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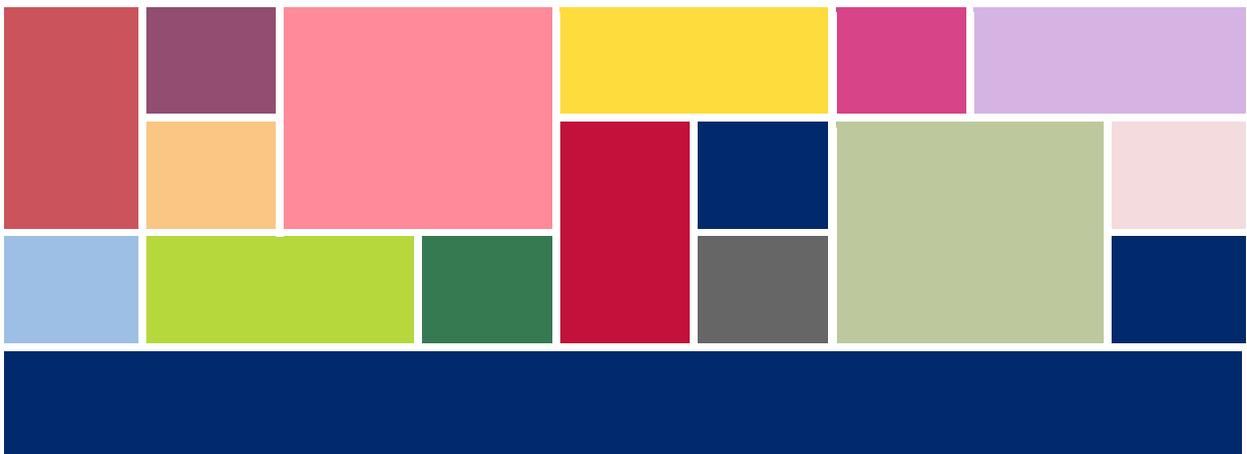
Maternal and Child
Survival Program

Social Accountability Resources and Tools

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Introduction

This document is intended to assist civil society organizations (CSOs); non-governmental organizations (NGOs); and government health program planners, managers and staff to identify and adapt existing guides and tools for effective social accountability strategies. This is part of a broader effort within the USAID-funded Maternal and Child Survival Program (MCSP) to promote civil society engagement in national health programs in countries where USAID supports health care development.

CSOs are increasingly joining forces with government (public) health personnel at the local and national levels to provide greater scrutiny of programs and budgets. Described as "social accountability," common themes include: preparation and planning; involvement of marginalized and impoverished populations; identification of barriers for effective participation; interface meetings between civil society and governmental/public sector; measureable indicators of accountability and health outcomes; and rigorous evaluations of interventions.

This annotated list of social accountability resources, tools and toolkits is based in part on a review of the literature on health sector civil society engagement, recently released by MCSP.[1] This listing also includes additional resources found through later online research, as well as contributions from CORE Group members and professional colleagues, responding to authors' requests.

While every effort was made to review all tools/toolkits currently available publicly, this document does not contain an exhaustive listing. Rather, this listing has been screened by the authors to include high quality resources that will be of great use in planning, implementing, and assessing social accountability programs. The authors place less emphasis on the inclusion of academic and theoretical frameworks and analyses, and more on developed and tested social accountability tools and supporting resources. The authors make no claims regarding the validity of individual site content, or the maintenance of these sites over time. It is the intention of CORE Group to maintain this document on its website (www.coregroup.org), and periodically update the guide to reflect evolving consensus and practice.

The materials are divided into four sections: global/general social accountability resources and tools; country/regional social accountability resources and tools; citizen/community monitoring of health services; and participatory budgeting and public expenditure tracking. While some resources fall into more than one of these categories, the authors placed each material in the area of its primary focus. The materials have been ordered alphabetically by title within each category. Some resources are actual manuals/documents, while others such as the World Bank resources are websites with links to various videos, tools, and other resources on social accountability.

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[1] Literature Review: Civil Society Engagement to Strengthen National Health Systems to End Preventable Child and Maternal Death, D. Shanklin and J. Tan, MCSP, April 2016.

Global/General Social Accountability Resources and Tools

1) *Applied Knowledge Services*. Governance and Social Development Resource Centre (GSDRC), 2012.
http://www.gsdrc.org
This website offers a range of services and tools on governance and social accountability themes including budget support and sector-wide approaches, capacity building, and civil society partnerships. Web-based information services are free, while special research services incur a fee.

