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THE COMMUNITY SCORECARD TOOLKIT

A simplified guide



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List of Acronyms:

+	Adilisha	- Adilisha Child, Youth and Family Preservation
+	AKUAMWA	- Asasi ya Kuhudumia Wanawake Na Wasichana
+	BBA	- Born before arrival
+	CHAWATA	- Chama cha Walemavu Tanzania
+	CO	- Country Office
+	CSC	- Community Scorecard
+	CSO	- Civil Society Organization
+	GAP	- Governance and Accountability Project
+	MPI	- Mwanza Policy Initiative
+	MWDA	- Mwanza Women Development Association
+	TBA	- Tradition Birth Attendants
+	TOT	- Training of Trainers



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INTRODUCTION

This simplified guide describes the nine steps required for the implementation of the Community Score Card (CSC) process. It is based on the experience of CARE International in Tanzania through its Governance and Accountability Project (GAP). It is intended to provide a field-based guidance in a straight-forward manner and plain way.

What is the Community Scorecard?

People watching or playing a game usually record or write the scores on a card or piece of paper. That card or piece of paper on which they write or record the scores is called the scorecard. The CSC is a piece of paper on which a particular community records or writes the scores of the performance of the service providers using indicators developed by the community itself. A score here is used to mean points given by the community to a performance indicator. For comparison purposes, service providers are given the opportunity as well to score their own performance, but using the same indicators as those used by the community.

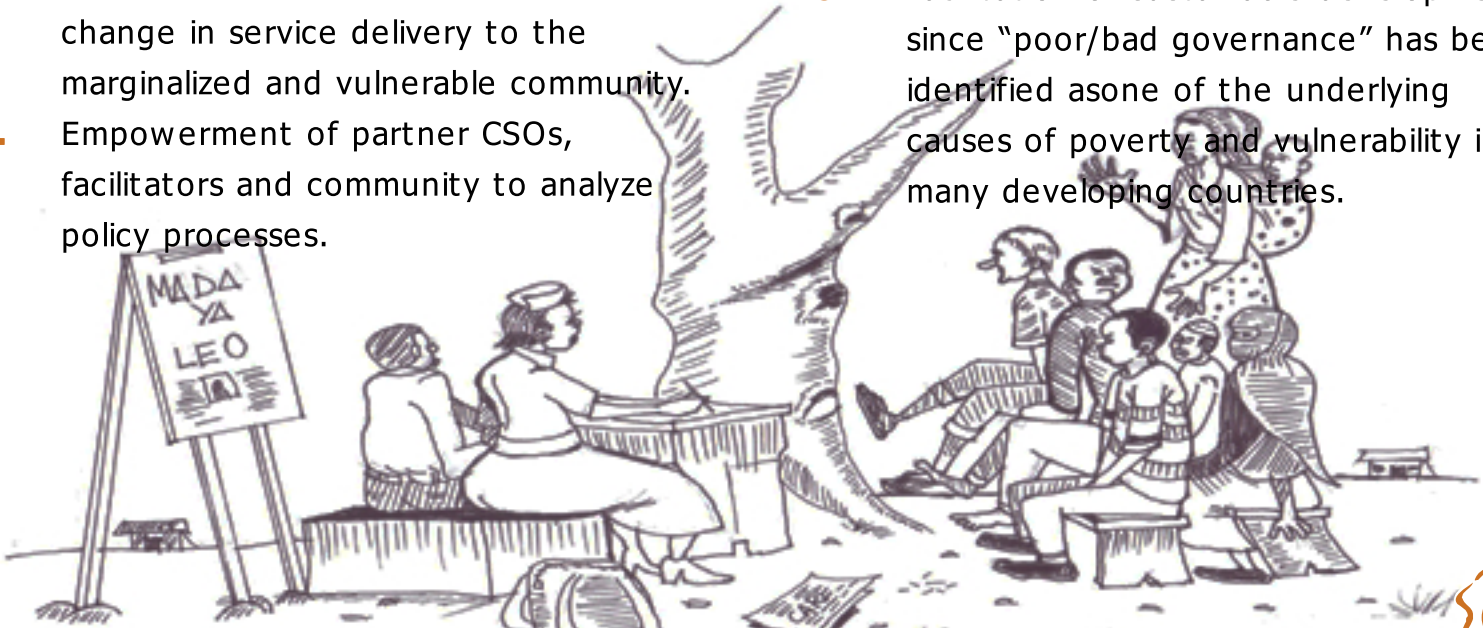
In this way, the CSC process is made more objective and two-sided exercise. Also, the two sets of scores become the basis of the discussion about ways to improve areas where service delivery is weak and to sustain areas where it is strong. Because of this, the CSC is an effective way of increasing participation, accountability and transparency between service users, providers and decision makers. Overall, the CSC process is easy to follow and can be adapted for assessment of the delivery of any service by any organization. Conducting the CSC process generates genuine feedback from community members on the services they receive. It also creates a platform for following up implementation of agreed changes.



