

COMMUNITY SCORE CARD GUIDE FOR UPSNP

1. Session overview

Trainer	Name of trainer of session (.....)
Aim of session	Raise awareness on Community Score Card (CSC) Monitoring & Implementation Tool for UPSNP
Learning Outcomes	<ul style="list-style-type: none">❖ At the end of the session, participants will understand❖ the concept, scope, goal and strategy of CSC❖ the characteristics of CSC process❖ the basic relationship and difference of CSC with some similar tools❖ the benefit for service receivers and providers❖ the challenges of CSC and mitigations❖ the importance of planning and service standard identification❖ the CSC phases, stages, steps and activities
Additional results	Action plan for the rolling out of CSC
Time allocation	Orientation training : 2 x 180 minutes (One day)
Work form	Presentation, discussion and group exercise
Key topics	<ul style="list-style-type: none">❖ UPSNP Concept and Standards❖ Purpose and Strategy of CSC❖ CSC Principle and Approach❖ CSC Implementation Phases & Steps

2. Community Score Card Notes

Key message CSC for UPSNP is mechanism through which citizens monitor issues related with **Client Selection, Client Payment, Public Work, Direct Support, Livelihood, Graduation, Appealing and Grievance Redressing, Coordination of UPSNP, UPSNP Policy** based on the standards and effectiveness of UPSNP services provision. It helps to give constructive feedback to UPSNP service providers about their performance, and enables to learn directly from communities about UPSNP service and programmes which are working well and which are not and potentials for improvement.

Estimated reading time 45 minutes

Remarks For more reading materials, see tools section on Ethiopian Social Accountability Programme at <http://esap2.org.et/> and www.yemconsultant.com

3. Introduction Community Score Card

3.1. Concept of Community Score Card

Community Score Card (CSC) for UPSNP implementation is a mechanism through which citizens issues related with Client Selection, Client Payment, Public Work, Direct Support, Livelihood, Graduation, Appealing and Grievance Redressing, Coordination of UPSNP, UPSNP Policy based on the standards and effectiveness of UPSNP services provision. It provides the opportunity for UPSNP clients and partners to express and analyse any particular service they receive based on facts, to express dissatisfaction, to provide encouragement if good work is done - and further suggest measures to be taken if flaws still remain.

The most important ingredients of community score card are:

- ❖ CSCs are citizen-driven accountability measures that enhance citizens' civic involvement and voices (about their demand and need of UPSNP services) to complement conventional supply-side mechanisms of accountability;
- ❖ As a community-based social accountability tool, the CSC can be used to gather feedback from UPSNP service users and aimed at improving the communication between UPSNP users and service providers by building their capacity and insight;
- ❖ CSC helps what aspects of the services and programs are working well and what aspects of UPSNP program and activities are not, and then improving the service through joint action plan and follow-up;
- ❖ The information generated during the exercise allows service providers to implement improvements that respond to the needs, priorities, and preferences of UPSNP service users;
- ❖ It is a tool that empowers citizens to decide on their own affairs based on concrete facts (UPSNP standards, policies, local plans and community norms), instead of being simple spectators.
- ❖ CSC enables UPSNP clients and service provider to understand and practice the existing UPSNP standards, policies, local plans and community norms.

In the process of conducting Community Score Card process, the main actors are:

- ❖ **Service Providers of UPSNP:** includes decision makers of UPSNP specifically MoUDH, MoWCA, MoFEC, MoLSA, various taskforce and coordination units at all level as well as targeting, appeal and grievance redressing committees etc, and
- ❖ **UPSNP Client or Service Users:** includes Public Work and Livelihood Support; Direct Support (includes both permanent and temporary support).

The objective of CSC for UPSNP implementation in other word is to improve the quality, accessibility, effectiveness, efficiency and responsiveness of the UPSNP service delivery (specifically which includes UPSNP targeting, client payment, public work, direct support, livelihood, graduation, appealing and grievance redressing, planning and coordination of UPSNP program). The core implementation strategy is using dialogue in participatory forums that engages both UPSNP Users and Service Providers.

