



# SOCIAL ACCOUNTABILITY TOOLS FOR COUNTY SERVICE DELIVERY

**Training for Community Facilitators**

*Location, Date*

# Training Objectives

By the end of this training, community facilitators will be able to:

1. Explain social accountability—its purpose and benefits for communities.

2. Outline two social accountability tools that communities can use to improve service delivery.

3. Identify some other social accountability tools that are available for communities to use and their different purposes.



# Session 1: Introduction to Social Accountability



**What is Social Accountability?**

**How is it relevant to county service delivery?**

**Why do we need it?**

# Session 1: Introduction to Social Accountability

What are some social accountability tools and activities?

Participating in planning and budgeting activities

Independent budget analysis

Citizen's Charters

Citizen Report Cards

Social Audits

Public Hearings

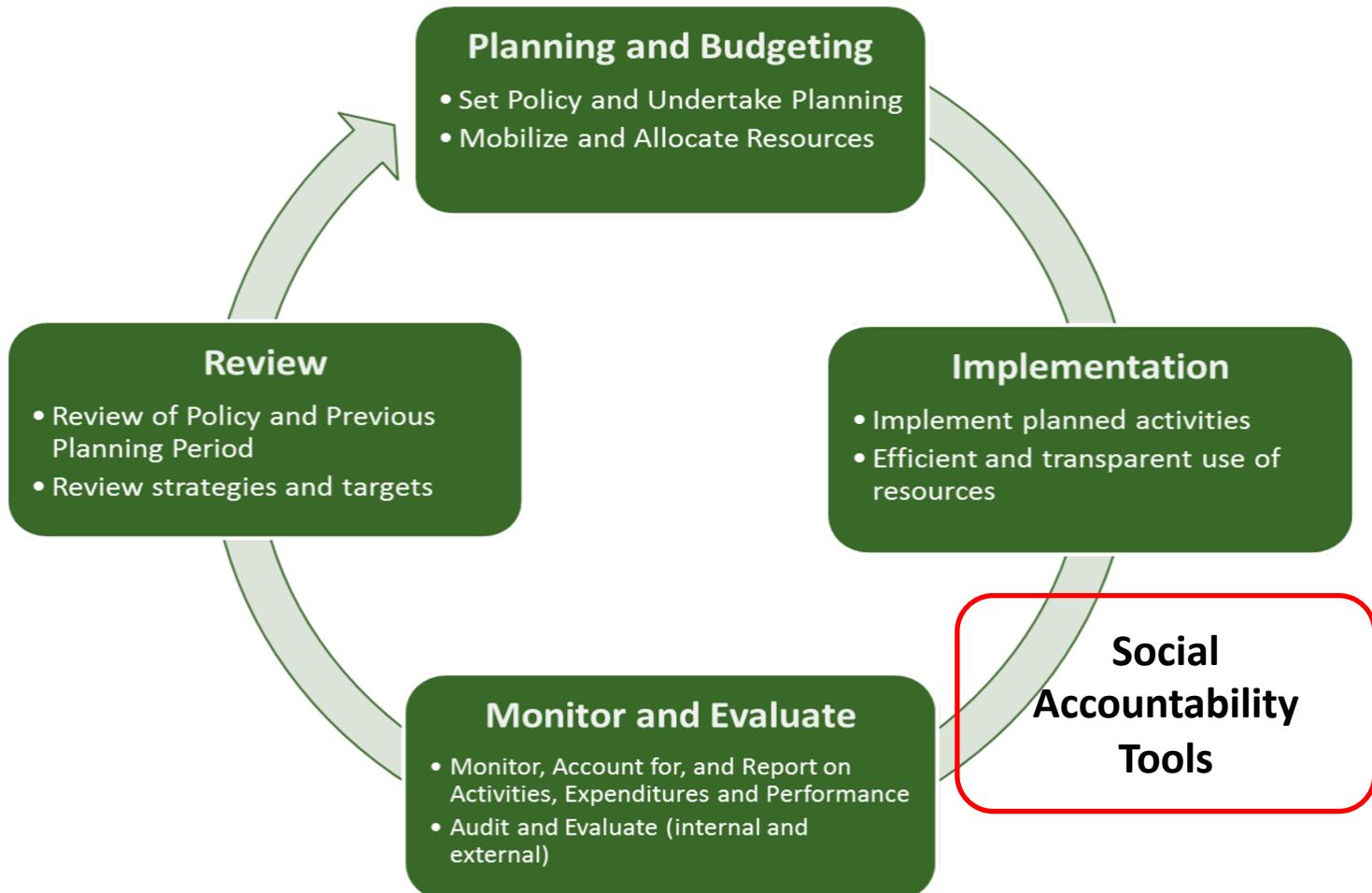
Civic Education

Public Expenditure Tracking Surveys (PETS)