What is the Community Scorecard Process?

Other benefits of conducting the CSC process include:

1. Promotion of dialogue between service users and providers on ways they can improve service delivery and generate a constructive user feedback on services provided.
2. Promotion of participatory, accountable and transparent service delivery through gathering and/or generating , sharing and using information to advocate for change in service delivery to the marginalized and vulnerable community.
3. Empowerment of partner CSOs, facilitators and community to analyze policy processes.
4. Empowerment of the poor, marginalized and vulnerable communities to speak out their concerns and issues to demand for quality of service improvement.
5. Motivation of service providers as it enhances confidence especially when the scores are high.
6. Facilitation of sustainable development since “poor/bad governance” has been identified as one of the underlying causes of poverty and vulnerability in many developing countries.



The Community Scorecard Process

The community scorecard is done through a series of inter related activities that feed into each other. These related activities have been grouped into nine (9) major steps, each step leading to the next one by building on the information generated from the previous steps. Figure 1 below presents an overview of the nine (9) major steps.

Step 1: Building Capacity of Implementers in CSC

Step 2: Conduct District level groundwork
Hold a district level scoping workshop

Step 3: Community level groundwork

Step 4: Build Capacity of Community Volunteers on CSC

Step 5: Developing the Input Tracking Matrix
(Scorecard)

Step 6: Developing the Performance
Scorecard

Step 7: Developing the Self - Evaluation Scorecard

Step 8: Conduct Interface Meeting

Step 9: Follow up and Institutionalization

STEP 1:

Building the Capacity of CSC Facilitators



This step is very important in the implementation of the CSC process. If your organization will implement the CSC process directly, you must build the capacities of the staff members who will facilitate the CSC process. If your organization will implement the CSC process through partners, then you must build the capacities of your partners. But, regardless of whether your organization intends to do it directly or indirectly, you must include in your capacity building selected community members from the participating communities who will carry the CSC beyond your organization's presence in those communities.

If you will organize a training workshop for your prospective CSC facilitators, your training content must aim at enabling your trainees to master the CSC process and to analyze policies and budgets related to services you want to monitor. Mastery of the CSC process and ability to analyze policies and budgets for effective facilitation of the CSC process cannot be overemphasized. Brief descriptions of selection and training of CSC facilitators follow;

Building the Capacity of CSC Facilitators

SELECTION OF CSC FACILITATORS:

Choose as your prospective CSC facilitators those people who are well experienced in community mobilization and are analytical. Those who are less experienced can be selected, provided they can learn fast and transfer knowledge and skills from one area to another. This holds true whether your organization will execute the CSC process directly or indirectly through partners. But in addition to this principle, for better results, it is necessary to conduct an organizational mapping exercise, if you intend to execute the CSC process indirectly, to assess the capacity of your prospective partner organizations to support and champion the social accountability movement.

“Those who are less experienced can be selected, provided they can learn fast and transfer knowledge and skills from one area to another.”

