

Enhancing Citizen Engagement in Investing Early in Years Project in Malawi

IEYP

Process of
conducting a
Community Score
Card
(CSC)



A Training Manual on Conducting Community Score Card

Developed by

Civil Society Organizations

Nutrition Alliance (CSONA)

&

Early Childhood Development

Coalition (ECDC)

**For the
Investing in Early Years Project
(IEYP)**

June, 2021.

TABLE OF CONTENTS

ABBREVIATIONS	vi
1.0. INTRODUCTION	1
2.0. CITIZEN ENGAGEMENT	1
3.0. SOCIAL ACCOUNTABILITY	3
3.1. Objectives	3
3.2. What is Accountability?	4
3.3. What is Social Accountability?	4
4.0. CSC PROCESSES	6
Definition	6
Purpose, goal and strategy	7
4.1. COMMUNITY SCORECARDS	7
4.2. Objectives Of Community Scorecards	9
4.3. Advantages of Community Scorecard	10
4.4. Importance of community scorecard process?	10
4.5. Basic characteristics of the Community Score Card.	10
4.6. Uses and benefits of the Community Score Card.	11
4.7. Benefits	11
4.8. Challenges of the Community Score Card	12
4.9. Effective score card implementation requirements.	12
5.0. CSC IMPLEMENTATION PROCESS	13
5.1. Phases/steps of the Citizen Engagement CSC process	14
5.1.1. Phase 1: Preparatory Work	15

5.1.2.	Phase 2: Community Score card administration	15
5.1.3.	Phase 3: Score's consolidation.....	20
5.1.4.	Phase 4: Community interface meetings	23
5.1.5.	Phase 5: Follow up and initialization.....	26
5.1.6.	Phase 6: Reporting and dissemination	27
6.0.	GLOSSARY	29
7.0.	CHECKLIST	30
8.0.	REFERENCES	31

This training manual has been developed by the implementers of the Citizen Engagement component of the Investing in Early Years Project (IEYP) which are Civil Society Organization Nutrition Alliance (CSONA) & the Early Childhood Development Coalition (ECDC) in June, 2021;
based on other Community Score Card technical guiding tools developed by other stakeholders such as CARE Malawi.

ABBREVIATIONS

CBCC	Community-Based Child Care Centre
CE	Citizen Engagement
CSC	Community Score Card
CSONA	Civil Society Organisations Nutrition Alliance
DNHA	Department of Nutrition and HIV/AIDS
ECDC	Early Childhood Development Coalition
IEYP	Investing in Early Years Project
MG	Malawi Government
MoGCDSW	Ministry of Gender, Community Development & Social Welfare



COVID-19 IS REAL



1.0. INTRODUCTION



Government accountability has often been weak, and where it does exist, usually it is **upward accountability** that is government service providers account to those above them in the government hierarchy. But in democracy, there should also be **downward accountability**-that is, government accounts to the citizens.

In fact, responsibilities are not only one-way, when the Ministry of Finance provides funds to District Council, both the central government and the District Council are providing a service: central government is providing resources and the District Council is helping central government to put those resources to good use. These two-way responsibilities also exist when

The community scorecard process is a way of improving service information flow between citizens and the service providers and working towards mutual accountability.

government provides resources to a community for some project: both sides have some responsibility to the other. So rather than upward accountability or downward accountability, perhaps we should be aiming toward **mutual accountability**. When mutual accountability is achieved, then trust relations can be strengthened and governance improved.

Don'ts of a Community Score Card?

- Finger-pointing or blaming.
- Settling personal scores.
- Creating conflict.

It is a means by which community members assess the performance of public services and interact with the service providers to express their concerns.



2.0. CITIZEN ENGAGEMENT

Citizens play a critical role in advocating and helping to make public institutions more transparent, accountable and effective, and contributing innovative solutions to complex development challenges affecting the country. This process of involving citizens in development aspects is what is termed citizen engagement. There is evidence to suggest that under the right conditions, citizen engagement can assist governments to achieve improved developmental results by creating links between citizen engagement and improved service delivery of the public service including public financial management, governance, social inclusion and empowerment.

However, in as much as citizen engagement seems a powerful tool in executing good governance and social accountability, the outcomes of the CE are highly dependent on the citizens and government's capacity and willingness to engage and effect the needed change. Effective citizen engagement also highly depends on the social, economic, political, cultural, environmental, geographic and other factors such as education and gender. For a country like Malawi that is characterized by high poverty rates, high illiteracy levels and a high magnitude of gender imbalances, it becomes difficult to roll out successful citizen engagement and government takes advantage of these factors not to provide the much-needed services to the citizens.



It has been proven that engaging citizens and mobilizing communities in the process can help bring greater transparency, accountability, and social inclusion, thus improving development results. Social accountability is one way of engaging the citizens in the various aspects of development.

Social accountability is an approach that relies on civic engagement in that citizens participate directly or indirectly in demanding accountability from service providers and public officials. Examples of social accountability tools and mechanisms include participatory budgeting, public expenditure tracking, citizen report cards, social audits, citizen charters, right to information acts, and community scorecards (CSCs), which is the focus of this training manual.