Community Score Cards

# Session 1: Introduction to Social Accountability

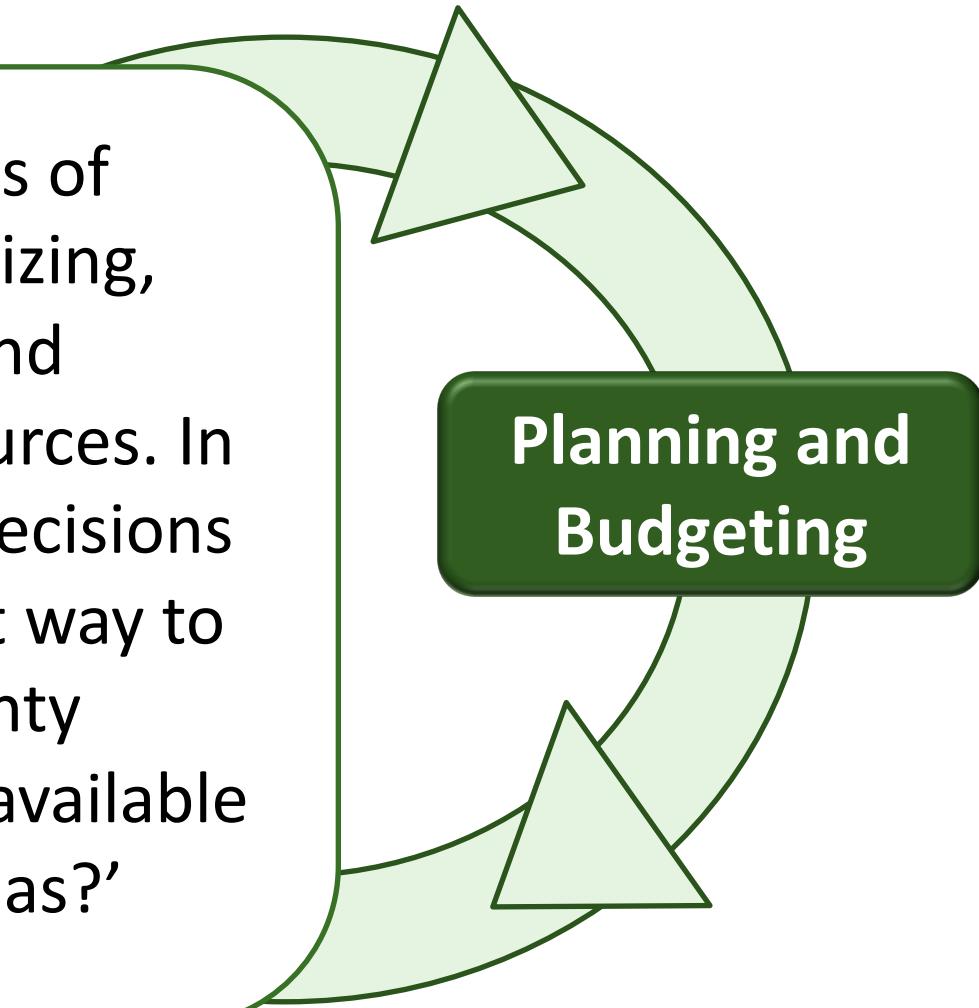
## Recap: The County Planning and Budgeting Cycle



# Session 1: Introduction to Social Accountability

## Recap: The County Planning and Budgeting Cycle – Step by Step

- **Planning:** is the process of making choices, prioritizing, preparing strategies, and allocating limited resources. In other words, making decisions about ‘what is the best way to deliver services to county citizens, based on the available resources the county has?’

