

**"Empowering Communities Voices"**

**A Guide to Implementing the**

**Community Scorecard**

**for Enhanced Dialogue and Mutual Accountability between**

**Right Holders and Duty Bearers**



**2023**

# Directory

Concept and Process for use of Community Scorecard to create dialogue and mutual accountability enhancement between Right Holders and Duty Bearers

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## Acknowledgement

Working in Nepal since 1964, VSO currently has its presence in all seven provinces of Nepal and has worked in 72 of Nepal's 77 districts, partnering with government ministries and line agencies, national commissions, NGOs, donors and communities to support those most in need. VSO aims to be more responsive to and actively engaged in supporting disadvantaged groups through Volunteering for Development (VFD) approach. Presently, VSO Nepal's programme focuses on Education, Sexual and Reproductive Health and Rights, Youth, Livelihoods, Gender & Inclusion, Governance, Climate Change and Resilience.

At the heart of all VSO initiatives are our core principles of gender and social inclusion, resilience, and social accountability. We are pleased to share that the Community Scorecard (CSC) method is increasingly being adopted across our projects, aiming to foster social accountability. This process involves both citizens and authorities, amplifying the voices of marginalized communities and directing them to the right platforms, ultimately improving the quality of services and rights granted to citizens. Furthermore, this approach aligns with the "leave no one behind" principle championed by the Sustainable Development Goals.

Within the pages of this guide, you will find comprehensive information on the application of the Community Scorecard method in various VSO projects. We sincerely hope that civil society organizations and other concerned entities in Nepal will utilize this resource to promote social accountability through data collected at the grassroots level.

Our warm appreciation extends to those who played pivotal roles in bringing this integrated directory to fruition. Special thanks to Suran Maharjan for leading the compilation, Hans Raj Joshi, Shantosh Thapa, Priti Sharma, and Radha Pandey of VSO for their leadership in writing and compilation, and Avashree Shakya for her translation works. We extend our gratitude to Shikha Shrestha and Raj Kumar Gandharba for their invaluable guidance throughout the guide's preparation.

Please note that this directory and its contents will be periodically updated.

In closing, we extend our best wishes for the widespread adoption of this guide for the Community Scorecard, an invaluable tool for knowledge creation and transfer.

**Jay Shanker Lal**

**Country Representative**

**VSO Nepal**

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## Section A: Adherence to social accountability in VSO

### 1.1 Social Accountability

In pursuit of enhancing diverse aspects of development and addressing challenges, VSO has adopted the concept of "Volunteering for Development." VSO views this concept as a way to create significant positive change globally. This approach has led to meaningful and lasting changes at the personal, family, community, and even systemic and policy levels. VSO not only characterizes this as transformative change but also works to share it on a worldwide scale. VSO has applied this concept within its program initiatives that focuses on three primary domains: healthy communities, inclusive education, and resilience livelihoods.

Simultaneously, central to the notion of development are fundamental people-first principles, the multi-dimensional aspects of volunteering for change often addressed within VSO, along with diverse foundational concepts.

Central to development are the "People First Principles," which prioritizes the most vulnerable groups in the community and place them at the forefront of VSO's implementation efforts. The organization's employees, volunteers, and partners are encouraged to collaborate with these primary actors to achieve lasting and meaningful change.

The Relational Volunteering Model provides insight into the various levels of changes occurring in services, behaviours, and systems through volunteers' efforts. The model guarantees that civic values are central to development in all VSO programs, where primary actors actively participate in development process and foster respectful and meaningful connections in diverse areas of work.

VSO's main approach is to promote fairness and social justice, aiming to change deeply-rooted structural barriers in society. These encompass gender and social inclusion, resilience, and social accountability. All three principles collectively tackle the multi-faceted challenges of poverty and marginalization, empowering key contributors to enhance accountability among rights holders and duty bearers.