The process of involving citizens in development aspects is what is termed *Citizen Engagement*.



3.0. SOCIAL ACCOUNTABILITY

3.1. Objectives

The objective of this module is to enlighten participants on the concepts and methods of social accountability monitoring. After the completion of this module, participants are expected to:

- Define what social accountability is
- Explain who uses social accountability tools
- Understand the different methods of social accountability and their purposes with particular emphasis on Community Score Card

3.2. What is Accountability?

Accountability is defined as the power or obligation or willingness to accept responsibility for one's action. Accountability is accompanied by clear commitments that-in the eyes of others-have been kept". It is an assurance that an individual or organization will be evaluated on their performance or behavior related to something for which they are responsible.

A fundamental principle of democracy is that citizens have the right to demand accountability and public actors have an obligation to be accountable. Elected officials have a mandate to be accountable for their conduct and performance. They should be held accountable to obey the law and not abuse their powers and serve the public interest in an efficient, effective and fair manner.

3.3. What is Social Accountability?

Social accountability is about involving citizens and communities in the process of governance so that decisions and actions of the people and organizations with power are made public and questioned. This does not only improve governance but also leads to better service delivery and to community empowerment.

Social accountability mechanisms for involving the community can be applied in;

- *Planning and Development.*
 - *Setting budgets.*
 - *Tracking expenditure.*
- *Monitoring the performance of the project.*



Essence of Community accountability to Projects

An essential part of social accountability is open and effective communication with communities so that they are informed and can participate in the areas of project development and service delivery. Encouraging communities to be accountable to projects can achieve the following results:

- It can ensure that community members and organizational employees are held accountable to local agreements and bylaws.
- The leaders' willingness to promote accountability in others and themselves help in creating a positive focus and commitment to achieve high-level results in an open and transparent manner

Monitoring methods during social accountability

The type of monitoring and tools to be used in promoting social accountability depends on the following factors:

- The nature and the scope of the problem
- The capacities of both the demand and supply side
- The socio-political context

Some of the social accountability monitoring methods include the following:

- Participatory budgeting, independent budget analysis.
- Expenditure Tracking (i.e., Budget tracking survey and input tracking).
- Participatory performance monitoring (i.e., Citizen's report card, Social Audit and Community Score Card).
- Citizens Juries, public hearings, community radio, transparency portals, citizen's charters and ombudsmen.

Largely, for citizen engagement, participatory performance monitoring through the use of Community Score Card will largely be used to promote beneficiaries' participation in the IEYP project to promote efficiency and effectiveness of the delivery of services.

Discussion and thinking

- Who can benefit from the application of social accountability tools?
- Examine the scope of application of social accountability in the context of IEYP project
- To whom can public officials be accountable to in the context of the IEYP?
- Who is a service provider and what is his/her role in ensuring social accountability in the context of the IEYP?
- What determines the selection of a specific social accountability method?

4.0. CSC PROCESSES

Objective

This module deals with the most relevant part of the training which focuses on the practical aspects of conducting social accountability monitoring through the application the Community Score Card. The objective of this module is to enable participants to conduct the Community Score Card process through its different phases. After completing of this module, participants will be able to:

- Identify the different phases involved in the Community Score Card process.
- Identify the steps involved in each phase.
- Understand and grasp the details of each phase and step.
- Conduct social accountability monitoring by applying the Community Score Card method.

Definition

The Community Score Card is one of many social accountability monitoring methods and is a hybrid technique combining social audit and the Citizen Report Card. It is an instrument to extract social and public accountability and responsiveness from service providers by linking them to the community; thus, citizens are empowered to provide immediate feedback to the service providers.

The most important advantages of the Community Score Card are:

- It is part and parcel of social accountability monitoring methods.
- It is a good system of communication between service users and service providers.
- It embodies many of the characteristics of democratic system of government, specifically good governance.
- It is empowering citizens to decide on their own affairs, instead of being simple spectators.
- It is based on the principle of mutual accountability.

Purpose, goal and strategy

Who is involved; In the process of conducting the Community Score Card process, the main actors are service providers and service users.

Objective; the objective of the Community Score Card is to improve quality, accessibility and relevance of service delivery and public works. The most notable purpose of the Community Score Card is to promote and enhance service provision.

Goal; the ultimate goal of the Community Score Card process is to influence the quality, efficiency and accountability with which services are provided at different levels.

Strategy; the core implementation strategy to achieve this goal is using dialogue in a participatory forum that engages both service users and service providers.

4.1. COMMUNITY SCORECARDS

Community Score Cards are accountability measures driven by citizens that are aimed at enhancing citizens' civic involvement and voices and complement conventional supply-side mechanisms of accountability, such as political checks and balances, accounting and auditing systems, administrative rules, and legal procedures. By establishing mutual accountability and co-responsibility of citizens and their governments, social accountability measures demonstrate to citizens that they can play a critical role in promoting service-delivery improvements. Social accountability tools are increasingly recognized as a means of improving service delivery and governance.