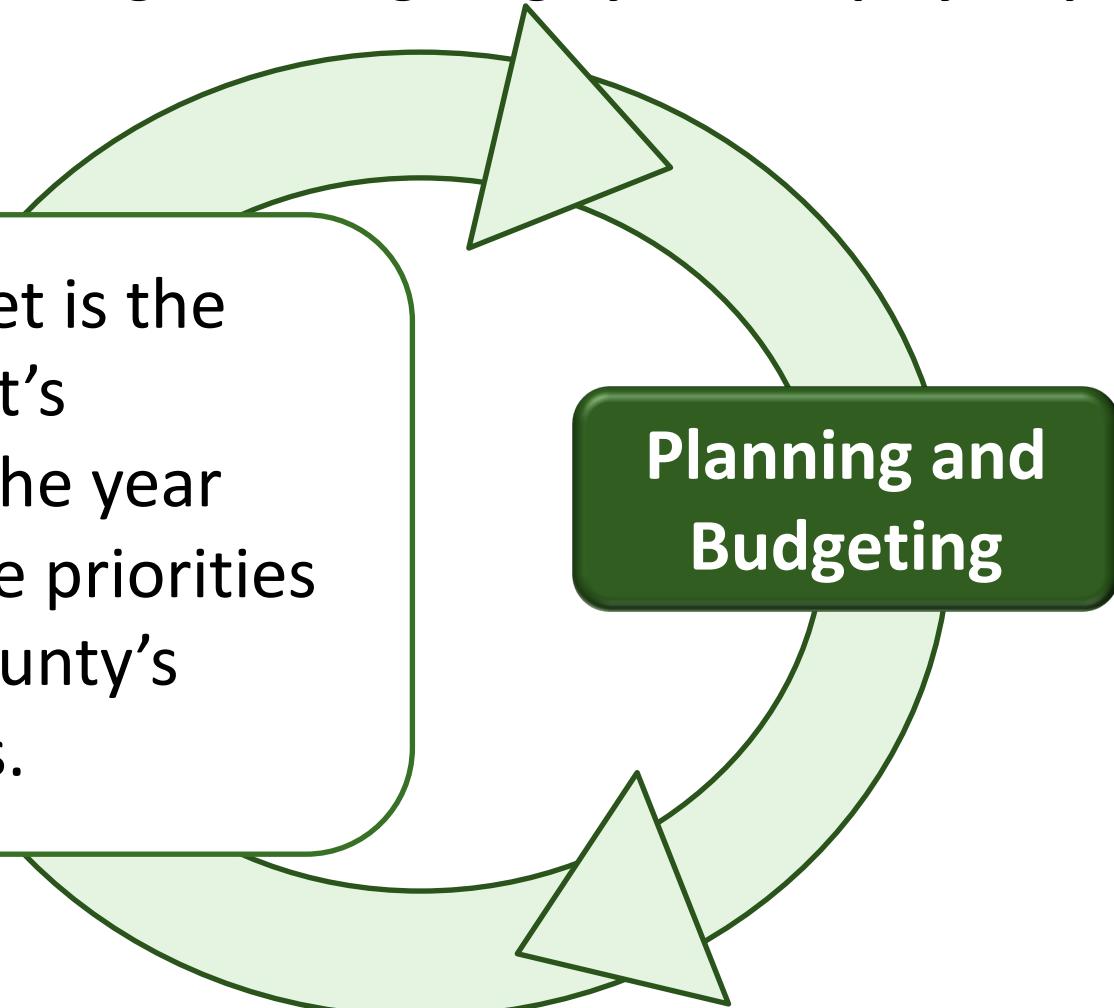


Planning and  
Budgeting

# Session 1: Introduction to Social Accountability

## Recap: The County Planning and Budgeting Cycle – Step by Step

- **Budgeting:** a budget is the county government's spending plan for the year that is based on the priorities identified in the county's development plans.