### 1.2 VSO's understanding of social accountability

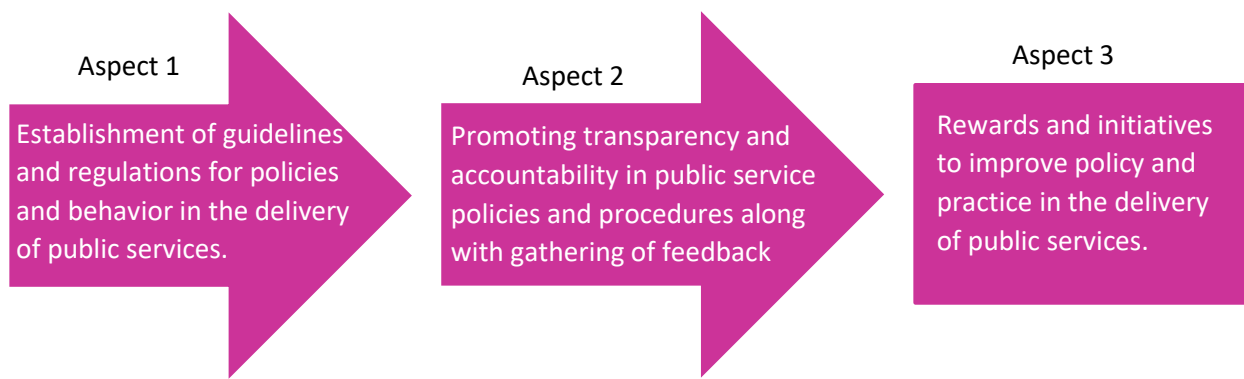
#### 1.2.1 Importance of Accountability in Development

Since the 1980s, the importance of promoting social accountability to address the root causes of poverty and marginalization has been evolving significantly. In particular, the World Bank has acknowledged the importance of social accountability for development in its **2004 World Development Report**. The report emphasizes the importance of accountability for development and presents both short-term and long-term solutions for its implementation. Poverty and structural barriers seem to have emerged as the main strategies of reduction as a result of the promotion of accountability.

#### 1.2.2 How is accountability ensured?

Understanding the implementation of accountability through diverse selection of methods is crucial. This process further comprises of three steps. The initial step entails reaching a consensus on shared behaviours and expectations, which includes setting public policies and development service criteria. The first phase involves agreeing on collective measures of behaviour and expectations, including agreeing on public policy and service standards for development.

The second phase entails determining the extent to which public policies and standards have been adhered to. The second phase covers aspects of accountability and transparency, where information is shared about how the agreed-upon shared standards and expectations have been put into practice. The third phase of promoting accountability includes discussions on the implementation of agreed standards and expectations and the formulation of corrective plans.



### 1.2.3 Multidimensional aspects of social accountability

The implementation of public service reform with a focus on social accountability encourages rights holders to be accountable of their responsibilities. The aspect of accountability is directed not just to right holders, but also to peers, superiors, and other stakeholders. This approach fosters mutual accountability across levels and stakeholders. Furthermore, organizations and service providers should be accountable to external stakeholders like donor bodies. Hence, advocating for multi-dimensional accountability becomes crucial in the context of social accountability, expanding beyond the emphasis on accountability solely between duty bearers and rights holders.

### 1.2.4 VSO's understanding of social accountability

VSO considers social accountability and responsibility to be powerful driver of transformative change. Through the implementation of this approach, the voices of those in poverty and those who are structurally marginalized within the community can be strengthened, ultimately enabling them to better access the services and entitlements to which they are entitled.