The CSC being a community-based social accountability tool, it can be used to gather feedback from service users (beneficiaries) and improve communication between communities and service providers. The CSC process involves using focus groups and facilitated interface meetings, the CSC process provides communities with an opportunity to give systematic and constructive feedback to service providers about their performance and satisfaction of the services being rendered. It also helps service providers learn directly from beneficiaries about what is working well and what is not working well as per the service being delivered. As opposed to being a one-time event, CSC initiatives are typically conducted at regular intervals to track performance and identify additional ways to improve service-delivery performance.

'The Community'

In the CSC process, the "community" is the focus of the whole analysis. The CSC exercise is focused on monitoring at the local level and it is a useful tool for providing beneficiaries the opportunity to monitor and evaluate services provided by local governments. The CSC process is a tool best applied at grassroots level and it is for this reason that the tool is more effective in a rural set up than in towns. The information

generated during the exercise allows service providers to implement improvements that respond to the needs, priorities, and preferences of the beneficiaries and this also increases community oversight. Benefits of citizen engagement through the community score card process.

“To The Beneficiaries”



- It Encourages community level problem-solving
- It Empowers beneficiaries by giving them opportunities to provide direct feedback to service providers
- It creates a platform through which the opinions of beneficiaries can reach service providers in a timely manner
- It encourages accountability on the part of service providers by presenting input from beneficiaries in a difficult-to-ignore fashion
- It promotes cooperation between beneficiaries and providers

“To the service providers”

- Track’s assets and/or spending (e.g., availability of water, medicines at health centers, textbooks in schools)
- Generates benchmark performance criteria that can be used in resource allocation and budget decisions (e.g., at least 8 hours per day of clean and safe water)

- Monitors user perceptions regarding the quality of services (e.g., absenteeism rates among health care personnel)
- Compares performances across different locations in the facilities and districts
- Reduces corruption by improving oversight
- Improves service-delivery performance by allowing it to become more beneficiary centered.

4.2. Objectives Of Community Scorecards

The scorecard process has the following but not limited to the following objectives

1. To equip and empower beneficiaries with knowledge and skills on how they can jointly analyze services/activities in the community
2. To provide information to beneficiaries on how they can facilitate services done by service providers
3. To empower beneficiaries with skills and techniques on how they can influence communities on activities/interventions in the community by service providers
4. To equip beneficiaries with skills that can improve services through quality services in the community and promote community participation



Types of Scorecards

There are many types of Scorecards;

1. Input Tracking Scorecard
2. Performance/Community Scorecard
3. Self-Assessment/Evaluation Scorecard

But in this manual is focusing on Performance/Community CSC.

4.3. Advantages of Community Scorecard

- It uses the monitoring indicators to resolve the performance of the service providers
- It collects the disagreements of the community towards services and solicited things on criteria of proposal implementation and results
- It measures the efficiency of policies put in place by service providers
- It involves the stakeholders to arise on the judgment of their interventions
- It measures how the logical, measurements and impact were efficiently used
- It analyzes the programs' activities offered and gives information about the interventions that affect them
- It is the civic and citizen engagements of people to participate in the project that has a scoring name

4.4. Importance of community scorecard process?

1. To provide information to citizens on service delivery at national level
 - ❖ What is the government and NGOs doing to implements projects?
 - ❖ Paying back to the community on their needs i.e., ECD education, free drugs –ARVs at hospital, water, school
2. To get useful feedback from the grassroots people
3. To contribute to good governance and service provider's accountability on country's districts on service provision
4. It offers power to people to monitor services they receive from government
5. It gives opportunities to the vulnerable to participate in decision making or voice up on the service they receive - PLHIV have a voice on their problems.

4.5. Basic characteristics of the Community Score Card.

The most common characteristics of the Community Score Card are as follows.

- It is conducted at micro level, and uses the community as the unit of analysis.
- Information is generated through focus group discussion.
- It enables maximum participation of the local community

- It provides immediate feedback to service providers.
- It emphasizes joint immediate response and joint decision making.
- Plans for reform are arrived at thorough mutual dialogue between users and service providers, and can be followed up by joint monitoring.

4.6. Uses and benefits of the Community Score Card.

The Community Score Card has a number of uses, both for the service providers and service users.

For service users. It helps to give constructive feedback to service providers about their performance.

For service providers. It enables the providers to learn directly from communities about which of their services and programmes are working well and which are not. Moreover, the feedback helps them to make informed decisions and consider policy choices with a view to providing an improved service that responds to the citizen's rights, needs and preferences.

4.7. Benefits

- It improves relations between service providers and service users.
- It promotes accountability, transparency and responsibility of service providers to service users.
- It helps to create common understanding of the prevailing problems and possible solutions.
- It serves as a forum for consensus building on different interests within the community.
- It empowers service users, and creates the opportunity for service users to assume community ownership of projects.
- It clarifies the roles and responsibilities of service users in service delivery.
- It encourages community participation and enhances the culture of constructive dialogue between service providers and service users.
- It can expose corrupt officials.
- It can show service providers how to be accountable and responsible to the service users.
- It helps service providers to monitor progress and service quality together with the community.
- It can help to improve the behavior of service users which can assist in improved service delivery.
- It promotes accountability and transparency in the use of funds.

