



Community Score Card (CSC) Counting Performance Together

Community Score Card (CSC) is a social accountability tool that facilitates accountability and transparency of the development interventions and the institutions responsible for delivering services. CSC is more specific as it measures performance by quantitative scoring. It is also a two-way qualitative monitoring tool used for enhancing services and to catalyze accountability through face-to-face meetings between service providers and community members. CSC is well acknowledged and practiced as a tool for social accountability.

Context and Rationale

Community Score Card is applicable for those development initiatives/projects which requires decision from local government and local target groups and has responsibility over the resource of projects; enhances the quality of stakeholders' engagement and empowers the beneficiaries through issue based discussion with stakeholders for strengthening trust, communication and partnership. It can improve the behavior of the service users which can assist in improving service delivery process. It brings service recipients and service providers in a common planning platform to develop a collective action plan and monitoring to improve the service/project implementation quality. It clarifies the roles and responsibilities of service recipients and service providers;

- It facilitates a common understanding of issues and raising community voice to solve problems;
- It empowers service users leading to community monitoring of services and increased community ownership of services and projects;

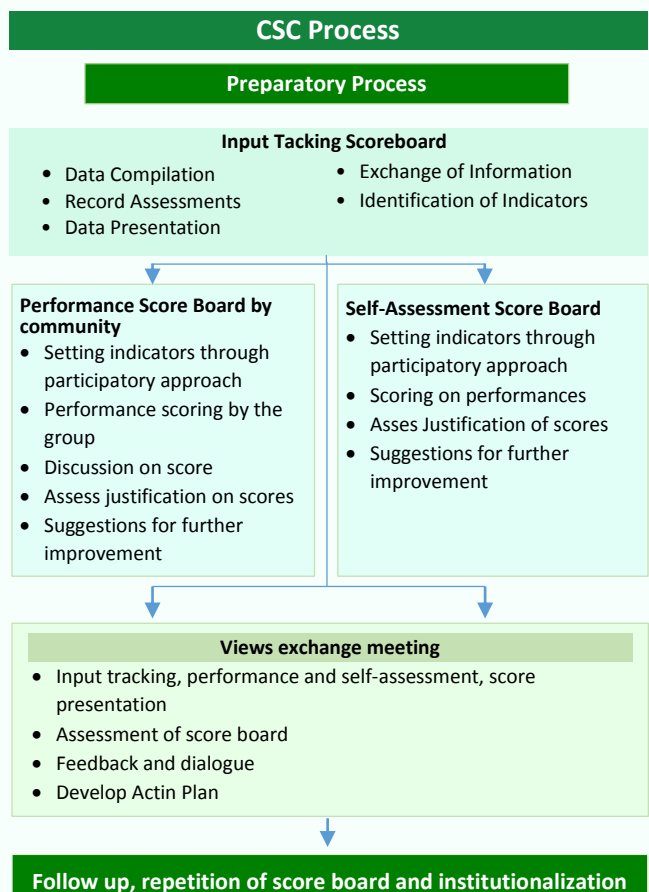
It promotes community participation and open dialogue and improves relationships with the service users. It can expose corrupt well defined indicators and the numerical score based performance that helps to take specific action plan for improving the situation. CSC gives specific feedback to the policy makers for necessary changes. The process enhances

community trust in public institutions and the government as well.

Steps of Community Score Card

There are six steps for community score card –

1. Preparatory groundwork
2. Develop the input tracking scorecard
3. Develop the performance scorecard
4. Develop the self-evaluation scorecard
5. The Interface meeting
6. Follow-up and institutionalization



Social Accountability tool (SAT) has been used in many developing countries. Manusher Jonno Foundation (MJF) has been applying CSC for assessing performance of different public services in Bangladesh for more than a decade. During this time, it has gained substantial expertise in facilitating the tools through customized process, capacity building

of the duty-bearers and community leaders to facilitate the tool. MJF has developed manual for facilitating CSC and trained hundreds of the facilitators among the duty bearers, community groups and NGO staffs. It has been providing technical assistance at the field level for effective application of CSC, developing action plan and periodic monitoring. MJF also conducted research, studies and process documentation of the CSC implementation.