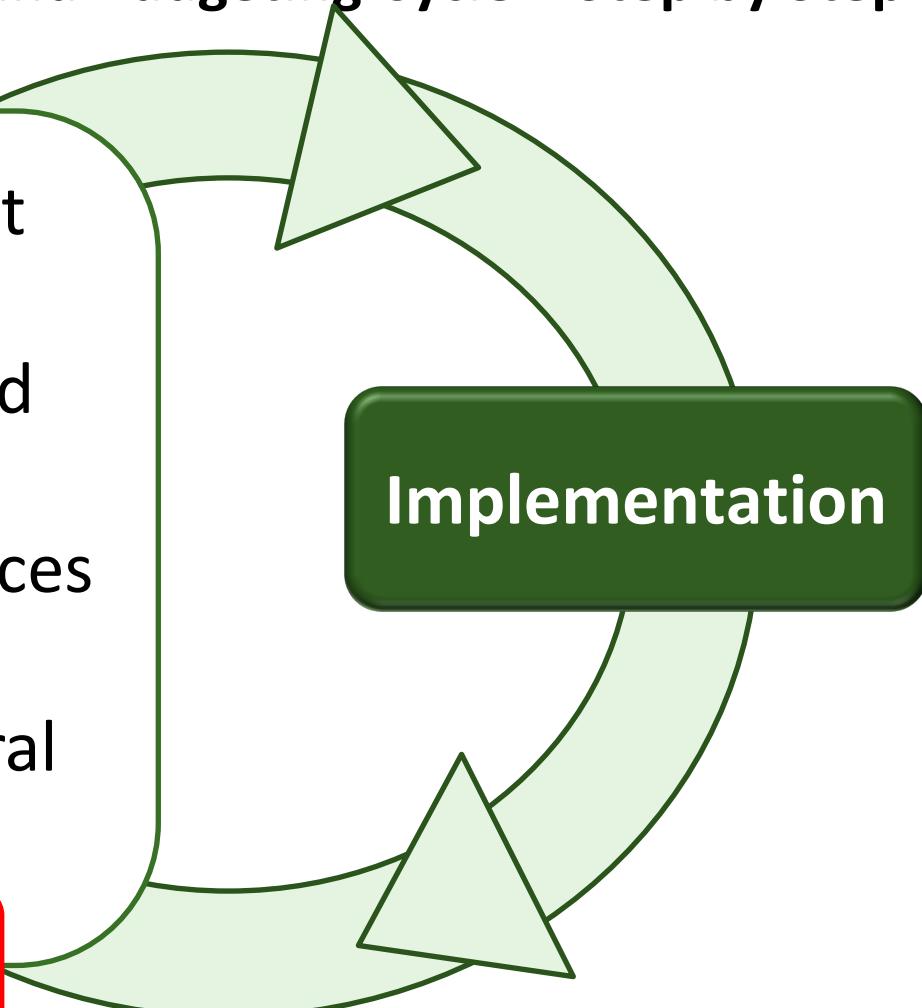
Planning and  
Budgeting

# Session 1: Introduction to Social Accountability

## Recap: The County Planning and Budgeting Cycle – Step by Step

- **Implementation:** is about the actual ‘doing’ of the activities that are planned and budgeted for—for example, delivering services in health, water and sanitation, and agricultural services at county level.

Important for Social Accountability



Implementation

# Session 1: Introduction to Social Accountability

## Recap: The County Planning and Budgeting Cycle – Step by Step

- **Monitoring:** is about keeping track of the way that activities are implemented, and reporting on how well these things are done, including how well the money to deliver services has been used.

Monitoring

Important for Social Accountability

# Session 1: Introduction to Social Accountability

## Recap: The County Planning and Budgeting Cycle – Step by Step

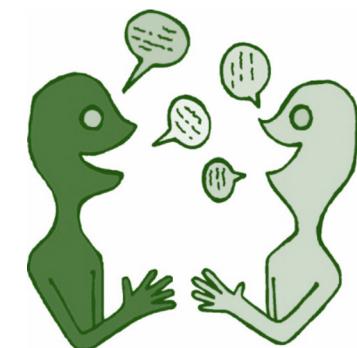
- **Review:** means looking at what was done in the past year and identifying what went well, and where to improve for the following year, starting with the next planning process.



# Session 1: Introduction to Social Accountability

## Group Work on Social Accountability Tools and Activities

- In your groups you will be given two (2) social accountability tools/activities to work with.
- Read the information about the tools/activities and discuss in your group.
- As part of your group discussion, talk about any experience or examples of these tools/activities that you may have had previously.
- Come back to plenary and each group will present a summary of their information to the rest of the participants.



# Session 1: Introduction to Social Accountability

## Summary of Social Accountability Tools and Activities

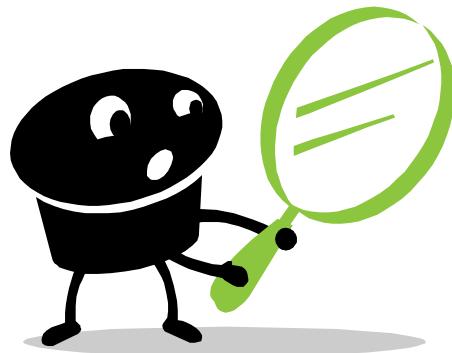
Tool/Activity	Why is it important?
1. Participatory Planning and Budgeting	Builds the capacity of citizens and civil society and increases citizens' voice through exposure to the government planning and budgeting processes.
2. Independent Budget Analysis	Demystifies the technical language of official budgets and increases transparency in the budgetary process.
3. Citizen Report Cards	Prompt and practical improvements in service delivery can be made by providing information about the effectiveness of service delivery.
4. Public Expenditure Tracking Surveys	Uncovers leakages in the system between the source and destination in the flow of funds and goods.
5. Community Score Cards	Links service providers to the community by empowering citizens to provide immediate feedback to service providers.