2) *Engendering Accountability: Upholding Commitments to Maternal and Newborn Health.* R. Sneeringer, S. Hurd, and K. Mehling. Global Health Visions, 2015.
http://www.globalhealthvisions.com/engendering-accountability
This report reviews key global and regional programs and processes, and describes potential intervention models that are currently being utilized at the national and sub-national levels in India, Nigeria, and Uganda. With a particular focus on civil society-led accountability approaches, this document outlines the role that citizens, civil society, and government can play in building partnerships and programs that encourage health system accountability.

3) *Gateway Corruption Assessment Toolbox Social Accountability Guide*. Transparency International. Contents not dated.
http://gateway.transparency.org/guides/intro/social_accountability
This guide focuses on social accountability tools which (a) are diagnostic (generally involving citizen monitoring); and (b) may include corruption/anti-corruption as one area of analysis, namely citizen report cards (CRCs), community scorecards (CSCs) and social audits (SAs). Other social accountability tools that focus specifically on tracking resource flows are covered in other guides in the Toolbox including Public Finance, and Education, Health & Water.

4) *Global Partnership for Social Accountability*. Contents not dated.
http://www.thegpsa.org/sa/resources
This World Bank sponsored website addresses knowledge and funding gaps in social accountability, and includes "learning notes" on social accountability topics with strategies and tools to address them. This site also is home to a "Knowledge Platform" that provides members with the opportunity to interact, network, share, and discuss knowledge and learning in the field of Social Accountability.The Global Partnership for Social Accountability also provides selected grants to (1) address critical governance and development problems through citizen feedback and participatory mechanisms, and (2) strengthen civil society's capacities for social accountability by investing in CSO institutional strengthening and through mentoring of small, nascent CSOs by well-established CSOs with a track record on social accountability.

5) *Guide to Assessing Social Accountability Efforts*. T. Williamson. Research Triangle Institute (RTI), September 2015.
https://www.rti.org/sites/default/files/resources/guide_assessing_social_accountability_efforts.pdf
This paper analyzes the most common social accountability interventions, contextual factors, and their effectiveness, as well as causation attributes. In this context, it presents assessment options and tools for design, implementation, and closeout stages of programs.

6) *The Powercube*. Institute of Development Studies. University of Sussex, 2011.
http://www.powercube.net/
This online resource for understanding power relations and social change contains links to materials that describe how to address power relations within organizations and in wider social and political spaces. It includes tools for planning workshops, analyzing power relationships, and strategizing for action.

7) *World Bank Social Accountability Sourcebook*. World Bank. Contents not dated.
http://bit.ly/28OxbRF
This extensive interactive online guide is organized into several chapters: (a) Conceptual Framework, giving an analytical framework for social accountability; (b) Tools and Methods, including participatory budgeting, citizen report cards, and social audits; (c) Social Accountability in the Regions, providing case examples from different regions; (d) Thematic and Sector Applications, including public expenditure management, decentralization, education, and health; (e) Social Accountability in World Bank Operations, with case examples, guidance, and lessons learned from social accountability operations in World Bank projects; and (f) Knowledge and Learning Resources, with links to case studies, publications, PowerPoint presentations, manuals, etc.

8) *World Bank: Community-Driven Development Toolkit: Governance and Accountability Dimensions*. World Bank. Contents not dated.
http://bit.ly/28PBvOC
These ready-to-use tools can be adapted by practitioners. It is organized into a Guidance Note and three sections: community-, project-, and external level tools. Within each section, information is organized into modules and topics containing related tools, case studies, boxes, and figures.

9) *World Bank: Social Accountability E- Guide*. World Bank. Contents not dated.
https://www.saeguide.worldbank.org/
This online resource explains how to integrate social accountability into investment lending projects. It is broken down into a five-step process: (1) Scope Entry Points, (2) Diagnose Context, (3) Select and Sequence Interventions, (4) Decide on Implementation Details, and (5) Monitor and Evaluate.

Country/Regional Social Accountability Resources and Tools

1) *Accountability in Action: A Practical Guide for Young People Tracking the Sustainable Development Goals*. Restless Development, the Youth-Led Development Agency, 2015.
http://www.restlessdevelopment.org/youth-led-monitoring-of-the-global-goals-toolkit
This toolkit is designed for youth to develop a national accountability framework and a multi-stakeholder action plan to monitor accountability for the implementation of Sustainable Development Goals in participating countries. The toolkit includes steps for choosing and mapping accountability, forming action teams, developing indicators, and mapping advocacy strategies.