4.8. Challenges of the Community Score Card

The participation of the community in monitoring the service delivery activities of public institutions is new to many traditional communities, and to the traditional bureaucratic governance system in particular. Specifically, the introduction of social accountability monitoring mechanisms is new to Malawi communities and public institutions as well.

It is obvious that these mechanisms cannot be introduced in a socio-cultural vacuum. The introduction of new ideas and working methods, such as the Community Score Card, requires new working styles and social and political acceptability. Thus, it is logical that the introduction of Community Score Card approaches will encounter challenges. Some of the expected challenges are as follows:

- Acceptance may require time; it may not be an easy or smooth task at the beginning.
- Good facilitation skills are one requirement; the CSC may lead to conflict if not handled skillfully and well.
- It can result in individuals being targeted (finger pointing) rather reasonable monitoring of service delivery performance.
- The CSC can raise unrealistic expectations with the service users, if not well facilitated.

There may be a danger of creating demand that cannot be fulfilled by service providers. There is a need to balance between demand made by users and service provider's ability to provide services.

4.9. Effective score card implementation requirements.

Effective implementation of the Community Score Card presupposes the following

- Good knowledge of the local administrative setup.
- Good participatory facilitation skills.
- A strong sensitization activity so as to ensure maximum participation of service users, service providers and other local stakeholders.
- Well-planned Community Score Card process.

5.0. CSC IMPLEMENTATION PROCESS

This module introduces the scope of implementing the Citizen engagement scorecard outlining a step-by-step process of conducting a community score card (CSC). At the end of this module, participants will be able to;

1. Understand the major steps of the CSC process.
2. Identified major activities within each step.
3. Conduct the CSC.
4. Develop CSC implementation report.



The CSC helps to identify and understand services being experienced by both the users and providers. The main goal of the CSC process is to positively influence the quality, efficiency and accountability with which services are provided at different levels. The core implementation strategy of the CSC in achieving the goal is in using dialogue in a participatory forum that engages both service users and service providers.

5.1. Phases/steps of the Citizen Engagement CSC process

The CE CSC process has 5 main steps.

1. Preparatory groundwork and research.
2. Community scorecard administration.
3. Score's consolidation/analysis.
4. Community level Interface meeting between community and service provider.
5. Action plan implementation, Advocacy and follow-up (M&E).
6. Reporting and dissemination of findings.

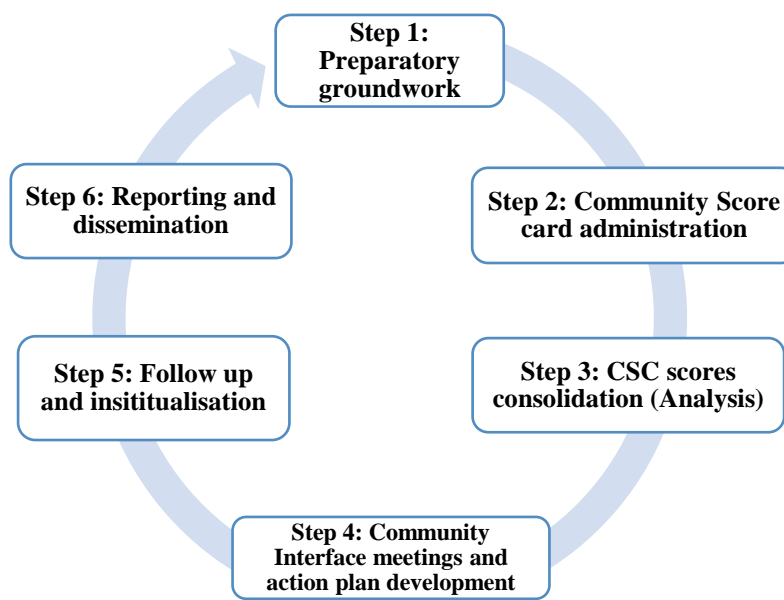


Figure 1; CSC process steps.

5.1.1. Phase 1: Preparatory Work

Critical preparation for a CSC process is crucial and should begin preferably *nearly a month or weeks* prior to mobilizing a community gathering. First will be general preparations to establish the basis for a CSC program in an area which includes;

- a) Identifying and understanding the sectoral scope and intended geographic coverage of the exercise.
- b) Identifying the facility/service input entitlements for the chosen sector.
- c) Developing the CSC tool and standard indicators.
- d) Identifying and training of lead facilitators and enumerators.
- e) Developing a workplan for the performing the CSC process.
- f) Making introductory visits to local leaders to inform them of your plans.

Prior to actual implementation, it is important to communicate to the community and community leaders or meet with them in all the areas where the process will be conducted. These communications or meetings are the time to explain, inform and negotiate the purpose of the upcoming CSC process and other arrangements such as dates for the process, duration & venue for the exercise.

5.1.2. Phase 2: Community Score card administration

This phase comprehensively should be able to last a maximum of 3 hours:

This is most important phase in the CSC process. Ideally, prior to commencing a CSC administration, participants/beneficiaries need reflect on the services being delivered by generating issues that in turn informs indicators to be used for service delivery assessment and rating. In this case, the team has already developed standard indicators which informed by the nature of service the project is delivering to the communities in all the three components. As such, this phase will follow through the following sub steps:

Step 1: Community mobilization

Should last a maximum of 30 minutes:

This first step captures community entry activities; its where all the targeted beneficiaries or focus groups in this case caregivers and woman are mobilized and gathered together for the CSC process. Main activities under this step includes;

- i. Briefing the target group about the purpose and methodology.
- ii. Dividing participants into the two-focus group i.e., caregivers and women.