# Session 1: Introduction to Social Accountability

## Summary of Social Accountability Tools and Activities

Tool/Activity	Why is it important?
6. Civic Education	Enables citizens to know how governments work, how planning is done, how policies and the budget are formulated, and opportunities for participation in devolved governance.
7. Public Hearings	Makes those holding public positions and providing services accountable to stakeholders.
8. Public Revenue Monitoring	Helps citizens understand how national and local governments have mobilised economic resources.
9. Citizen Charters	Aims to improve the quality of services by publishing standards which users can expect for each government service they receive.
10. Social Audits	Measures consistency between the promises and the actual results of public policies.

## Session 2: Community Score Cards



**What is a Community Score Card?**

**What does it try to achieve?**

## Session 2: Community Score Cards

### What are the features of the Community Score Card tool?

What it is	What it <i>isn't</i>
It is conducted at the local level and uses the community as the unit of analysis.	It is not about finger pointing or blaming.
It generates information through focus group interactions and enables maximum participation of the local community.	It is not designed to settle personal scores.
It provides immediate feedback to service providers and emphasises immediate response and joint decision-making.	It is not supposed to create conflict.
It allows for mutual dialogue between users and providers and can be followed by joint monitoring.	

# Session 2: Community Score Cards

## Benefits of Community Score Cards

For the community	For service providers
Presents an opportunity for users of services to voice their concerns about a service.	The are able to evaluate and make decisions about their efforts in service delivery based on feedback from the users.
For Both	
<ul style="list-style-type: none"><li>• Leads to a common understanding of existing problems and solutions in relation to service delivery.</li><li>• Builds trust and improves relations between service providers and service users.</li><li>• Helps service providers to monitor and improve service quality together with the community.</li></ul>	

## Session 2: Community Score Card

What is needed for the process?