2) *Civil Society Accountability: Principles and Practice, A toolkit for civil society organizations in Sierra Leone*. Commonwealth Foundation. London, UK, 2011.
http://bit.ly/28TaGP6
The toolkit provides instruments that (a) give CSOs a foundation for working with common accountability principles in a post-conflict context; (b) provides tools on how to identify current good accountability practices that exist among CSOs and identify areas where capacity building in the sector; and (c) provides practical steps, tools and templates that CSOs can use to establish accountability in their activities and interactions with stakeholders.

3) *Improving Local Governance and Service Delivery: Citizen Report Card Learning Tool Kit*. Public Affairs Centre (PAC), Asian Development Bank (ADB) and Asian Development Bank Institute (ADBI), 2007.
http://www.pacindia.org/2016/06/20/citizen-report-card-toolkit/
This self-learning course provides users with skills to implement Citizen Report Cards. The course is designed for local governments, civil society organizations, and development agencies. It is divided into 10 modules that include learning content and end-of-module assessment tools.

4) *Monitoring Matrix on Enabling Environment for Civil Society Development: The Tool-kit*. Balkan Civil Society Development Network, the European Center for Not-for-Profit Law and the International Center for Not-for-Profit Law, 2013.
http://bit.ly/28Qt5Ys
This toolkit provides guidance on principles and standards identified as crucial for a legal environment to be supportive and enabling of CSO operations. The matrix is organized into three areas of analysis: (1) Basic Legal Guarantees and Freedoms; (2) Framework for CSO Financial Viability and Sustainability; and (3) Government-CSO Relationship.

5) *Social Accountability Guide*. Ethiopia Social Accountability Program Phase 2. International Cooperation Agency of the Association of Netherlands Municipalities (VNG International). Contents not dated.
http://bit.ly/28RSJ3J
This guide features social accountability tools, approaches, and mechanisms developed by the Ethiopia government with World Bank funding that make basic service delivery more equitable, responsive and accountable. It includes tools for development of scorecards, citizens' report cards, community mapping, participatory planning, gender budgeting, and social auditing, as well as training plans.

6) *Social Accountability Manual, A Practical Manual for Social Accountability Practitioners*. Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ), January 2015.
http://bit.ly/28RSK87
This manual contains theoretical backgrounds, practical implementation methods, a toolbox, lessons learned, and training material samples. It was designed as a toolkit for CSOs and municipalities to engage in social accountability approaches, raising awareness of citizens' and municipalities' rights and responsibilities in public matters. Based on pilot interventions conducted in Palestine, the tools include citizen's charter, public hearing, citizen's report card, community scorecard, social audit, participatory budgeting, and youth participation.

7) *Success of the Textbook Monitoring Project in Cambodia Using Social Accountability Tools*. Khmer Institute for National Development (KIND) in partnership with Affiliated Network for Social Accountability-East Asia and the Pacific (ANSA-EAP), December 2014.
http://bit.ly/28RSHZT
The toolkit explores the benefits, risks, and importance of social accountability and the use of social accountability tools within the Cambodian context. Tools include a public expenditure tracking survey, a citizen report card, and social audit tool. Each tool is adaptable for use in other countries.

8) *Toolkit on Accountable and Transparent Service Delivery at a Local Level*. J. Eigeman, M. Kerstine, Union of Municipalities of Montenegro (UoM) and the International Cooperation Agency of the Association of Netherlands Municipalities (VNG International), 2011.
http://bit.ly/28PRZLt
This publication provides its readers with practical examples and useful tools and tips on how to include participatory mechanisms in the daily work of local governments and CSOs. The toolkit's aim is to provide both a theoretical framework on accountability, transparency and public ethics; and practical case examples of how local governments and civil society organizations from West and South-East Europe use participatory mechanisms to improve their service delivery and include their citizens in public decision making. The tools explain how to analyze standards of public ethics and measure citizen awareness in relation to transparency and governance, as well as best practices on transparency and governance.