3.2. Basic Characteristics of Community Score Card

The most common characteristics of Community Score Card are as follows:

- ❖ Conducted at micro and local levels unit of measurement;
- ❖ Uses the UPSNP clients as the unit of analysis;
- ❖ Generates information through FGD;
- ❖ Enables maximum participation and ownership by the UPSNP clients;
- ❖ Emphasize joint immediate response and joint decision making;
- ❖ Identifies potential reforms through mutual dialogue and collaboration;
- ❖ As opposed to being a one-time event, CSC initiatives are typically conducted at regular intervals (every six month) to track performance and identify additional ways to improve UPSNP service-delivery performance.

3.3. Community Score Card Vs. Citizen Report Card

CSC is one of the many social accountability monitoring methods that is a hybrid techniques of social audit and citizens report card. Examine the following table to compare the similarity and the difference between CSC & CRC.

Table CSC 1: Community Score Card Vs Citizen Report Card

Community Score Card (CSC)	Citizen Report Card (CRC)
Participatory process - through multiple FGD	Survey instrument – data collected through questionnaires
Unit of analysis at community level	Unit – household/individual level
Requires strong facilitation skills	Emphasis on monitoring demand side data on performance and actual scores/report
Implementation time short (few days for one Woreda). Emphasis on immediate feedback and less on actual data	Implementation time longer (two month for one Woreda). Depend on statistical data.
Requires strong facilitation skills	Requires strong technical skills and practice
Covers one Woreda/Keble and one sector at a time.	Covers multiple Woreda/Kebeles and various sectors at a time.

3.4. Benefits of the CSC

Community Score Card has a number of uses both to the UPSNP Providers and UPSNP Clients. In general, it strengthens both “supply side” and “demand side” for good governance.

For UPSNP Users, it helps to give constructive feedback to UPSNP Providers about their performance in various ways:

- ❖ It helps to create common understanding on the prevailing problems and solutions and encourages local problem-solving.
- ❖ Empowers UPSNP Clients by giving them opportunities to provide direct feedback to UPSNP Providers.
- ❖ Creates an outlet through which the opinions of UPSNP Clients/users can reach UPSNP Providers in a timely fashion.
- ❖ It serves as a forum for consensus building on different interests of the community.
- ❖ It empowers UPSNP service users, and creates the opportunity for clients to assume community ownership of UPSNP Projects.
- ❖ It encourages community participation and enhances the culture of constructive dialogue and promotes cooperation between UPSNP users and providers.
- ❖ It can help to improve the behaviour of UPSNP Users and Providers due to the Interface Meetings (IR).
- ❖ It clarifies the roles and responsibilities of UPSNP Users in Service Providers.

For UPSNP Providers, it enables service providers to learn directly from communities and, moreover, the feedback helps to make informed decisions and consider policy choices with a view to providing improved UPSNP service that respond to citizens' rights, needs and preference:

- ❖ Track the quality, accessibility, effectiveness, efficiency and responsiveness of the UPSNP service delivery (specifically which includes UPSNP targeting, client payment, public work, direct support, livelihood, graduation, appealing and grievance redressing, planning and coordination of UPSNP program).
- ❖ Generates benchmark performance criteria that can be used in resource allocation and budget decisions.
- ❖ Encourages accountability on the part of UPSNP Providers by presenting input from UPSNP Users in a difficult-to-ignore fashion.
- ❖ CSC will also allow people to make more efficient use of resources through the monitoring of a particular UPSNP service delivery projects.
- ❖ Compares performances across UPSNP implementing Cities and Sub-city, Woreda and Kebele/Tabias.
- ❖ Reduces corruption by improving oversight.
- ❖ Improves UPSNP service-delivery performance by allowing being more customers centred.
- ❖ Promote accountability, transparency among UPSNP service users and providers; and also for donor funds & government budget management.
- ❖ It helps UPSNP service providers to monitor progress and service delivery quality, accessibility, effectiveness, efficiency and responsiveness together with the community.
- ❖ Challenges of Community Score Card: The participation of the community to monitor the service delivery activities of public institutions is a new to many communities. There may be a danger of creating high demand that cannot be fulfilled by UPSNP service providers. Initially, there is a need to balance between the UPSNP service users and providers ability in their service provisions. Secondly, it is also equally important to **post government UPSNP Service Standard** to avoid ambitious demand from the citizen.

3.5. Effective Scorecard Implementation Requirements

Effective implementation of Community Score Card presupposes the following.