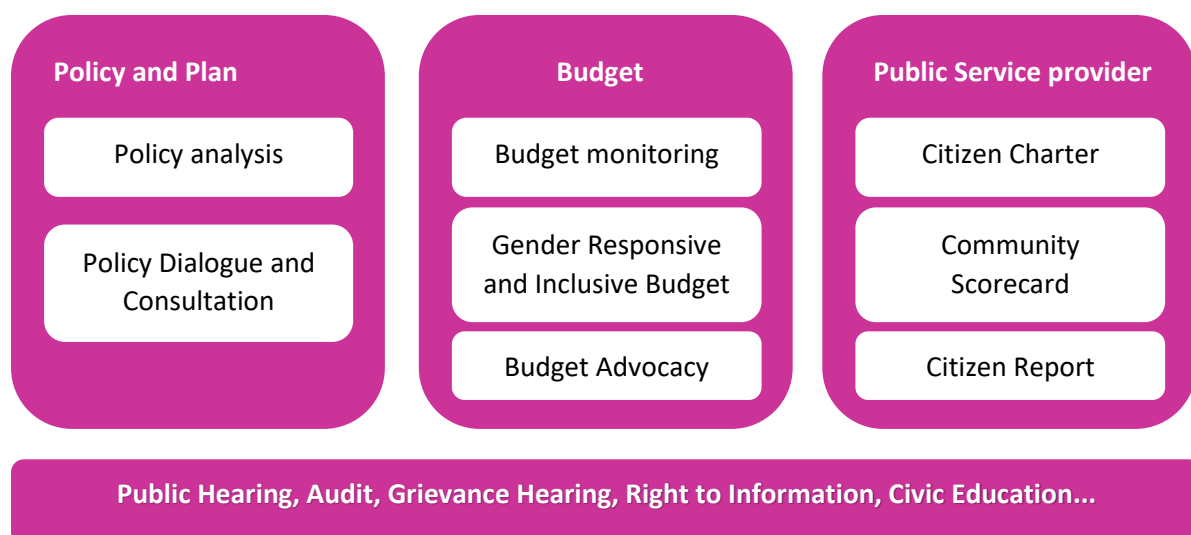
## 1.3 Policy system of social accountability

In Nepal, fostering a citizen-centric environment and safeguarding the rights of marginalized individuals requires heightened engagement, enhanced effectiveness, and increased accountability from both the government and duty bearers. Social accountability encompasses the behaviour, actions, and execution of duties by public service providers and officials, as well as the equitable and ethical utilization of public resources. This includes constructive collaboration between civil society organizations (CSOs) and the government in monitoring activities.

Social accountability can be a powerful tool for equal participation and development of women, adolescents, and other marginalized people. Social accountability provides duty-bearers and right-holders, especially marginalized groups, an opportunity to jointly assess the effectiveness of services and provide assistance to involved agencies. As a result, the involvement and suggestions of the underprivileged and socially marginalized groups help in the improvement of the duty bearers' effectiveness and inclusiveness.

Social accountability largely contributes to more effective and inclusive governmental policies, plans, budgets, services, and infrastructure. By bridging the gap between citizens and accountable bodies, this process promotes greater mutual understanding and trust.

Various methods of social accountability have been used in Nepal. To increase social accountability, the following methods have been used in various thematic areas such as policy and planning, budget and public service delivery.



The Constitution of Nepal 2072 establishes the principle of equality as both a fundamental right and responsibility. It has also established the institutionalization of targeted measures to safeguard and empower socially and culturally

disadvantaged groups, including marginalized women, Dalits, tribes, Madhesi, Tharu, Muslims, youth, children, senior citizens, gender and sexual minorities, and people with disabilities.

The Constitution encompasses various provisions related to women's well-being, including safe maternal health, reproductive and health rights. It ensures women's entitlement to legal recourse and compensation in instances of violence. Additionally, the Constitution guarantees women's participation across all government bodies and specifies special provisions for women in education, healthcare, employment, and social welfare. Moreover, equal rights for couples within family matters are distinctly outlined.

To effectively uphold these Constitution-given rights, it's crucial to establish necessary legal frameworks and institutions. The adaptation of methods of social accountability can enhance participatory assessment and evaluation of the progress of these rights' advancement.

Article 78 (5) of the *Local Government Operation Act, 2074 BS* states that rural municipalities and municipalities should use social accountability methods such as social audit and public hearing to increase the transparency and accountability of public services. The *Good Governance (Management and Operation) Act, 2064 BS* and the *Good Governance (Management and Operations) Rules, 2065 BS* also mentions the Citizens' Charter, Public Hearing and Grievance Management.

As per the existing regulations outlined in the Good Governance Promotion Strategy and Action Plan of 2074, local level authorities are required to develop necessary policies and legislation to ensure transparency, accountability, and ethical management, starting from village to municipal levels. The plan includes provisions for conducting public hearings, social audits, public audits, gender-responsive and inclusive budget audits, as well as community score tables. Alongside, it also specifies the need for establishing procedures related to these activities. Additionally, the plan emphasizes the creation of procedures for addressing complaints and managing suggestions, as well as formulating processes for social mobilization.