TRAINING OF CSC FACILITATORS:

Train the selected CSC facilitators on how to facilitate the CSC process from step one to nine, using a selected example of service such as maternal health services. It is better to conduct a field exercise to strengthen their practical skills so that they can be competent with CSC before they implement the process at community level. Also, train them in policy and budget analysis. Knowledge and skills gained here will be very critical in the development of the “Input Tracking Scorecard”.



STEP 2:

Conducting the District-Level Ground Work

You need to hold a scoping meeting at district/ward level aiming to introduce the process and create awareness to the district officials, decision makers and other allies on the use of the community scorecard. At this meeting, aim at creating good relationship and agreeing with government officials to provide required information when needed during the process. If this meeting will be well facilitated, it will enable the CSC facilitators to conduct the CSC process in an easiest way because they will not face difficulties in getting information from government departments.

How to do the activity:

You should start the preparatory work by introducing the CSC exercise. If you are conducting it through one of your projects that monitors service delivery, elaborate the results and outcomes to be monitored then;

- Select government officials from public service departments you think the community might target to monitor e.g. health, agriculture, infrastructure, education, water e.t.c.
- Select other participants from your allies you think they can build support on the process.
- Prepare a meeting venue within a district or ward.
- Officially invite the participants by sending invitation letters via their supervisor for approval at least 7 days before the meeting day.
- Conduct a district level scoping workshop involving local government officials, councilors, CSOs, and representatives of communities participating in tracking meeting at the agreed date and time.
- At the end of the meeting make sure to form an agreement with local government officials to provide the required information that can be useful in CSC implementation.



STEP 3:

Community Level groundwork – 1st Community Meeting

This is a starting point for community engagement aiming to inform community members about the initiative (project) and the roles and responsibilities they are expected to play during the implementation of the community scorecard. This first meeting is very instrumental to solicit community ownership of the process by nominating community volunteers and getting a common understanding of the process. This meeting is also used to choose area of policy or service to be monitored through focus group discussion methods. Appropriate focus groups should be formed during the exercise with regard to sex and age of participants. Inform and agree with community the date for the next meeting.

How to organize the community meeting:

- Make a physical visit to the village/ward office where you will meet local government leaders (Ward/Village Executive Officer, village chairperson). Inform them about the CSC process and agree with them where and when to conduct the community meeting. Agree with them who will be your contact person during the exercise.
- Get in touch with the appointed contact person and inform them on the planned meeting, why the community meeting and what do you expect from them.
- Reconfirm with the contact person on the agreed date, time and venue for the meeting.
- Delegate and facilitate local leaders to invite community members in the meeting.
- Assure them you will be very punctual for the meeting that day.



Community Level groundwork – 1st Community Meeting

What to do on the meeting day

1. On your arrival at the venue, report to the village office where you will meet your contact person to welcome you and introduce you to other community leaders whom you didn't meet with them on your first visit.
2. Follow the normal community protocol for start of meetings in the particular community.
3. When they give a chance, start by thanking them to participate on the meeting, inform the meeting why you have called them by telling them about the project's objectives.
4. Tell the meeting what will happen at the meeting and in other meetings planned in the project specifically on CSC process and the benefits of the process to the community.
5. Facilitate a discussion for the community members to develop thematic areas (THEMES) for assessment.

This should be done through focus group discussion to provide chance for the voiceless (e.g. the poor and marginalized women and girls) community members to contribute their ideas.

6. Get a flip chart paper and markers, jot down all the themes chosen by different FGDs.
7. Facilitate a discussion to reach consensus and chose one theme which is agreeable to the majority by indentifying strong reasons why the community make that choice.
8. Facilitate selection process to get community volunteers who will be community facilitators. Set criteria on selection by disaggregated sex and age. At the end thank the meeting; inform them about the next meeting, what will happen and hand over the meeting to local government leaders to close.

"Theme means subject matter or topic. In CSC process we mean the broad aspect of the service the communities want to assess e.g. health sector, our theme could be accessibility to quality maternal and reproductive health care services by the public local institutions. A theme could also be accessibility and affordability to quality reproductive health services by the youth".