- ❖ Good knowledge of the local administrative setup;
- ❖ Good knowledge and experience of UPSNP standards and policies;
- ❖ Good participatory facilitation skill;
- ❖ Strong sensitization activities so as to ensure maximum participation of UPSNP service users, service providers and other local stakeholders;
- ❖ Well planned Community Score Card process.

4. CSC Phases

Community Score Card implementation phases and steps has to pass through 4 phases, and each phase has various steps.

4.1. The Planning and Preparatory Phase

A thorough and well planned preparation is one of the determinants for successful implementation of the Community Score Card. In most cases, it is recommended that preparatory groundwork should begin earlier before the mobilization of the community. The most crucial steps of the planning and preparatory phase are:

- ❖ Identification of scope of UPSNP service provision, types and standards. And identification of geographic coverage (Region, Zone, Sub-city, Woreda, Kebele/Tabia).
- ❖ Identification of the issues to be monitored: client selection, client payment, public work, direct support, livelihood, graduation, appealing and grievance redressing, coordination of UPSNP, UPSNP Policy, UPSNP Standards and effectiveness and efficiency of services provision.
- ❖ Preliminary stratification of communities; sensitization with a view to ensure maximum participation of UPSNP service users, service providers and other stakeholders through field visits, awareness campaign and advocacy work on Social Accountability.
- ❖ Determining the sample size of the population to be involved in the Focus Group Discussions; identify the number and types of FGD and avoid social exclusion.
- ❖ Developing a work plan; arranging the required materials/logistics and manpower (train lead and assistance facilitators etc.).
- ❖ Identify inputs: This involves identification of the facilities, physical assets, service inputs and entitlements for the UPSNP. It is used to gather the supply side information and publicize the information on the availability and/or uses of key inputs for the UPSNP service.

4.2. Developing Community Score Card

This is the most critical phase in the implementation of the CSC process for UPSNP implementation. Since it involves for **types of FGD (Public Work and Livelihood, Direct Support, Compliant & Key persons (non UPSNP clients); and UPSNP Service Provider)** with different interest, different level of understanding of their rights, different perceptions and attitudes to the service providers, it needs to be handled with due care, diligence, wealth of information about the UPSNP service to be monitored. Developing a Community Score Card comprises the following steps:

Step 1: Organize the Community Gathering

- a) Organize sessions and brief the UPSNP users and providers about the purpose and the methodology;
- b) Divide UPSNP participants into four FGD: Public Work & Livelihood, Direct Support, Service Provider, Compliant and Key Informants acquainted to UPSNP issues.
- c) Assign facilitators per each FGD group: two persons per group, a leader and a note taker.

Step 2: Develop the Input Tracking Matrix

Inputs are resources that are allocated to a service delivery point in order to ensure efficient delivery of UPSNP services. Input tracking refers to the monitoring of the flow of physical assets and service inputs from the federal, regional, and Woredas to local levels.

Please note that original UPSNP entitlements, UPSNP guideline, national policies and standard norms. Further, physical assets are all necessary materials used for UPSNP activity. Service inputs are items like UPSNP managers, experts, committee members etc. Community perception refers to their understanding and view on the inputs & entitlements.

UPSNP Service Users often do not know the entitlements available to them. The input-tracking matrix records the differences between what users are entitled to receive and what a service provider is actually providing. The purpose of the activity is not only to increase transparency in relation to the availability of resources (thereby empowering communities) but also to identify areas in which there are discrepancies between entitled and actual resources.

Example of Citizen Charter and Service Standards for UPSNP

Unlike most basic services UPSNP has ample and sufficient Service Standards (examine the Amharic citizen Charter and detail Service Standard on the Amharic Manual).

Step 3: Generating and Prioritizing Issues.

In this step first as many as possible issues need to be generated by asking like:

- ❖ Create awareness on PSNP program and standards
- ❖ How are things going on with UPSNP services in your locality? Mention the main activities such as selection, transfer, transparency and accountability etc.;
- ❖ What UPSNP activities are going well? What don't work well?

Subsequently, the group needs to agree on the most relevant issues that are most important and urgent to deal with first. The group is expected to give reasons for their choice. This can be made graphically explicit by ordering the issues in a table.