Citizen/Community Monitoring of Health Services

1) *Accountability and Transparency for Public Health Policy: Advancing Country Ownership*. K.W. Slevin, C. Green. Futures Group, 2013.
http://www.healthpolicyproject.com/pubs/194_GovernenceBrief.pdf
This guidance document for CSOs ensures good governance and transparency when working in family planning, HIV care and treatment, and maternal health programs. It provides tools and steps for: (a) building relationships with stakeholders; (b) ensuring government is transparent; (c) holding government officials accountable; (d) tracking government commitments and ensuring funds are spent as planned; and (e) ensuring government policies are evidence-based and reflect needs of civil society. Case studies are included.

2) *Citizen Report Card and Community Score Card. Participation and Civic Engagement*. World Bank. Contents not dated.
http://bit.ly/1hwn0kt
The website outlines the differences between Citizen Report Cards and Community Score Cards with links to successful country examples and tools of both programs.

3) *Citizen Report Card Learning Toolkit: Improving Local Governance and Pro-Poor Service Delivery*. Public Affairs Centre (PAC) and the Asian Development Bank (ADB), 2007.
http://www.citizenreportcard.com/
This online self-learning course is for implementing Citizen Report Cards. It consists of 10 modules, each with learning content and end-of-module assessment tools. Guidance includes four modules about citizen report cards and whether they are appropriate for the situation; survey instrument design; survey; data entry analysis and write up; dissemination of findings; and improving services.

4) *Citizen Voice and Action Model*. World Vision International, 2012.
http://www.wvi.org/local-advocacy/publication/citizen-voice-and-action-project-model
This methodology trains citizens to monitor government services. It provides guidance on context, identifying target groups, partner selection, monitoring, and advocacy and equity considerations.

5) *CLAS (Comites Locales de Administracion de Salud) Law*. Ministry of Health, Government of Peru, 2000.
http://www.slideshare.net/vameru/clas-comunidades-locales-de-administracin-en-salud

Case Study – CLAS Peru. L. Altobelli. Future Generations, 2008.
http://bit.ly/28OxU5t
CLAS are private, non-profit, community administered institutions created around a health center or post. The law lays out how to work with health providers to develop a local health plan, define the budget to implement the plan, monitor expenditures, and provide health services to the community. The objective is to improve the quality of services through community planning, administration, management, and supervision of public resources. The second link is a case study of CLAS implementation by Future Generations.

6) *Community of Practitioners on Accountability and Social Action in Health (COPASAH)*. Website not dated.

http://www.copasah.net/

COPASAH is a community of organizations and health activists, primarily from Africa, Asia and Latin America, that seeks to bridge the gap between knowledge and capacity to conduct social accountability and community monitoring. It provides training workshops and resources on community monitoring. The website includes links to readings, guidelines, tools, and case studies.

7) *Community Score Card (CSC)*. CARE, 2002.

http://bit.ly/28VbUrs

This guide is for implementing CARE's CSC process to improve quality of health services using a citizen-driven accountability approach for the assessment, planning, monitoring and evaluation of service delivery. The CSC tool is used to gather feedback from service users and improve communication between communities and health service providers. The website has several links to different tools including an infographic and guidance notes that go through the CSC process.

8) *Community Scorecard Manual: A Social Audit Tool to Monitor the Progress of Viet Nam's Socio-Economic Development Plan*. Ministry of Planning and Investment and UNICEF, Vietnam. Content not dated.

http://uni.cf/28OxT1i

This is a tool for using social audit practices to monitor Vietnam's Socio-economic Development Plan (SEDP), applicable to other countries. Tools include the Input Tracking Scorecard, Service Provider Self-evaluation Scorecard, and Community Scorecard, as well as guidance and tools for interfacing all the scorecards. Additional guidance on monitoring and evaluation and developing results-oriented action plans is included.

9) *My Village My Home: A Tool to Optimize Immunization Coverage*. Maternal and Child Integration Program (MCHIP), USAID, 2014

http://bit.ly/28ZX4xG

This community-level tool provides a visual depiction of the immunization status of each infant born in the village, allowing the community to view and follow up immunization status of every infant. It provides a step-by-step process for using the tool with follow-up instruction on how to interpret results and what actions to take.