STEP 4:

Build Capacity of Community Volunteers on CSC

Conduct orientation workshop to impart the elected community volunteers who will lead implementation of the process at grass root level. This step ensures sustainability of the CSC and the project in general. Make sure community volunteers understand the process and practice with them to implement the process. Also train the Community volunteers on policies and laws around transparency and accountability to equip them with the boldness to ask questions to service providers.

Also, it is very important stage to orient community volunteers on policy and budget analysis. The more knowledge the community volunteers will have, the more positive the results of the CSC process and the reverse are also true.



Step 5:

Developing Input Tracking Matrix (Scorecard)

This is the first core step in implementing a community scorecard. This task is carried out by the implementing organization themselves by involving community volunteers. The step must be taken seriously because the success of all other steps depends on how well this step is done. It involves policy analysis versus government plan, assessing the budget versus actual disbursement of funds, the flow of funds, the proper use of resources for the service in the community, and whether the physical and human resources that are supposed to be for the service in the community actually arrived. Follow below steps in doing the input tracking scorecard;

"The step must be taken seriously because the success of all other steps ahead depends on how well this step is done."

HOW TO DO THESE ACTIVITIES

- i. **Organize community volunteers to form a team of data collectors.**
- ii. **Analyse policies relevant to the service being assessed.**
 - What does the policy or law say about provision of a particular service?
- iii. **Collect supply side information**
 - Obtain local government budgets for the sectors community wants to assess.
 - Develop indicators to guide the development of input tracking scorecard
 - Analyse budgets for national policy activities
 - Develop Input Tracking Scorecard
- iv. **Hold a meeting with community/providers in a separate time.**
 - Orient community/providers by giving them information on entitlements or budgets.
 - Provide a chance for discussion through focus groups/key informants then collect input details added into the input tracking matrix.
- v. Together with the community representatives and/or key informants **organize and conduct a joint physical inspection of the project** (service) being assessed.

Developing Input Tracking Matrix (Scorecard)

Figure 2: Example of Input Tracking Matrix

INPUT INDICATORS	ENTITLEMENT (As specified by service mandate)	ACTUAL (Community perception)	REMARKS
Number of staff present in the dispensary	7 medical staff;	Only three staff are present	Number of staff does not satisfy service provision as per section 3.3 of the guideline standards for health facilities.
Number of births attended in the dispensary as opposed to those attend by TBAs	All women should deliver in the clinic	Number of births <ul style="list-style-type: none"> ○ 237 at dispensary ○ 3 by TBA's 	A good result for the dispensary, and also shows the level at which the community understands the importance of dispensary attended births.

Step 6:

Developing the Performance Scorecard

This is the next community engagement activity after the first meeting.

- Share the input tracking results and issues that emerged.
- Explain the activity to be done in the meeting and invite questions.

HOW TO DO IT:

- **Divide participants into focus groups** based on involvement or usage of service. Groups should be at different locations so that they do not disturb each other in their group work.

- **Facilitate community to develop performance criteria** which will be “positive” to improve the targeted service. Avoid many criteria to be developed, 5 to 10 is optimal.

- Let community volunteers to facilitate focus group discussions.
- Provide flip chart paper and markers.
- Allow sufficient time on this exercise.

- **Facilitate the community to score against the developed criteria.**

- They should agree on “marks” to use, scale can be numbers 1 – 5, 1 – 10 or using smiley faces or percentages.
- Draw the performance scoring chart and fill in the criteria (indicators) and the scale.
- Now read out the indicators one after the other for the group to discuss and score.

- Voting should be used versus consensus approach.

- Record the scores the group comes out with under the scores column.

- Get reasons for the scores and record these reasons. As facilitator, ask for the vivid examples and observations and record these too. Also, ask for real life cases and record them as well all under the reasons/remarks column.