## Section B: Concept of Community Scorecard

### 2.1 Conceptual clarity of service provider (duty bearers) and service receiver (rights holder)

In the initial phases of employing community scorecards, the primary actors were classified as those providing services and those receiving services. Even today when discussing development approaches centered around addressing specific needs and within service-oriented sectors, terminologies such as "service provider" and "service recipient" persist. However, as the development landscape has evolved and many organizations have shifted towards rights-based approaches, there has been a shift in how these roles are conceptualized. Now, service providers are referred to as duty bearers, while service recipients are identified as rights holders.

This shift signifies that the services delivered by public entities are not just mere provisions, but also represent obligations that these entities are held accountable for. Therefore, the terms "service provider" and "service recipient" remain relevant. Given that, VSO operates within a framework that emphasizes rights, this guide employs the terms "duty bearers" and "rights holders."

### 2.2 Understanding of Community Scorecard

The community scorecard serves as a routine process for monitoring and evaluating activities. It acts as a platform for dialogue between citizens; referred to as rights holders, and organizations functioning as duty bearers.

Community scorecard is a regular monitoring and evaluation process. It facilitates dialogue between citizens (rights holders) and (service providers) organizations to determine the satisfactory criteria for primary regarding the organizations' work and assess their performance accordingly. This method has been mainly used as a tool to promote social accountability within the empowered organizations.

While originally intended to strengthen the accountability of service delivery entities, this tool can also be applied to foster accountability within rights-oriented advocacy groups or other types of organizations. This guide describes the process of using community scorecards in a variety of tasks. This process helps the authority (duty bearers) to identify the possible shortcomings and plan for areas of improvement.

- Community scorecard serves as a means to advance a rights-oriented approach and promote mutual accountability within the realms of community development and social empowerment.
- It is a method of promoting mutual accountability.
- It is a method of analysing the accountability of the authority towards the citizen.
- It helps to strengthen the relationship between the right holder and the duty bearers.
- It helps to identify the need for planning and budgeting process.
- It is a conscious effort to improve the quality of services and the rights of citizens.

### 2.3 Why Community Scorecard?

The focus relies on guaranteeing efficient and quality service and rights delivery to citizens, and organizations empowered to do this should evaluate their performance to ensure that the service and rights that citizens receive are being delivered in an efficient and quality manner. In this process, involving stakeholders in participatory evaluation is strongly recommended. Citizens possess insights into the actual service delivery environment, offering accurate and credible information. Additionally, this allows duty bearers to assess the user-friendliness of their services. Moreover, the process assists rights bodies in promptly reviewing their work and addressing weaknesses and areas for improvement. More importantly, this process empowers community members to enhance the accountability of empowered organizations.

### 2.4 What to change through the use of community scorecards?

The primary objective of utilizing community scorecards is to ensure the delivery of services and rights provided to the community through duty bearers, while also enhancing work quality, access, and decision-making processes. Additionally, this approach strives to boost the efficiency, effectiveness, and accountability of the organizations responsible for these duties, ultimately enhancing the quality of services at different levels. At the heart of this system lies the creation of a service flow structure that caters to citizens' needs and preferences once this process is implemented into practice.

### 2.5 Who participates in the community scorecard process?

The community scorecard process can encompass the involvement of all community members. However, engaging a large number of individuals in this process can lead to unmanageable crowds, potentially hindering the achievement of desired outcomes. Therefore, it's crucial to strategically plan participation in key discussions. By

selecting participants in a representative manner, meaningful inclusion of all social status, classes, religions, and genders within the community can be ensured. Additionally, observers such as representatives from local, political parties, clubs, community organizations, and educators could be invited to provide insights into the discussions. The discussions and debates within this process should involve participants comprehensively and thoughtfully.

- 1) Service-providing organizations (duty bearers) that are accountable and consistently delivering services to the community.
- 2) Engaged citizens (right holders) from the community, with inclusive representation.
- 3) Local-level representatives from political parties.
- 4) Local community organizations actively working in the area.
- 5) Representatives from various local-level organizations.

