar kya hai? (What is the government?)

Module 2: Sarkaar kaise chalti hai? (How does the government function?)

Module 3: Sarkaar aur janta ka kya rishta hai? (What is the role of citizens in the state?)

Aim of the course

The chosen audience for this course- grassroots level development sector professionals across sectors like health, education, sanitation, agriculture and others are already in some ways engaged with the government working towards improving the quality of public services. Therefore, this course will enable participants to undertake a critical analysis of state capability in India as it exists today. By learning about the root causes of administrative and fiscal dysfunctionality on the ground and the most effective means of bridging state capacity, the students will be equipped to apply a systems approach to on-ground interventions that seek to strengthen administrative and organizational systems, facilitate better coordination between different departments and levels of the government and institute mechanisms to ensure citizen-state accountability in the design and provision of public goods.

Learnings for participants

Through this course, participants will be able to:

- Describe the meaning of 'decentralisation' and critique its application in India today.
- Decipher for themselves the need to understand the Indian bureaucracy better and their importance within the Indian government system.
- Explain the structure of the Indian bureaucratic system and the complicated environment within which they work.
- Analyse the complications in the fund flow system, the Indian budget system, and how schemes are formulated and implemented. They will know why money doesn't reach its stipulated destination on time and where it gets delayed.
- Engage with the government better given complications in public administration and public finance for better service delivery.
- Participants will also discuss the problems related to citizen engagement with the state and how citizens can strengthen their voice to ensure enforceability of their demands.
- Explain Social Accountability and how Social Accountability tools can be used effectively.

Audience

- Grassroots level development sector professionals across sectors;
- Students

Eligibility Criteria

- Minimum 12th standard pass outs
- Minimum 1-2 years of grassroots field experience
- Comfortable in either Hindi or English

Medium of language

The course will be essentially delivered in Hindi. In case there is a demand for the course to be conducted in English, special provisions can be made.

Ideal group size

The ideal group size for the course is 20-25 participants.

Pedagogy

The course is based on the ADDIE model for adult learning. The course uses new and innovative ways for facilitation such as games, role plays, the use of life size charts and others. Evaluation methods have been embedded within the course in the form of discussions and presentations. In general the course is able to seamlessly bring together knowledge as well as skills to build strong, sustainable, relevant and most importantly impactful institutions in the Indian grassroots.

Facilitators

This course is facilitated by Field Associates at Accountability Initiative, with over 7 years of experience working in and with government officials and offices. Their strength lies in their strong understanding of how the government functions, ability to teach in Hindi and their ability to bridge the gap between research and practice but also create spaces for collaborative learning.

Structure of the course

Course options	Timings	Description	Assignments
3-4 days	09:00 to 05:00 or 10:00 to 06:00	Day 1: Sarkaar kya hai? Day 2: Sarkaar kaise chalti hai? Day 3: Sarkaar kaise chalti hai? Day 4: Sarkaar aur janta ka kya rishta hai?	There is usually no assignments for this 5 day period.
Delivered over 3-6 months	In collaboration with partner organisation	The structure of the course will be segmented depending on discussions with the partner organisation.	Participants will be given assignments to maintain programme flow.

Evaluation

We would like to be engaged with the participants for up to 3 months post the delivery of the course to closely observe and enable participants to apply learnings from the course to their everyday practice. This engagement will be light, include one, a focussed group discussion and two build an online learning community of participants where they can continue to share their experience and challenges of working on governance with our team.

Contact

For further information contact

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What the Industry has to say

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We are working in partnership with the Bihar government (at the State, District, Panchyat levels) to improve pre-primary and primary education in the state. We have used this course- 'Hum aur Hamaari Sarkaar' - for our field level staff so that they understand the government structure and systems. We feel this course is the beginning of understanding the government structure, and hope next level modules will be available soon. Appreciate the effort of Accountability Initiative.

Sanjay Kumar Singh, State Head, Pratham Bihar

After doing the course, my views on governance and bureaucracy changed considerably. We learnt about the complications in the current system that the bureaucracy has to encounter to efficiently do their work. How lack of specific accountability at every level of the system impacts service delivery and how if we as citizens become aware and raise our voice, collaborate with the government, we can improve the quality of services.

Deepak Kumar Saini, Block Coordinator, Nehru Yuva Kendra, Rajasthan

If for any work we need to talk to someone, we know what our rights are and whom we can go to and raise our voice for our rights or educate others about their rights. That is why I feel that others in Pratham should do this course.”

Ruby Kumari, Block Resource Officer, Pratham, Bihar

There were 1 or 2 people whose money was stuck. We found out that the Sarpanch had listed someone else's account and the money had gone into that account. Thus, while the money was transferred, it did not reach the intended beneficiary. The Sarpanch and the Secretary said this could be the result of a mistake. Through the course we could identify where the lapse actually was (at the Panchayat level) and would have assumed that the money had not been disbursed from the source!

Om Prakash Sharma, Participant, Nehru Yuva Kendra

In my opinion by undertaking this course Pratham staff can understand better the administrative structure as well as the importance of government schemes to help them engage with the government better. This course builds our awareness on topics such as problems in the implementation system, tax, and concepts of our Constitution. Even a common man must learn about the complications in the public administrative structure and how, in spite of these complications, the bureacracy does its work. To understand all of the above, this course has proved to be a milestone.

Surendra Kumar Thakur, Block Resource Officer Pratham, Bihar

Even today there exists an assumption that the government or important people in the government can solve all problems. This course inspires everyone to be an active citizen. It is important for everyone to do this course to improve their self-learning and only after doing this course will one be able to do their work better. Doing this course will make it easier to find solutions to problems and we will develop a better understanding of our rights and our work and will be able to work better amidst complications.

Sivakant, District Resource Officer, Pratham, Bihar