-

Step 2: CSC awareness and improvement

This step is also called; ‘Creating the score card with the community’ and should last a maximum of 1 $\frac{1}{2}$ hours (1 hour for the main session & 30 minutes break; with 15 minutes of the break spent on mixing/improving pre-developed indicators):



It is at this level that the participants are comprehensively taken through the pre-developed CSC tool. Before reading the CSC tool to participants, take the first 5 – 10 minutes learning from beneficiaries' perception towards delivery of services. This will help activate their reflection on the how service providers are performing and help you improve the pre-developed standard CSC tool by integrating into the standard indicator's real issues from the ground.

The note taker must at this point be able to capture all the issues on a flip chart.

This step should be guided by the step below;

- i. Ask leading questions such as; How are things going on with service or program here? what service or program works well? What don't work well?

These questions will help beneficiaries reflect on service delivery and you will be able to link responses with the pre-developed indicators, thereby generating issues that will inform and improve the standard tool to reflect issues on the ground.

It is obvious that issues generated from *Community A* will not be exactly the same as issues generated at *Community B*; and it is therefore strongly recommended that community generated issues should only be used to improve the pre-developed indicators or CSC tool and **not** necessarily replacing them. Facilitators should carefully adopt the new issues by aligning them to related standard indicators.

- i. Prioritize the issues coming out and the focus group should give reasons for their choice; the issue plus the reason should assist lead facilitators determine the connection with a related standard indicator.
- ii. Before adopting the issues raised by the beneficiaries, the focus group should first prioritize and agree on the most relevant and important issue that should be adopted and used to improve a related pre-developed standard indicator.

Issue	Priority	Reason

Figure 2: Issue prioritization table.

- iii. After successfully gathering and generating issues with participants; Explain and show the participants the pre-developed developed tool and standard indicators.
- iv. Inform them that the new issues will be taken on board by integrating and mixing them with more relevant pre-developed indicators.

Note: Completely new issues must also be noted, recorded and added to the CSC tool when doing improvement; the lead facilitator should remember to note the new issues for integration into the excel CSC consolidation matrix by the secretariat.

- v. Take a 30 minutes health break (spend 15 minutes of the health break aligning prioritized issues with relevant pre-developed indicators).
- vi. Reconvened for scoring the improved CSC tool (step 3).



Step 3: Actual CSC administration

This step should last a maximum of 1 hour:

After successfully completing the above step and the health break, reconvene the focus group for the actual scoring of the improved CSC tool. The focus group is at this point rating the indicator on a scale of 1 – 3 (refer to the Figure 2; sample CSC scoring tool).

The following steps should guide you;

- i. Thank the community for their time and inputs.
- ii. Explain that you have transformed their issues into common indicators and that now needs to be scored.
- iii. Present the developed indicators and check that they represent the issues generated during the first meeting.
- iv. Low scores should be supported with suggestions on improvement, similarly high scores on how to maintain those aspects.
- v. Make sure the group has agreed on the score before writing it up on the matrix/tool.

Note: The community is rating services, project not people.

- vi. After scoring has been done, reconvene as a big community group (caregivers and women) and thank the community once again for their time and ideas.



COMMUNITY BENEFICIARY SCORECARD TOOL

District;, TA;, Date;,

Community;, Name of the interviewer;,

Indicator	Question	Response/Score	CBCC Caregivers	Women
Nutrition Component				
Effectiveness and relevance of Growth monitoring and Promotion (GMP) services;	How satisfied are you with the relevance of the GMP trainings?	1 Dissatisfied: <i>None of the topics meet my needs</i> 2 Somewhat satisfied: <i>some of the topics meet my needs</i> 3 Very satisfied: <i>Most or all of the topics meet my needs</i>		
	How satisfied are you with the effectiveness and information packaging of the GMP trainings?	1 Dissatisfied: <i>none of the topics were clear, very hard to understand</i> 2 Somewhat satisfied: <i>some of the topics meet my needs</i> 3 Very satisfied: <i>Most or all topics were relevant and necessary for my work.</i>		
	How satisfied are you with the availability GMP services in your area?	1 Dissatisfied: <i>The services are not available in our community</i> 2 Somewhat satisfied: <i>Service is available, but once in a while.</i> 3 Very satisfied: <i>The service is readily available and highly accessible.</i>		

Figure 3: CSC tool

- vii. Once again communicate to the representatives about the purpose of the CSC tool and request for an interface meeting inviting the same focus groups and further explaining that now the meeting will include service providers. Set date, time and venue for this meeting.
- viii. After accumulatively 3 hours, close the meeting and closure of phase 2.

5.1.3. Phase 3: Score's consolidation

This phase should be able to take a maximum of 2 hours:

Step 1: Debrief

Should take a maximum of 45 minutes.