CSC Action Plan Matrix

কমিউনিটি স্কোর কার্ড (সিএসসি)						
পশ্চিম চর উচ্চতর কমিউনিটি ট্রেনিং, ভদ্রাচীপুর, দক্ষিণ চর						
যৌথ কর্মপরিকল্পনা						
ক্রম	সূচকের নাম	সেবার মান উন্নয়নের সুপারিশ	সেবার মান উন্নয়নের পরিকল্পনা	সময়	দায়িত্বশীল ব্যক্তি	
১	জল সরবরাহ	১০০	১০০	জল সরবরাহ নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা
২	জল পরিষ্কার	১০০	১০০	জল পরিষ্কার নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা
৩	জল পরিষ্কার	১০০	১০০	জল পরিষ্কার নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা
৪	জল পরিষ্কার	১০০	১০০	জল পরিষ্কার নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা
৫	জল পরিষ্কার	১০০	১০০	জল পরিষ্কার নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা
৬	জল পরিষ্কার	১০০	১০০	জল পরিষ্কার নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা
৭	জল পরিষ্কার	১০০	১০০	জল পরিষ্কার নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা
৮	জল পরিষ্কার	১০০	১০০	জল পরিষ্কার নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা
৯	জল পরিষ্কার	১০০	১০০	জল পরিষ্কার নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা
১০	জল পরিষ্কার	১০০	১০০	জল পরিষ্কার নিশ্চিত করা	১০/১১/১২	সেবার মান উন্নয়নের পরিকল্পনা

MJF contribution for popularizing Citizen Score Card for transparency and accountability

Manusher Jonno Foundation (MJF) through its Excluded People's Rights (EPR) Project funded by FCDO, UK contributed to strengthen community roles for participatory development approach and to enhance watchdog role for maximum benefit of development interventions. As part of this initiative, MJF through its partner organization extended support to practice Citizen Score Card to increase community participation, accountability and transparency of the service providers and decision makers.

Vandarkot and Gangarampur unions are the two most populous unions in Batiaghata upazila of Khulna where the Kazibachha river is crossed over. The river and other sources of water contain salinity for most of the time of the year. More specifically the southern side of these unions are mostly saline prone and the tube wells are contaminated with arsenic.

Some of the tube wells in these two unions might have arsenic-laden water those were not tested for long time. The Citizen Support Group Member (CSG) member also came to know that Project Director of PHE issued an order on 30 January 2021 to



accomplish Arsenic in water testing in whole Upazila but the initiative was held up due to COVID pandemic. Meanwhile, findings of Community Score Card (CSC) on safe water shows that arsenic testing took place there 6 years ago. Therefore, CSG members conducted a dialogue with LGI and DPHE to complete the arsenic testing. The DPHE Engineer of Batiaghata Upazila proceeded arsenic testing of 700 tube wells of which they found 597 arsenic free.

Challenges

- The process has several steps that require more time and attention of the facilitators
- To buy-in CSC by the duty bearers and, make them understand that CSC is not for fault finding but for identifying critical gaps and develop strategies to address them effectively.
- It requires good facilitation skills as the CSC deals directly with issues of behavior and personalities and can be uncomfortable for those on the receiving end.
- It can raise expectations to the service users if not facilitated well (creating a demand that cannot be fulfilled by the service provider, need to balance between community demands and service providers' ability to provide and how the two sides can support each other to improve services).

Recommendations

MJF and some other NGOs and development partners have been using CSC for various services in Bangladesh. However, Government of Bangladesh has yet to circulate a guidance about the implementation of the CSC like other social accountability tools e.g. public hearing or citizen charter,

- CSC can be accepted as an M&E tool which can essentially be applied by the local institution delivering public services and implementing development projects.
- IMED, LGD and Cabinet Division can take lead of developing a guideline for implementing CSC.
- NILG can include CSC process in the training manual for Local Government Officials and elected representatives.

