

Social Accountability Tools

Performance Monitoring

Community Score Cards: Presentation Script

Slide 1: Introduction

This presentation is about community scorecards – a commonly practiced and highly effective social accountability tool. We'll discuss the tool's main features and benefits, and walk you through a six-stage process for implementing a community scorecard exercise in your community.

Slide 2: Definition

It's useful to begin with a definition of the term "community." In this context, community refers to the intended users or beneficiaries of a public service (such as water or health services), or a development project (such as building a school). A community scorecard is both a process, and a tool by which community members evaluate performance and have a say in project management. It provides an opportunity for direct feedback and dialogue between the users and providers of a service. Community scorecards lead not only to improved transparency and accountability, but also to the empowerment of service users.

Slide 3: Three Different Scorecards and the CSC Process

The community scorecard, or "CSC" process, comprises three different scorecards: an input tracking scorecard, a performance scorecard prepared by the community, and a self-evaluation scorecard prepared by the service providers. Results are then discussed at an interface meeting at which follow-up actions are determined. We'll go over each of these scorecards later in the presentation.

Slide 4: Main Features

CSCs are conducted at the local level, using the community as a unit of analysis. They combine quantitative surveys with qualitative assessment of services through focus groups of service providers and service users. They generate action plans for improvement through dialogue between these two groups, and are often followed by joint monitoring and evaluation efforts.

Slide 5: Why Do We Use the CSC?

A community scorecard is a simple and easy tool that can have quick and tangible results in terms of service delivery improvements. The process can strengthen citizen voice by creating a channel for direct feedback between service providers and users. In this way, it can lead to community empowerment and build productive relationships between service users and providers.

Slide 6: What Does the Process Enable?

The dialogue between service users and providers enables the groups to share information, enumerate their concerns, and determine benchmarks for performance evaluation. It also gives service users a voice in the management and decision-making process. This leads to negotiation and the production of action steps to improve the service being evaluated.

Social Accountability Tools

Performance Monitoring

Community Score Cards: Presentation Script

Slide 7: How is it Used?

Community scorecards can be used to evaluate any public service, infrastructure or community project, with the primary unit of analysis being the local-level service or service facility. In evaluating health services, for example, the unit of analysis would be the local Primary Health Center; for education programs, it would be local schools and teacher performance. Because the service users frequently interact with local officials, this type of evaluation is both effective and simple to implement. Once the community level process is established, it can be replicated at the district or sub-district level.

Slide 8: Six Phases of the CSC

The community scorecard process can be divided into *six key stages*: preparatory groundwork developing the input tracking scorecard, community generation of the performance scorecard, generation of the self-evaluation scorecard by service providers, the interface meeting between community members and providers, and institutionalization.

Slide 9: Phase 1 – Preparation

Careful preparation of a community scorecard greatly reduces the risk of project failure. To this end, a great deal of groundwork needs to be done before a community scorecard can be implemented. First, the scorecard process involves multiple partners such as: different levels of service providers, service users, local institutions, and NGOs. It is important that all relevant actors – particularly those usually left out of decision-making processes such as women or poor households– are informed about the process in advance, and that they are prepared to take part in it. Second, all the necessary information needs to be collected and compiled on time.

Slide 10: Phase 2 – Input Tracking Scorecard

The first of the three types of community scorecard is an input tracking scorecard. This is an inventory of resources that have been budgeted or planned for. This can be compared with the resources that were actually made available for the service or project. The objective of this type of tracking exercise is to compare what was *actually done* to what was *originally planned*. In essence, input tracking is about obtaining information on the responsibilities of service providers, and giving community members access to information about their entitlements.

Slide 11: Phase 3 – Performance Scorecard

The second type of scorecard is a performance scorecard. Service users or project beneficiaries select indicators and assign scores for each indicator in order to analyze the performance of the service or project. These scores are shared with service providers in order to discuss how their performance can be improved, and how they can address users' concerns. This systematic presentation of data enables both users and providers to focus their dialogue on specific priorities and actions.

Social Accountability Tools

Performance Monitoring

Community Score Cards: Presentation Script

Slide 12: Phase 4 – Self Evaluation Scorecard

Next is a self-evaluation scorecard, in which service providers themselves generate indicators and evaluate their own performance. The self-evaluation scorecard is carried out by service providers directly involved with the service being evaluated. For example, staff at a primary health center or a school would evaluate services offered by their particular facility or unit. This type of scorecard complements the scorecards generated by service users, enabling the two groups to find common objectives. Together, the three scorecards form a basis for discussion during the interface meeting.

Slide 13: Phase 5 – Interface Meeting and Implementing the Action Plan

An interface meeting is a public forum where the service providers and users meet in order to present their respective scorecards. It is a new channel for communication, allowing groups to discuss ways in which the service can be improved and to negotiate and prepare a joint action plan. The action plan is a list of specific actions to be taken by the service providers and the users.

Slide 14: Phase 6 – Institutionalization

The action plan should be developed such that it can easily be incorporated into an existing project or service delivery framework. Routine monitoring jointly carried out by service users and providers, will help remind everyone of the action plan and keep track of its progress. Ideally, the CSC process is not a one-time intervention and will be repeated. During the repeat process, the interface meeting will review the original action plan and results from the second round of scorecards, revising the action plan where necessary.

Slide 15: Review

In this presentation, we learned about a new social accountability tool: the community scorecard, and its three different components: input tracking scorecards that measure resources planned for a certain service or project; performance scorecards generated by community members; and finally the self-evaluation scorecard generated by service providers. The entire process culminates in an interface meeting in which the results from these separate scorecards are presented and translated into action. Communities and service providers must commit to regular follow-up and monitoring to ensure that the necessary changes are made and sustained for the benefit of service users and providers alike.