- **Get suggestions from the group members for improvement and record these too.**

- Finally lead the whole meeting to reach consensus to their scores and they should provide suggestions for reform on the assessed service or project.



Developing the Performance Scorecard

Figure 3: Sample of Community Performance Scorecard

Key: 1 = Worse 2 = Bad 3 = Moderate 4 = Good 5 = Very good

Indicative Criteria	Women			Men		Consensus (Agreed scores)	Remarks
	Reproductive Age (21 – 45)	Adolescent	Old age (above 45 yrs)	Elders	Youth		
Attitude of the staff	4	4	4	2	3	3	Even though staff are few, they still serve us at their best level.
Women delivery at health facility	5	5	5	3	4	3	Some women still give birth at home.

Step 7:

Developing the Self – Evaluation Scorecard

This is a self assessment done by the service providers, but the steps are very similar to community performance scorecard;

- Invite Service Providers or Project Officers working at the community level to participate in that meeting.
- Orient and ensure participation.
- Share the input tracking results and issues that emerged.
- Explain the activity to be done in the meeting and invite questions.
- Divide into “focus groups”
- Inform them on the criteria (indicators) developed by the community as well as standard indicators from the Input Tracking matrix. Find out if they want to add their own indicators for the assessment.

- Facilitate service providers to score (do self-evaluation) against the developed criteria.
- They should agree on “marks” to use, scale can be numbers 1 – 5, 1 – 10 or using smiley faces or percentages.
- Draw the performance scoring chart and fill in the criteria (indicators) and the scale.
- Now read out the indicators one after the other for the group to discuss and score.
- Voting should be versus consensus approach.
- Record the scores the group comes out under the scores column.
- Get reasons for the scores and record these reasons. As facilitator, ask for vivid examples and observations and record these too.

Also, ask for real life cases and record them as well all under the reasons/remarks column.

- Get suggestions from the group members for improvement and record these too.
- Finally lead the group to do reflection on scores and provide suggestions for

After this meeting the implementers have to analyze the data and information got from the input tracking, performance and self evaluation scoring. Select the priority areas identified that will need the attention of the community.

Developing the Self – Evaluation Scorecard

Figure 4: Sample of Self Evaluation Scorecard

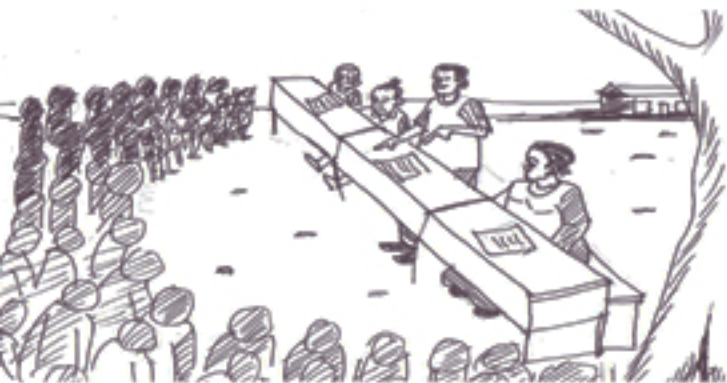
1 = Worse 2 = Bad 3 = Moderate 4 = Good 5 = Very good

Criteria	Scores	Remarks/Reasons
Number of staff present in the dispensary	2	Inadequate number of qualified staff to meet needs of the community
Number of births attended in the dispensary as opposed to those attend by TBAs	4	The community understands the importance of dispensary attended births.
Number of BBA (born before arrival) births	3	Emergency transport is needed to minimize this problem.

This step helps service providers to look inward (assess how they provide service to their clients). Also, self – evaluation enhances the confidence in the service provider especially when the scores are high.

Step 8:

This is a joint meeting where service users and providers meet and dialogue on issues and concerns which arose during the performance scoring and at the service providers' self-evaluation with the aim of improving the service. The meeting agrees on an action plan which clearly shows what is going to be done, how, by whom, when and resources needed. This stage makes a clear roadmap for the community to keep monitoring progress.