Time

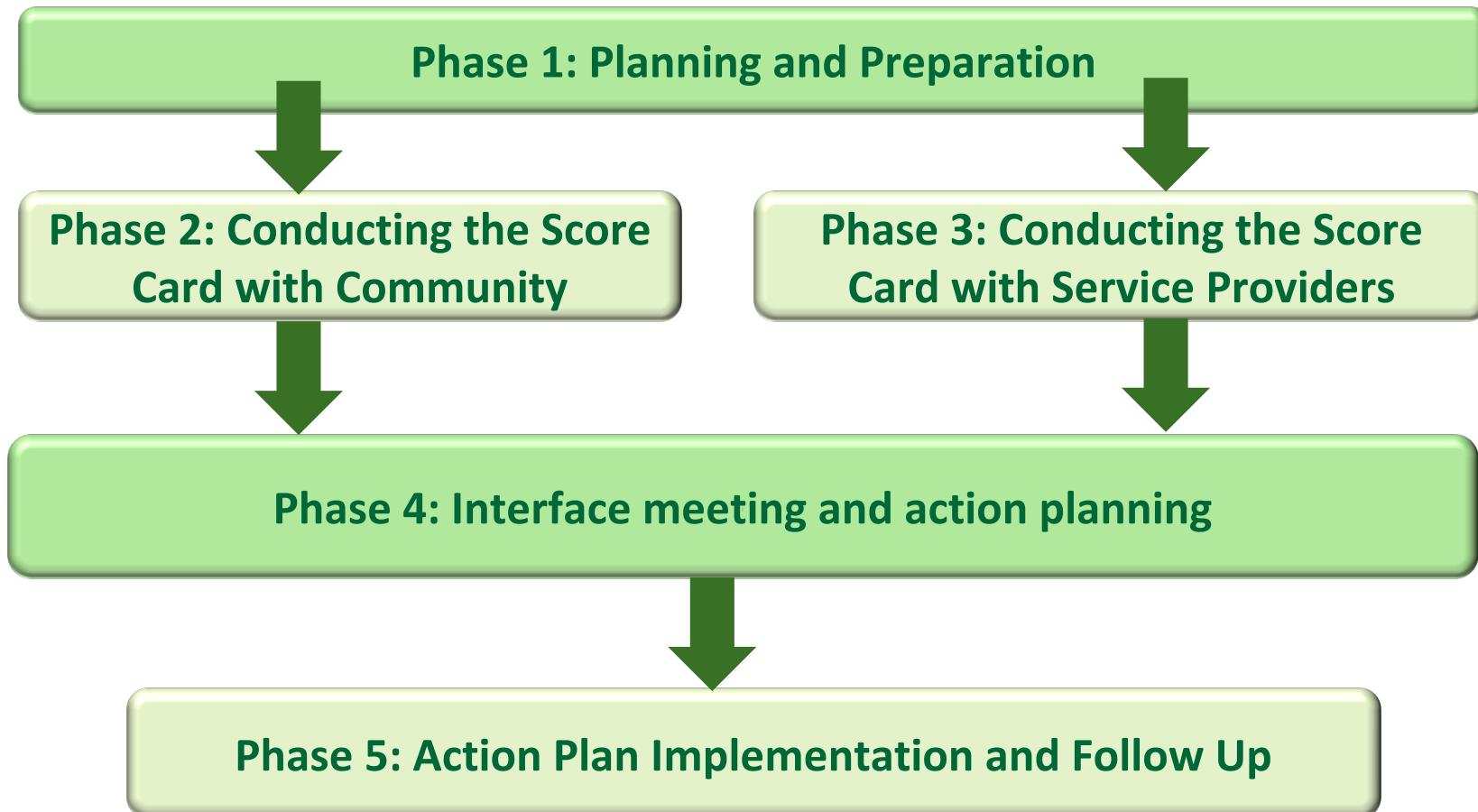
Realistic  
Expectations

Good facilitation  
skills

Planning in  
advance

# Session 2: Community Score Card

## Community Score Card Process Diagram



# Session 2: Community Score Card

## Phase 1: Planning and Preparation—Main Steps

- Community meeting to explain the process.
- Identify the service/s to be assessed and locations.
- Visit local leaders to inform them of the plan.
- Identify and train lead facilitators.

## Session 2: Community Score Card

### Phase 2: Conducting the Score Card with community—Main Steps

- Community gathering where participants are divided into interest groups for focus group discussions.
- With a facilitator, identify issues in groups about the service: ‘What works well? What doesn’t work well?’
- Agree on the most important issues to be addressed.
- Develop indicators and create the Score Card.
- Hold another community gathering to give the scores, and consolidate scores from all villages.

# Session 2: Community Score Card

## Phase 2: Conducting the Score Card with community—Main Steps

Issue	Priority	Reasons
The health centre is always very dirty.	High	"When we come to a dirty health centre, it makes us feel more sick."



Indicator	Score					Reasons
	Very bad = 1	Bad = 2	OK = 3	Good = 4	Very Good = 5	
Cleanliness of the health centre.						

## Session 2: Community Score Card

### Phase 3: Conducting the Score Card with service providers—Main Steps

- Identify issues from service provider perspective:  
‘What services do we offer? What are the main challenges? What can be done to improve?’
- Agree on the most important issues, develop indicators and create the Score Card.
- Hold another meeting to allocate scores for each indicator.

# Session 2: Community Score Card

## Phase 3: Conducting the Score Card with service providers—Main Steps

Issues	Indicator
"The community leaves litter in the grounds of the health centre."  "There is not always water to wash the floors and clean the bed linen".	Cleanliness of the health centre.



Indicator	Score					Reasons
	Very bad = 1	Bad = 2	OK = 3	Good = 4	Very Good = 5	
Cleanliness of the health centre.						

## Session 2: Community Score Card

### Phase 4: Interface Meeting and Action Planning—Main Steps

- A meeting between service providers and the community, with a skilled facilitator in place.
- Allows for sharing and discussion of the score cards and reasons for the scores given.
- Key decision makers should attend, to allow for immediate feedback and commitment to action.
- A joint action plan is prepared with a list of changes that can be made immediately.

# Session 2: Community Score Card

## Phase 4: Interface Meeting and Action Planning—Main Steps

Priority Theme (Issues)	Action (Activities to address the issue)	Who will lead? (Name and institution)	By when? (Realistic timeframe)	Resources (What is needed)
Cleanliness of the health centre	Provide more staff Provide waste bins Community to use bins	Health centre official Health centre committee	3 months from now	Funding for staff and bins Signs to remind people to use bins

## Session 2: Community Score Card

### Phase 5: Action Plan Implementation and Follow Up—Main Steps

- Prepare a report on the score card process, including the action plan.
- Use the outcomes and action plan to inform other service delivery plans.
- Monitor the action plan implementation—both service providers and community users.
- Plan a repeat score card cycle to assess if any improvements have been made.