Table CSC 2: Tabularized issues and priorities of UPSNP

Issue	Priority issues	Reason
Targeting (Selection of UPSNP Clients and Inclusion and Exclusion of Poor Citizen)		Lack of free and fair selection based on the criteria's of UPSNP
UPSNP Permanent & Temporary Support		Availability of equal right and opportunity
Transparency & Accountability in UPSNP		Access to all information and standards of UPSNP

UPSNP Planning and Coordination		Effectiveness of the arrangement
UPSNP Grievance Redress and Appealing Mechanism		Practicality of the process and responsiveness
UPSNP Payment & Transfer Issues		Applied as the standard
Skill Trainings and Counseling in UPSNP		Approach & effectiveness
UPSNP Livelihood Promotion Support		Approach & effectiveness
Graduation in UPSNP		Approach & effectiveness

Step 4: Developing Indicators & Matrix for Scoring

The facilitation teams (community note taker and facilitator from each group) will meet and share the various issues generated. From the mix of issues from different groups a list of common major issues is identified. For each issue an indicator is developed and listed in a Scoring Matrix as exemplified below.

Table CSC 3: Example of Scoring Matrix for UPSNP

Group Name:	Date:	Service UPSNP	City, Sub-city, Woreda & Kebele
Indicators		Score	Reasons and suggestions
Indicator 1: Targeting issue....			
Indicator 2: Public work....			
Indicator 3: Direct support....			
Indicator 4: Appealing & Grievance Redress			
Indicator 5: Payment & Transfer....			
Indicator 6: Skill Trainings and Counseling			
Indicator 7: Skill Trainings and Counseling			
Indicator 8: planning and coordination			

After the completion of preparing the indicators and matrices, the facilitation teams go back to their respective community.

Step 5: Conducting the Score Card with the Community

The following activities are to be undertaken under this step.

- ❖ Present the indicators for the whole group and build consensus.
- ❖ Then disperse to their previous groups, so that each group will give their own score.
- ❖ Performance scoring: Use scales for performance scoring (it can be 1-5, or 0-10, or 0-100 or any traditional counting method). The group needs to agree on the scores either by vote, preferably by consensus. The scoring card could be expressed in a qualitative term i.e. very bad, bad, just ok, good, very good.
- ❖ Explanation for each score and suggestions for reform and improvement are required.

Step 6: Consolidating the CSC

- ❖ Develop the matrix that will record scores from all the focus groups so that the score can be consolidated (combined for each indicator).
- ❖ Facilitators will convene a meeting with the representatives from the focus groups. The representatives share scores from each of their groups and the scores are inserted in the matrix and facilitators guide the discussion by asking questions such as,

looking the different scores, which show the real picture/situation? The purpose is to come-up with representative scores either by taking the average, or preferably by consensus.

Table CSC 4: Community Tabularized Consolidated Scoring Matrix

Indicators	Focus group scores			Consolidated Scores
	Public Work & Livelihood FGD	Direct Support FGD	Compliant & Key Informants FGD	
Indicator 1:	1	3	2	2.0
Indicator 2:	3	1	3	2.3
Indicator 3:				
Indicator 4:				
Indicator 5:				
Indicator 6:				

Phase 3: Conducting Service Providers Self-evaluation Score Card

This phase of the process involves service providers to evaluate the performance of their services. The process is more or less the same with the user community score card described in Phase 2 but not exactly identical. Under this process, there may not be need for group formation since the size is very small and they are represented from related government sectors, administrative officials and committee members. But, when the participants are many, there may be a need to form groups and consolidate the group scores.

Initially, UPSNP service provider will exercise CSC process like the community. Then the **issue/indicators identified, prioritized and aggregated by the citizen will be delivered for the UPSNP service provider for self-evaluation.** Thereafter, the service provider will give his own score and concrete reason for each indicator (use the same scoring matrix similar to the community).

Phase 4: Interface/Reform Meeting

The Community Score Card (CSC) helps both sides to come together, identify the reasons for UPSNP services and find out solutions for the problems identified. To bring this all together, in this phase an Interface Meeting is conducted to develop a joint Action Plan and arrange for follow-up and institutionalization mechanism. A committee will be establishing from the community and service provider for the follow-up of the Joint Action Plan Implementation.

Joint Action Plan Matrix (Put in the flipchart for all to see it)

Priority Issue/Indicator	Action (needed to address the issue)	Who lead the action	With whom (name & institution)	By when should it be done (realistic)	Note

References

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