## 2.6 Basic principles of using community scorecards

- It is crucial to establish clear guidelines and procedures, before the interface meetings with both duty bearers and rights holders within the community scorecard process. It's essential to steer clear of turning these meetings into accusatory confrontations.
- During discussions and interface meetings within the community scorecard process, it's important that no one engages in targeted or personal remarks. Instead, the focus should remain on evaluating the organization's performance and identifying areas for improvement.
- Discussions should focus on mutual challenges and opportunities.
- When formulating an action plan for quality improvement, it should be based on institutional commitment.
- The process should promote participatory discussion, analysis and planning for further improvement.

## 2.7 Operational challenges of community scorecards

In a context where traditional work methods are deeply ingrained in various sectors, involving community members in supervising public institution services is an innovative idea. Social accountability practices in Nepali society are less developed compared to other countries. As a result, for the initial researcher who intends to use these tools, a significant challenge arises. The introduction of new methods and procedures requires the adoption of innovative working approaches and the acquisition of social and political approval. Additionally, undertaking this process brings upon a various foreseeable issues and difficulties, some of which are elaborated upon below:

- In the early stages, the process may not progress smoothly, and its full acceptance may take time.
- Proficient facilitation skills are vital in this process. Inadequate guidance can lead to misinterpretations and disputes, possibly leading to the targeting of individuals instead of monitoring the overall service provision.
- Inadequate facilitation can lead to overly optimistic community expectations, increasing the likelihood of making demands that service providers may struggle to fulfill.

## Section C: Steps to using the Community Scorecard

### 3.1 Steps to use the Community Scorecard

The steps and sub-steps as shown in the table below are necessary to effectively implement the use of community scorecard.

Major Steps	Sub-steps
<p style="background-color: #800040; color: white; padding: 2px;"><b>First Step</b></p> <p><b>Preparation and planning</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Selection and training of facilitators.</li> <li><input type="checkbox"/> Identification of groups of duty bearers and rights holders.</li> <li><input type="checkbox"/> Creation and approval of indicators in a participatory manner.</li> <li><input type="checkbox"/> Information about process and use of community scorecard to the duty bearers and rights holder’s groups.</li> <li><input type="checkbox"/> Determination of timeline for the use of community scorecard.</li> <li><input type="checkbox"/> Ensuring the active and inclusive participation of the community in all discussions and meetings during the preliminary preparations.</li> </ul>
<p style="background-color: #800040; color: white; padding: 2px;"><b>Second Step</b></p> <p><b>Situation and resource analysis</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Analyzing the resources mentioned in the indicators.</li> <li><input type="checkbox"/> Keeping the detailed information about the available resources, policy regulations, conducted programs and services in the authorized organization.</li> </ul>
<p style="background-color: #800040; color: white; padding: 2px;"><b>Third Step</b></p> <p><b>Conducting community scorecard for the right holders</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identifying the venue for the discussion and providing the rights holders with details regarding the discussion's date and time.</li> <li><input type="checkbox"/> The indicators established in the initial step should be documented and arranged to ensure their clear visibility during the discussion. When preparing in this manner, there should be designated space behind each indicator for assigning a score and providing the rationale for that score.</li> <li><input type="checkbox"/> Gathering community's expectations before initiating discussions on indicators.</li> <li><input type="checkbox"/> During the conversation about the indicators, creation of a set of guidelines for maintaining a code of conduct. This will help ensure that the rights holders remains focused on the subject at hand and refrains from drifting into unrelated conversations.</li> <li><input type="checkbox"/> To share details about the criteria for scoring each indicator, as outlined in this guide, document it visibly at the discussion location for everyone's reference.</li> <li><input type="checkbox"/> Discuss each indicator, give points, and provide reasonings for given points.</li> <li><input type="checkbox"/> Ensuring the meaningful participation of all present in this process.</li> <li><input type="checkbox"/> Inform about the day of interface dialogue with the duty bearers and assign one of the participants to make a presentation for that day.</li> </ul>
<p style="background-color: #800040; color: white; padding: 2px;"><b>Fourth Step</b></p> <p><b>Community scorecard operation by the duty bearers</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Informing the discussion venue and decision-making duty bearers about the time and date of the discussion.</li> <li><input type="checkbox"/> The indicators determined in step one should be written and prepared so that they are clearly visible during the discussion. When preparing in this manner, it is important to include a section behind each indicator where you can assign a score and provide a space for documenting the reasoning behind that score. To facilitate this process, a model template has been included in this guide for reference.</li> <li><input type="checkbox"/> When engaging in conversations about the indicators, establish a code of conduct aimed at ensuring that the marginalized group remains on-topic and refrains from veering into unrelated discussions, thereby maintaining a focus on discussions related to the specific topic.</li> <li><input type="checkbox"/> To provide information about the basis of scoring in each indicator as mentioned in this guide, write it down so that everyone can see it at the place of discussion.</li> <li><input type="checkbox"/> Discuss each indicator, give points, and write the reasons for giving points.</li> <li><input type="checkbox"/> Ensuring the meaningful participation of all present in this process.</li> <li><input type="checkbox"/> Inform the stakeholders about the interface dialogue a day in advance and assign one of the participants to present the scores and reasoning for each indicator for that day.</li> </ul>