10) *Partnership Defined Quality*. R. Lovich, M. Rubardt, D. Fagan, M.B. Powers. Save the Children, 2003.

http://www.coregroup.org/our-technical-work/initiatives/diffusion-of-innovations/83

Partnership Defined Quality (PDQ) is a methodology and tool for improving the quality and accessibility of health services by including community involvement in defining, implementing, and monitoring of a quality improvement process. The PDQ manual provides instruments that link quality assessment and improvement with community monitoring and mobilization. The CORE Group webpage provides links to the PDQ Manual and Facilitators Guide as well as Monographs from 11 countries.

11) *The Role of Social Accountability in Improving Health Outcomes: Overview and Analysis of Selected International NGO Experiences to Advance the Field.* K.D. Hoffmann. CORE Group, June 2012.

http://bit.ly/2jw0Beg

The author reviewed models of social accountability approaches at different operational levels, including community, district, and the national level. Specifically, she reviewed: World Vision's Citizen Voice and Action Model; Save the Children's Partnership Defined Quality (PDQ) Model; CARE's Community Score Card Model; and she discussed the social accountability initiatives of White Ribbon Alliance, GOAL, and Future Generations. This paper presents common themes, challenges, and recommendations to expand and bring social accountability to scale in the context of health and development.

12) *Social Accountability*. Water Integrity Network, 2015.

http://bit.ly/28QYBGZ

This website links to several social accountability tools and manuals, including: Social Accountability Mechanisms and Water Integrity; Social Accountability and Citizen Agency to Improve Sector Performance; Citizen Report Cards; Community Empowerment and Participation; and Community Managed Project Approach to Foster Integrity in Rural WASH.

13) *Social Accountability Tools and Mechanisms for Improved Urban Water Services*. T. Uwejamomere, M. O'Connell, T. Slaymaker, WaterAid, 2010.

http://bit.ly/1bNm6YB

This manual describes social accountability principals linking provider-side and user-side tools to create social accountability mechanisms. The manual is designed for trainers/groups interested in civil society participation in urban water reform. The appendix includes provider-side and user-side tools.

14) *The AIDS Accountability Scorecard on LGBT 2011*. *Elements 1-3: An analysis of global data on HIV testing for Lesbian, Gay, Bisexual and Transgender people.* Measuring Success Toolkit. K4Health, 2012.

http://bit.ly/28Vc3LK

This tool is for assessing the degree to which countries are responding to the needs of LGBT communities in relation to the HIV/AIDS epidemic. Element 1 assesses HIV testing response by governments. Element 2 analyzes country performance in terms of HIV prevention policies in place and budget allocations for prevention for LGBT communities. Element 3 addresses the degree to which countries are fulfilling commitments to LGBT communities in their HIV/AIDS response

Participatory Budgeting and Public Expenditure Tracking

1) *Costed Implementation Plans: Strengthening Investments in Family Planning – Tools and Guidance to Develop and Execute Multi-year Family Planning Plans*. Family Planning 2020, 2015.

http://www.familyplanning2020.org/microsite/cip

This resource kit is for developing a national, costed family planning strategy (10-step process) for achieving family planning goals. It provides a rationale and steps for budget advocacy. The steps include: (1) Obtain buy-in; (2) Develop a roadmap and secure resources; (3) Conduct situational analysis; (4) Develop a technical strategy; (5) Estimate resources and costs; (6) Identify financing and gaps; (7) Launch plan; (8) Set up and manage institutional arrangements for implementation; (9) Monitor performance; and (10) Plan for resource mobilization. Steps can be used independently or as a whole process.

2) *CSO Recommended Minimum Standards for GFF Country Platforms to Enhance Participation, Transparency, and Accountability*, Draft. Global Financing Facility Learning Meeting. GFF Investors Group CSO representatives, 2015.

http://bit.ly/28QYQBC

This list of proposed (draft) standards for Civil Society Organizations involved in Global Financing Facility processes are organized under Inclusiveness and Participation; Transparency; and Independence and Accountability.

3) *Cultivating Accountability for Health Services Strengthening*. Leadership, Management and Governance Project. Management Sciences for Health, 2014.

http://bit.ly/28Oy6l2

This guide is designed for use by CSOs, governments, and NGOs to engage civil society in good governance of the health sector and related public institutions. It includes five guides: (1) Cultivating Accountability; (2) Engaging Stakeholders; (3) Setting Shared Strategic Direction; (4) Stewarding Resources; and (5) Continuous Government Enhancement. The annex includes tools for Accreditation, Community Scorecards, Citizen Report Cards, Participatory Budgeting, Independent Budget Analysis, Public Expenditure Tracking Survey, and Social Auditing.