Back at the office, facilitators must convene for data analysis also known as Score's consolidation workshop. This phase also provides facilitators the opportunity to jointly reflect on the exercise and share learnings and experiences. Guiding steps;

- i. The district officer must convene and chair these meetings.
- ii. Taking note of every issue being raised during the discussion to support activity reporting.
- iii. Discuss on key learning and challenges.

- iv. This forms the commencement of activity report writing. (Summarizing what transpired during the previous activity/phases; such as Score card administration).
- v. Orientation of facilitators to the electronic excel scores consolidation matrix, explaining changes made due to new input from beneficiaries.
- vi. Then 15 minutes health break to freshen up before starting data entry and analysis.
- vii. Reconvening for 1 hour data entry and analysis.
- viii. At the end of the consolidation exercise, remember once again communicate to the representatives and request now reminding and confirming the interface meeting inviting the same focus groups and service providers.
- ix. Call the community leaders, beneficiaries and relevant service providers confirming the dates, venue and their participation in the meeting.
- x. Within the team of facilitators nominate a representative with good facilitation skills to prepare a presentation (report) for the interface meeting.

Step 2: Score's consolidation/data analysis

Understand the improved excel scores consolidated matrix. Secretariat staff to help improving the matrix integrating community added indicators that were initially not part of the initial CSC matrix (this should have been done already at this stage). This is easiest step of this phase as it involves mainly entering scores into the programmed excel scoring matrix. The scoring matrix is programmed and capable of generating the final average score immediately after completing data entry. This electronic consolidation sheet has 3 main parts;

Data entry sheet

This part of the electronic excel scores consolidation matrix is capable of receiving raw data from all CSC scoring tools per focus groups. The facilitation team will be able to only enter scores ranging from 1 – 3 per the score given to each indicator by the focus groups.

CSC Data entry tool

Consolidation matrix

Overall District satisfaction

+

Ready

Display Settings

Indicator	Questions	TA;				TA;			
		COMMUNITY/CBCC (A)		COMMUNITY/CBCC (B)		COMMUNITY/CBCC (A)		COMMUNITY/CBCC (B)	
		CBCC Caregivers	Women	CBCC Caregivers	Women	CBCC Caregivers	Women	CBCC Caregivers	Women
Nutrition Specific									
Effectiveness and relevance of Growth monitoring and Promotion (GMP) services;	How satisfied are you with the relevance of the GMP trainings?	3		3		3		3	
	How satisfied are you with the effectiveness and information packaging of the GMP trainings?	3	3	3	3	3	3	3	3
	How satisfied are you with the availability GMP services in your area?	3		3		3		3	
Frequency and effectiveness of the SBCC campaigns;	How satisfied are you with the intensity of capacity building sessions in MIYCF practices? i.e.; exclusive breastfeeding, complementary feeding.	3		3		3		3	
	How satisfied are you with the relevance of exclusive breastfeeding promotion messages?	3	3	3	3	3	3	3	3
	How satisfied are you with demonstration of complementary feeding best practices; in terms of use of locally available materials?	3	3	3	3	3	3	3	3
	How satisfied are you with effectiveness of conducting cooking demonstrations?	3	3	3	3	3	3	3	3
	How satisfied are you with information clarity?	3	3	3	3	3	3	3	3

Figure 3: CSC data entry tool

Please note: The district officer must always remember to run a system quality check on the consolidation matrix. The tool should be able to give an average final district of 3.0 if a constant score of 3 is entered in the data entry sheet symbolizing no error in the programmed formula. Likewise, an average of 1 or 2 as final district average score if constant scores are of the said digits (1 or 2) are entered in the data entry sheet.

Consolidation matrix

This is the sheet with all the average formula. It displays calculated data immediately after entry. This sheet is also capable of generating average score per focus group. The team analysis the data should be able to attach a reason to a particular average score; not taken from thin air but synthesized from a number of reasons participants were giving when justifying the individual scores.

Indicator	Focus group (Beneficiaries)	T/A: _____		T/A: _____		Consolidated score	Remarks
		Community/CB CC (A)	Community/CB CC (B)	Community/CB CC (A)	Community/CB CC (B)		
Effectiveness and relevance of Growth monitoring and Promotion (GMP) services;	CBCC Caregivers	3.0	3.0	3.0	3.0	3.0	
	Women	1.0	2.0	1.0	2.0	1.5	
Consolidated score 1		2.0	2.5	2.0	2.5	2.3	Overall rating shows that beneficiaries are very satisfied with how this is being delivered and performance of service providers.

Figure 4: Consolidation matrix tool

Overall district satisfaction rating

This final sheet is the output. The final average satisfaction rating will be automatically displayed here.

The final district satisfaction rating will be taken from this sheet thereby finalizing data analysis or CSC scores consolidation.

District officers and the team will be required to immediately record the average district score and electronically save the task for sharing with secretariats. The shared reports will be both a programmatic report narrative summarizing the entire exercise as well as the electronic score consolidated matrix. Used hardcopy questionnaires will also be required to be submitted to the secretariat after the exercise.