# Session 2: Community Score Card

## Challenges of the Community Score Card process

Challenge	How to Address
It requires time	<ul style="list-style-type: none"><li>• Public office needs to be willing to participate and this requires building relationship in the planning phase.</li></ul>
Can lead to conflict	<ul style="list-style-type: none"><li>• Interface meeting must be facilitated well.</li><li>• Identify facilitators who can remain neutral and reduce any escalation that may arise.</li></ul>
‘Fingerpointing’	<ul style="list-style-type: none"><li>• Interface meeting must be facilitated well.</li><li>• Identify facilitators who can depersonalise comments and target issues, not individuals.</li></ul>
Raising Expectations	<ul style="list-style-type: none"><li>• Need a facilitator who can balance between community demands and service providers ability to provide and work out how the two sides can support each other to improve services.</li></ul>

## Session 3: Public Expenditure Tracking Surveys



**What is a Public  
Expenditure Tracking  
Survey (PETS)?**

**What does it try to  
achieve?**

# Session 3: Public Expenditure Tracking Surveys

## Main Purpose of PETS

*Are public resources being  
used as planned, and are they  
bringing the expected results?*

# Session 3: Public Expenditure Tracking Surveys

**Why are public resources not always used as planned?**

Weak Financial  
Management  
Systems

Use of Reserves  
during  
Unexpected  
Events

Off-Budget  
Donor Funds

Corruption

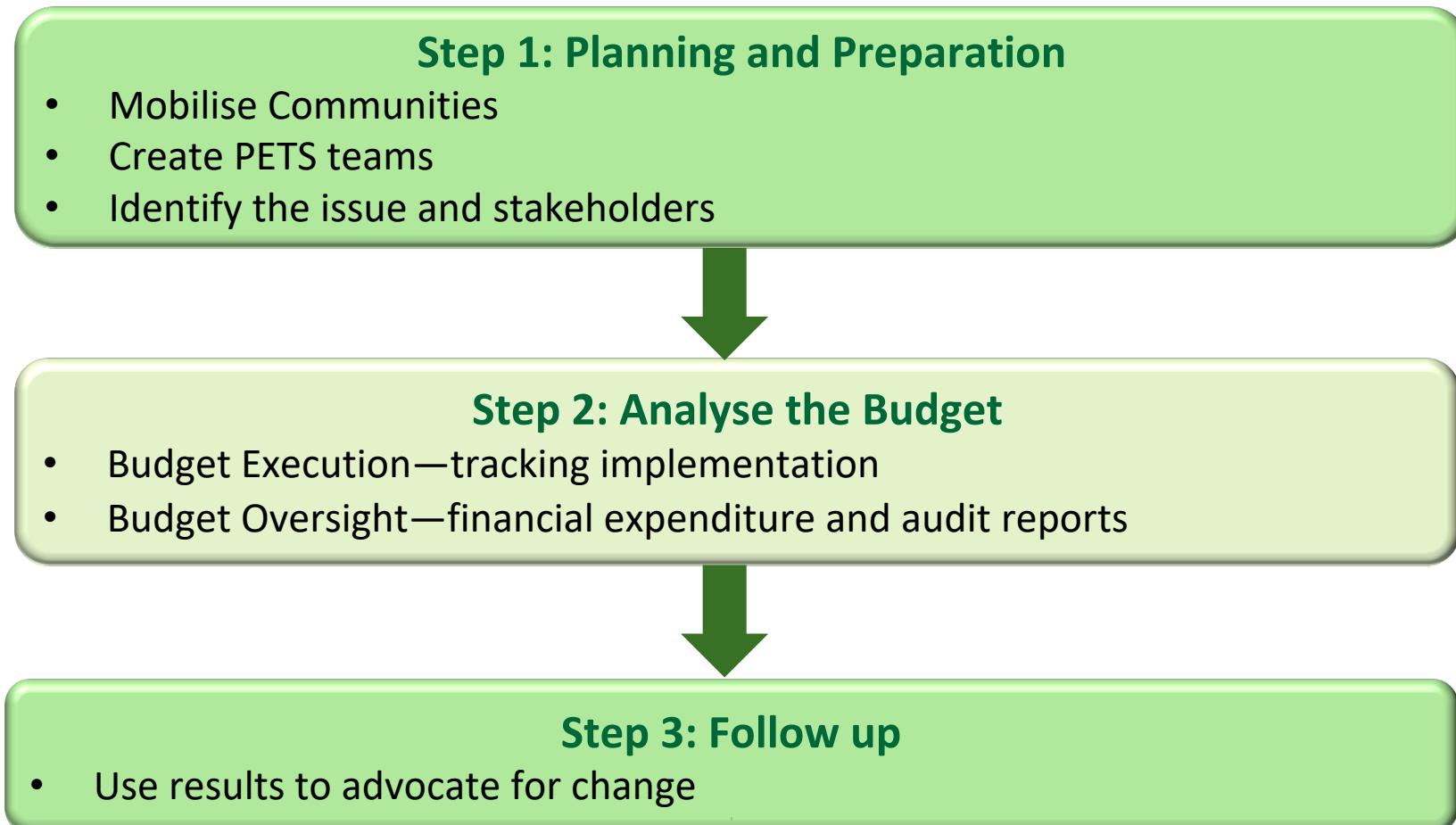
Weak  
Oversight

Inadequate  
Funding

Fund Diversions

# Session 3: Public Expenditure Tracking Surveys

## PETS Process Diagram



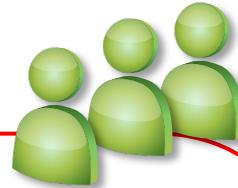
# Session 3: Public Expenditure Tracking Surveys