Major Steps	Sub-steps
<p><b>Fifth Step</b></p> <p><b>An interface dialogue between the duty bearer and the rights holder and formulation of an action plan</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine the place, date, time, and day of the interface dialogue and inform everyone concerned.</li> <li><input type="checkbox"/> Ensure the inclusion and involvement of everyone, encompassing both rights holders and duty bearers.</li> <li><input type="checkbox"/> If the process is done in a public place, the discussion may be diverted to other topics, so it is advisable for the representatives involved in the above steps; three and four to participate in the discussion of the paper.</li> <li><input type="checkbox"/> Discuss the numbers and reasonings given by both groups for each indicator.</li> <li><input type="checkbox"/> During phases three and four, when both groups present differing viewpoints, the facilitator will engage in a discussion to explore the reasons behind these perspectives. The goal is to guide both groups towards a consensus on a single point, taking into account the information and insights shared during the discussion.</li> <li><input type="checkbox"/> Following the discussion of all the indicators, representatives from both groups will compile a list of areas that require improvement and develop an action plan.</li> <li><input type="checkbox"/> To make a commitment to the implementation of the prepared action plan from the empowered group and to discuss the support of other organizations.</li> <li><input type="checkbox"/> To conclude the meeting by discussing the dates of the next discussions and face-to-face meetings.</li> </ul>
<p><b>Sixth Step</b></p> <p><b>Implementation and support of action plan</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Facilitators will hold regular meetings with the marginalized group to oversee the execution of the action plan devised during the interface meeting.</li> <li><input type="checkbox"/> They will offer required support in executing the improvement initiatives outlined in the action plan.</li> <li><input type="checkbox"/> Prior to the discussions, they will assess whether the action plan has been put into action, and facilitators will provide any needed assistance in this process.</li> <li><input type="checkbox"/> Briefly review the action plan prepared for the first time during the next discussion.</li> </ul>

### 3.2 Scoring Basis when using Community Scorecard

Number	Condition	Base and indicators
1	Poor	<ul style="list-style-type: none"> <li>● Lack of awareness is prevalent.</li> <li>● Zero instances of practice occurred.</li> <li>● Lack of awareness related to policy rules.</li> </ul>
2	Moderate	<ul style="list-style-type: none"> <li>● Limited information available.</li> <li>● Engaged and participated in few sessions.</li> <li>● Only a small number of individuals are aware about the policy and procedures.</li> </ul>
3	Good	<ul style="list-style-type: none"> <li>● All attendees were briefed.</li> <li>● Policy and producers are in regular practice.</li> <li>● Everyone is aware of the policy and producers</li> <li>● Recognized the need for some improvement.</li> </ul>
4	Very good	<ul style="list-style-type: none"> <li>● Everyone is satisfied with available services.</li> <li>● Everyone is aware and informed.</li> <li>● A well-defined political system is in place.</li> <li>● This topic is under discussion across various media platforms.</li> </ul>

The community scorecard ratings typically range from 1 to 4 points, but there's also the option to employ scales ranging from 1 to 5, 1 to 10, or even 1 to 100 points. The utilization of diverse scoring systems for a single project can introduce complexity into the analysis. Therefore, it is recommended to ensure consistency by adopting a uniform scoring method.