Indicator	Overall C. Score	
CS 1	3.0	
CS 2	3.0	
CS 3	3.0	
CS 4	3.0	
CS 5	3.0	
CS 6	3.0	
CS 7	3.0	
CS 8	3.0	
CS 9	3.0	
CS 10	3.0	
Overall District CE consolidated score		3.0

CSC Data entry tool	Consolidation matrix	Overall District satisfaction
---------------------	----------------------	-------------------------------

Figure 5: Overall District Consolidation matrix.

5.1.4. Phase 4: Community interface meetings

This should be 3-hour meeting;

The whole concept of conducting the CSC with beneficiaries' centers on improving service delivery through meaningful dialogue and communication between service providers and users. Hence the interface meeting brings together service users, service providers and other interested and relevant parties together to dialogue on how best to improve or maintain certain standards in as far service provision is concerned.

It is at the interface meeting is where the service users and providers share and discuss the matrices, their scores and the reasons for the scores, is also where a joint action plan will be developed.

The purpose of the meeting is;

- To share the scores generated by service users.
- To ensure service providers take feedback from the community into account.
- To provide a “conducive environment” for the service users/community to provide feedback to service providers and to negotiate agreements on improving the services together with relevant stakeholders.

Step 1: General discussion

1 hour 15 minutes for the discussion and 15 minutes health break;

Steps guiding this phase;

- i. Go back and remobilize the community for the interface meeting.
- ii. Open the meeting let the nominated facilitation team representatives facilitate the discussion.
- iii. Explain to the grouping the entire process taken to coming up with the final satisfaction rating.
- iv. Make sure you have printed out the consolidated scores mainly sheet 2 (Consolidation matrix) and Sheet 3 (Overall district satisfaction rating) of the excel score consolidation matrix.
- v. After doing a comprehensive and constructive presentation of the entire process and scores, allow the next step to chip in.

- vi. Allow for an open and participatory dialogue/discussion and questions for clarity with each side given ample time to respond to and question the other.
- vii. Out of the discussions, identify burning issues to resolve and prioritize into action for change.
- viii. After an hour and half or 2 full hours go for 15-minute health break and to prepare for next step; which is developing the action plan.
- ix. Make sure you develop the action template with the community, never pre-develop the framework as this will reduce the morale and ownership of the action plan.
- x. Before going for the health, remember to select two representatives; one from each side (service provider and beneficiary) to lead the development of the action plan. Remember. This is joint action plan, both sides need to own and actively participate in developing it.

Please note: Make sure that service users, as well as service providers, are well prepared for this meeting and understand its purpose. Avoid personal confrontations and where possible invite key decision makers (chiefs, group village headmen, district officials, local politicians, etc.) to take part or to be present to ensure instant feedback on the issues and responsibility to take issues and the plan of action forward.

Presentations should include recommendations for how to improve where there were low scores and suggestions about how to maintain the high scores. Remember that these recommendations were already generated by the beneficiaries themselves during score card administration. Always remember to record attached reasons to the score for this purpose. Ideally, group representative was supposed to make the presentation, but since they did not partake in the consolidation of scores, the district facilitators will facilitate the discussion.



Step 2: Developing an action plan

This step should be able to last 1 hour 30 minutes;



After the discussions let the members jointly decide the order in which the indicators/issues should be dealt with, and list them in order of priority on a separate flipchart with their suggestions for improvement. Remember to be realistic about any suggestions for improvement. *What is the most possible and realistic? What is short-term and what is long-term?* Group similar priorities together and agree on an overall theme or name/heading for group.

Steps:

- i. Reconvene the group after the health break.
- ii. The facilitation team should select one service provider and one beneficiary team leader to facilitate this step.
- iii. Present to the group the key prioritised issue generated from the discussion.
- iv. Let one the representatives start drawing the action plan template table on the flip charts.

- v. Discuss each priority theme and record in the planning matrix.
- vi. Fill in the discussion issues, needed action, lead individuals, who to assist or support, timeline, resources need and remark or progress in the action plan template.
- vii. After this, close the meeting.
- viii. Thank everyone for being present and participating.
- ix. Remind them that this is their action plan, to be owned and championed by both sides.
- x. Remind them follow ups in form of field visits and phone calls will be made.

Please note: It is best to keep the duration of the action plan to a minimum of 6 months and a maximum of one year for proper follow up and evaluation.



ACTION PLAN MATRIX

Citizen Engagement component of the IEYP

Issue	Action (Activities needed to solve the issue)	Lead? (Individual or institution/Orga nization)	With whom?	Timeline (Realistic timeline)	Resources and Materials needed?	Remarks/Notes
E.g.; Inadequate capacity CBCC caregivers	<ul style="list-style-type: none"> - More capacity of CBCC Care givers. - Frequent refresher trainings 	<ul style="list-style-type: none"> - Cluster leaders. - CFs. - CG promoters 	<ul style="list-style-type: none"> - HSAs. - CDO. - CPWs 	1 July, 2021 to September, 2021	<ul style="list-style-type: none"> - Flipcharts. - Venue. - Writing pads. - Training materials (Visual aids). 	