## Step 1: Planning and Preparation—Main Steps

- Identify any relevant laws and useful materials.
- Meet with the local authority and community.
- Set up, train and resource a PETS team.
- Identify the budget issue to monitor, and key stakeholders.

# Session 3: Public Expenditure Tracking Surveys

## Who is on the PETS team?



- **Volunteers** elected from an existing body, such as a community group.
- Can vary, but a good number is **9-14 people** who are:

**Dynamic**

**Motivated**

**Have time to engage**

**Persistent**

**Varied in skills**

**Not politically aligned**

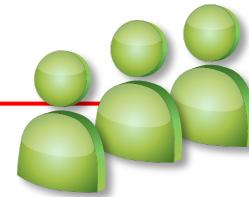
**Able to listen to the community**

**Able to engage with the county government**

**Mixed backgrounds**

# Session 3: Public Expenditure Tracking Surveys

## Who are the key stakeholders?



- Who influences the budget the most?
- Who is responsible for budget implementation?
- What are the power relationships that exist, both formal and informal?
- Stakeholders can include:

**Village leaders**

**Elected  
representatives**

**Service provider**

**staff**

**Community  
members**

**Local Authority**

**staff**

**Other  
beneficiaries**

# Session 3: Public Expenditure Tracking Surveys

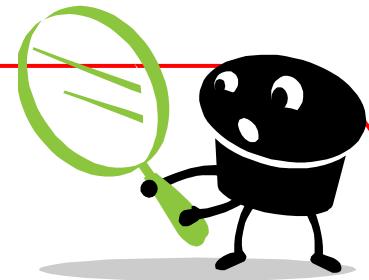
## Step 2: Read the Budget—How are the Shillings being spent?

- Budget Execution—look at how funds are spent during implementation (for example, construction of a local health clinic).
- Budget Oversight—Financial Expenditure and External Audit Reports.



# Session 3: Public Expenditure Tracking Surveys

## What to look for when analysing reports



- Does income match expenditure?
- Is there 'Other Use' against large expenditures?
- Check budgeted amounts against market rates and salaries.
- Compare budgeted amounts with the Bill of Quantities.

# Session 3: Public Expenditure Tracking Surveys

## Step 3: Follow up—Some Tips

When advocating for change as a result of the PETS findings, remember:

- Be persistent and follow through to the end.
- Involve local advocacy champions to engage on budget issues.
- Involve the wider community (e.g. public meeting).
- Approach the county executive to solve issues.
- Approach the county assembly to solve political problems.
- Refer to national bodies or use media as needed.

# Session 3: Public Expenditure Tracking Surveys

## Challenges of PETS

Challenge	How to Address
Access to Information	<ul style="list-style-type: none"><li>• Use formal mechanisms e.g. writing letters.</li><li>• Apply to a higher institution if not successful.</li><li>• Frequently visit the website of the county executive.</li></ul>
Difficult Language	<ul style="list-style-type: none"><li>• Basic training in reading budgets.</li><li>• Request a citizen's budget.</li><li>• Keep asking questions.</li><li>• Remember: budgets are public documents!</li></ul>
Market Prices Change	<ul style="list-style-type: none"><li>• The situation needs to be clearly explained to the community, if price changes result in materials not being delivered or buildings not completed.</li></ul>

# Session 3: Public Expenditure Tracking Surveys

## Challenges of PETS

Challenge	How to Address
No Reply from Officials	<ul style="list-style-type: none"><li>• Build relationships between the PETS team and county executive in the planning stage.</li></ul>
Risk of Bribery	<ul style="list-style-type: none"><li>• Have strong relationships with the community.</li><li>• Be trustworthy and transparent.</li></ul>
Follow up Issues	<ul style="list-style-type: none"><li>• Use public forums to highlight issues and work with the community to challenge the relevant authority.</li></ul>

# Conclusion

- Training Summary
- Assessment Task
- Evaluation
- Action Plan
- Closing