4) *Engaging Civil Society in Health Finance and Governance: A Guide for Practitioners*. J.Kanthor, B. Seligman, T. Dereje, L. Tarantino. Health Finance and Governance Project. ABT Associates, 2014.

http://bit.ly/2905NkD

This guide offers advice to governments, NGOs, and donors on engaging civil society in health finance and governance to improve health outcomes. It describes civil society entry points and several tools to use, including community score cards, entry point mapping, social audits, citizen charters, public expenditure tracking systems (PETS), report cards, health facility exit surveys, and private sector engagement. Examples of and steps for using the tools are included in the annexes.

5) *Health Finance and Governance Project*. Abt Associates. Website not dated.
https://www.hfgproject.org/
This website provides links to numerous tools for civil society, practitioners, sector managers, ministries of health, and ministries of finance to engage on health finance, governance, entry point mapping, and more. Tools include: Health Finance and Governance Briefing Kit; Tools to Help Civil Society Engage in Health Finance and Governance; Engaging Civil Society in Health Finance and Governance: A Guide for Practitioners; Entry Point Mapping: A Tool to Promote Civil Society Engagement in Health Finance and Governance; A Toolkit for Ministries of Health to Work More Effectively with Ministries of Finance; and Where are our Budgets? Public Expenditure Tracking Surveys as Tools for Engaging Civil Society.

6) *International Budget Partnership*. Website not dated.
http://www.internationalbudget.org/
This website provides links to resources for CSOs on budget development and monitoring. Toolkits provide practical guidance for understanding and applying tools for budget analysis, monitoring, and advocacy. Tools are designed for use by entry-level and experienced users. The resource link includes several country examples and case studies.

7) *IPPF-WHR Handbook for Budget Analysis and Tracking in Advocacy Projects*. L. Malajovich. International Planned Parenthood Federation, Western Hemisphere Region, 2010.
http://bit.ly/28OxYSq
This tool helps NGOs incorporate budget elements for monitoring and analyzing public resources into their advocacy planning. It recommends utilizing a previous resource in the IPPF advocacy series (Handbook for Advocacy Planning, from IPPF/WHR's Advocacy Tools series) to develop the advocacy program before implementing the budget analysis handbook. Module topics include: (a) Governance: Basic Concepts; (b) The Budget and Reproductive Health; (c) How a Budget is Decided; (d) How to Analyze the Budget; and (e) Monitoring Expenditures in Advocacy Projects.

8) *IPPF-WHR Handbook for Analyzing Public Budgets in Sexual and Reproductive Health*. L. Malojavich. International Planned Parenthood Federation, Western Regional Region, 2015.
http://bit.ly/28QtZ7j
This guide explains how to analyze a sexual and reproductive health (SRH) public budget, including how to identify and where to find relevant data. It includes step-by-step tools and exercises for people who are not budget experts. The modules include: (a) The Budget and Budgetary Process; (b) Planning the Budget Analysis; and (c) Analysis of Expenditures on Sexual and Reproductive Health.

9) *Public Expenditure Tracking Survey Manual: A Social Audit Tool to Monitor the Progress of Viet Nam's Social and Economic Development Plan*. Ministry of Planning and Investment and UNICEF, Vietnam. Content not dated.
https://www.unicef.org/vietnam/PET_MANUAL_TA.pdf
This manual provides tools and methodologies using social audit mechanisms for management and accountability to assess and improve social performance of Vietnam's Social and Economic Development Plan (SEDP). The Public Expenditure Tracking Survey is easily adaptable to other countries. Topics covered include institutional analysis, tracking flows, rapid data assessment, sampling strategies, instrument design, pilot testing, and data entry and cleaning.

10) *Public Expenditure Tracking Surveys (PETS) and Quantitative Service Delivery Survey (QSDS) Guidebook*. B. Gauthier, Z. Ahmed. World Bank Poverty Reduction and Economic Management (PREM) and Human Development network's Web-based data platform for PETS (Public Expenditure Tracking Surveys) and QSDS (Quantitative Service Delivery Survey), 2012.

http://bit.ly/28RTx8P

This guide includes methodology, guidance and sample indicators for implementing PETS and QSDS. It includes tools for diagnosing efficiency, effectiveness, and equity problems in public expenditures, in specific governance and incentive problems, bottlenecks, rent capture and leakage of public resources.