Figure 6: Action plan matrix

5.1.5. Phase 5: Follow up and initialization

It is important to recognize that the Score Card process does not stop immediately after generating a first round of scores and joint action plan. **Follow-up steps** are required to jointly ensure implementation of plans and collectively monitor the outcomes. **Repeated cycles** of the Score Card are needed to institutionalize the practice; the information collected needs to be used on a sustained basis, i.e., to be fed back into the service providers current decision-making processes as well as its M&E system.

The repeat cycle will provide an opportunity to assess if there has been any improvement from implementing the joint action plan. The repeat cycle involves the same process with the same communities and service providers. Ask participants to check if the joint action plan has been

implemented and if there are improvements in the service delivery process. Repeat Score Card processes are best done at 6 month or one-year intervals similar to the duration of the joint action plans.

The Score Card tool generates issues which can be used in advocacy efforts to raise awareness of the problems and push for solutions. These advocacy efforts can also help integrate the solutions into local policies and systems for the sustainability of results.

Key follow-up activities

i. Compile a report

On the Score Card process including the joint action plan. Most of the information is already recorded in the note books.

ii. Use the outcomes and action plan

To inform and influence any current plans concerning delivery of the concerned service.

iii. Monitor the action plan implementation.

It is the responsibility of the service providers and community to implement the plan – they have to own it.

iv. Plan a repeat Score Card cycle

A head of time, plan and inform both service providers and communities of the next CSC cycle.

5.1.6. Phase 6: Reporting and dissemination

The use of the information that is generated by a community scorecard project should not stop at the District Level Multi-Stakeholder Forum. The results can be used to prompt government to take action in relation to the service provider sector, to pressure service providers to improve their services and generate healthy completion of projects between District councils and other sectors.

The secretariats (CSONA & ECDC) are earmarked to share the results with others interested stakeholders particularly those who can use the information to improve service delivery and source funds for other projects. The results of Community Scorecard process can be feed into policy and advocacy process where the implementing organization might be in a position to do advocacy in relation to the service provider through different networks.

Methods that can be used include;

- Publishing a report and sharing widely
- Produce press releases and Positions Papers
- Holding policy briefs meetings
- Conduct media tours to project sites

- Lobbying of key influential persons such as government Ministries
- Sharing the results with Members of Parliament, Councilors and District Council sectors and the Project Facilitation team.

6.0. GLOSSARY

Indicator: A specific criteria or a yardstick that community members will use to measure the performance of a service provider. Or it can be a specific question which, when answered, will help the community members to assess the performance of a service provider. It is a tool for measuring and assessing some particular aspect of the service, and is more specific than a **theme**.

Input Tracking Scorecard: One of the three types of scorecards that feed into the community scorecard. In the input tracking scorecard, one or more focus groups assess the service provider in terms of its use of inputs and resources. Normally, the focus group(s) will do this while reviewing certain **Supply Side Information** related to financial, human and physical resources invested into the service.

Performance Scorecard: One of the three types of scorecards that feed into the community scorecard. In the performance scorecard, each focus group in the community will assess the performance of a service provider according to **indicators** that the community has identified.

Score: the focus group's assessment of a particular **indicator**. It includes both a number (the actual score) and reasons/explanations for the score.

Self – Assessment/evaluation scorecard: One of the three types of scorecards that feed into the community scorecard. The self-assessment/evaluation scorecard is similar to the **performance scorecard** except that it is done by the service providers themselves. The service providers use it to assess their own performance.

Service Provider: An agency providing some service to the citizens. It can be a governmental agency such as Malawi Education, Ministry of Health or private agency such as Civil Society Coalition Education, Care Malawi

Standard Indicators: A small number of indicators decided upon by the project personnel to be used with all focus groups in all communities. In each community, these will be added to the indicators identified by community members.

Supply Side Information: Information collected from the service provider or other institutional stakeholders. It can include information that helps to assess the service, like evaluation reports, statistics and so on, and information on financial and other inputs into the service.

Theme: A general factor to be used in measuring the performance of a service provider. One aspect of the service that is to be assessed. It is more general than an **indicator**.

7.0. CHECKLIST

- a. CSC process materials; Flip charts, masking tapes, pentile markers, writing pads and plain papers.
- b. COVID-19 PPEs; Face masks and Hand sanitizers,

8.0. REFERENCES

A-LIFH Initiative (2005), Implementing the Community Score Card: Draft guidelines. CARE Malawi.

The LIFH project (2005), End evaluation and impact report. CARE Malawi.

CIET International (2002), "Social Audits: Fostering Accountability to Local Constituencies." "Public Expenditure Review: Citizens' Report Cards in India." Capacity for 'Voice' Issue 15, October.

CSAP (1997), Community Mobilization Score Card. Excerpted from Effective community Mobilization – Lessons from experience. CSAP DHHS Publication No. (SMA) 97 – 3131, Pages 29 – 377.

Environment and Social Development Unit, Filipino Report Card on Pro-poor services: A summary. East Asia and Pacific Region; The World Bank.

MASAF (2006), MASAF III: Comprehensive Community Score Card process and Evaluation section, Malawi Social Action Fund.

MoH (2004), A joint programmes of work for a health sector wide approach (SWAp) (2004 – 2010). Department of Planning, Ministry of Health; Government of Malawi.