Interface meeting

How to conduct the joint meeting

- i. Choose a facilitator who is skilled and experienced on moderating public dialogues. S/he required being in a neutral point and facilitating the parties to dialogue and reaching consensus on the matter.
- ii. Organize a joint meeting for the service users and service providers. Invite other decision makers critical to this meeting {district officials, Councilors and Members of Parliament (MPs)}.
- iii. Assist each group (community and service providers) to present their results from the community performance scorecard as well as from the service providers' self evaluation scorecard.
- iv. Let one of the Community Volunteers discuss the priority areas for action.
- v. Facilitate participants to discuss these priority areas and understand the depth and magnitude of the problem in service provision and delivery.
- vi. Facilitate a productive dialogue and come up with some concrete reforms.
- vii. Develop a joint action plan with commitment for follow up.

Figure 5: Example of a Joint Action Plan:

Priority Issue (theme)	Action	Time	Who will lead	Resources	Remarks
Creating an open space for the community to express their ideas and gauging and monitoring the quality of service.	Make use of the opinion box	April 2011	Health facility management team (Clinical Officer in-charge)	Fund to buy and fix the opinion box	Community and/or health staff provided a chance to express their ideas on how to improve service delivery.
Contribution of the Community Health Fund (CHF).	Community should contribute on CHF	June 2010	Community health committee (Chairperson)	Funds & Human resources for sensitization	Using CHF to improve quality of service

Step 9:

Follow up and Institutionalization

It is the time for monitoring the implementation of the joint action plan developed during the interface meeting. This activity should be done by the implementing organization together with community volunteers so that the community has a stake in following up the agreed activities.

How to do follow up

- ☐ Develop performance benchmarks
- ☐ Introduce regular monitoring systems
- ☐ Set feedback meetings – District multi-stakeholder public forum

Key people in the area including political and community leaders should be invited as well as policy implementers such as District Executive Directors or Managers of the service providing agencies. The press and other media organizations are useful allies who should be invited to report on the event.

Objectives of the meeting

- To create a platform for civic engagement.
- To give community members the platform to interact with service providers.
- To give service providers feedback information on the quality of their service.
- To assist stakeholders (community members, service providers and others) to reflect if they are in the same track on the implementation of the joint action plan using the the developed benchmarks.

FEEDBACK MEETING

This will depend on the implementation timescale as reflected on the joint action plan. For example, if participants agreed to complete the planned activities after six (6) months, setting of a mid-term feedback (review) meeting after three (3) months is very crucial so that the team can reflect on how they can work towards bringing changes as was agreed in the plan. This is a one day forum for all people concerned; it should be absolutely participatory with limited protocol and not be dominated by influential people such as politicians. The meeting must be organized by the implementing organization itself.

DEVELOPING ADVOCACY STRATEGY

In the implementation of the Community Scorecard a lot of issues and concerns arise and some of them are difficult to be solved at community or district level due to policies and regulations which govern particular service delivery. If it will be realized that even at national level there will be a minimal chance to improve, it is a time for the implementers and community together to sit and develop an advocacy strategy to campaign for the better services the community want from the government.

DISCUSSION QUESTIONS

Setting advocacy goal:

1. What exactly is our advocacy goal?
2. What is a theme here?
3. What are the objectives of this campaign?

Building Support – Identify allies and opponents:

1. Which other organizations, groups and individuals are concerned or already working on the same policy change?
2. Any organizations, groups or individuals opposing the proposed policy change?

Selecting target audiences:

1. Who are potential target audiences?
2. Who can help to bring about the policy change you hope to achieve?

Identify key messages:

1. What policy change would the project like its target audience to support?
2. What specific actions does project want her target audience to take?
3. How can the project convey that to her audiences?

Monitoring and Evaluation:

1. How will the project track progress and realization of achievements?

Identify Dissemination Channels:

1. What steps does the project have to take to convey its messages to her target audiences?

Developing Advocacy Strategy

Figure 6: Steps in the Community Advocacy (Pressure) Process