## Section D: Use of Community Scorecards for promoting Governance and Inclusion in Civil Society Organizations

### 4.1 PRAYAS Project - Promoting Inclusive Resilience and Accountability through Youth Association Strengthening

The PRAYAS project's objectives are to discover ideal development approaches for disaster risk reduction and climate change adaptation (CCA/DRR) at both national and provincial levels. Additionally, it aims to identify model practices for participatory methods and development through partnerships with multiple stakeholders who serve as primary contributors and facilitators for CCA/DRR initiatives.

Moreover, the project seeks to enhance the engagement and involvement of marginalized communities, particularly youths who are affected by disasters and climate change. This is done to promote inclusive governance within youth and youth-led civil society organizations. The project also includes capacity-building activities to empower youth for meaningful participation in disaster and climate change planning, policymaking, and their implementation.

#### 4.1.1 Objectives, goals and expected results of PRAYAS project

**Overall objective:** To promote integrated disaster and climate resilience at the municipality, state, and national levels by strengthening inclusive and youth-friendly governance through the strategic participation and leadership of youth.

**Specific objective:** To enhance the role of youth-led organizations to effectively engage youths and other marginalized communities in local disaster and climate recovery processes.

#### Expected results

- 1) Enhancing the capacity of organizations led by youth to lead an integrated climate and disaster resilience system at the local level.
- 2) To enhance the meaningful participation of youth in the integrated climate and disaster resilience system of some local levels in Karnali Province and Madhesh Province and at the provincial and federal levels.
- 3) Organizations led by youth to establish a youth-friendly integrated climate and disaster-resilient system to create the necessary policy environment through policy formulation and policy advocacy.
- 4) Enhancing the role and contribution of youth to establish a disaster risk management system at the federal and local levels.

#### Major Outcomes

1. To actively engage youth in community and gender-sensitive disaster management planning systems, with the aim of enhancing the institutional capabilities of 15 youth-led organizations in two provinces.
2. To strengthen the skills of 60 representatives at both municipal and province levels, with the aim of promoting greater involvement and representation of youth and marginalized communities in the local climate and disaster recovery efforts.
3. Capacity building of 1000 youth in disaster risk resilience, advocacy, good governance to increase participation in local climate and disaster resilience processes.
4. Promoting youth-led initiatives for local climate and disaster recovery processes and ensuring stakeholder engagement in the development of youth-friendly and inclusive policies for local climate and disaster resilience.
5. Creating local climate and disaster resilient plans, system development, and risk reduction activities that are both youth-friendly and gender-inclusive in two municipalities.
6. Carrying out initiatives to enhance local climate and disaster resilience in eight wards of two municipalities, with the creative involvement of young people.

### 4.2 Concept of use of community scorecard in PRAYAS project

The PRAYAS project aims to amplify the voices of youth and their organizations at the policy-making level by strengthening the capabilities of youth organizations. To achieve this, the project has adopted community scorecard as a means to enhance the internal capacity of these organizations. The use of this community scorecard is to assess the social accountability of service delivery organizations at the local level in a participatory manner, but however, it holds potential to be utilized in other areas as well.

Within the framework of the PRAYAS project, this tool is intended to promote the internal governance of youth organizations. When implementing this tool, youth organizations take on the role of service providers (authorities), while local or other collaborating bodies that are part of these organizations act as beneficiaries (authorities). Youth organizations will utilize this tool to enhance their governance, and also for periodic evaluations of the state of governance within the organization by the right holders associated with that organization.

As part of this procedure, a comprehensive rating sheet has been created, encompassing various practices that should be adopted by NGOs or civil society organizations in different domains for inclusive governance. The scorecard provides instructions on how to assess these practices and assigns specific marks for each scenario, detailing various improvement conditions. As outlined in the final section of this guide, after both the working committee and management committee of the organization (one group) and the members and other partners (second group) assign their respective ratings, both parties should engage in an interface dialogue to discuss and strategize improvements.

### 4.3 Key steps followed when using scorecards in a PRAYAS project

The steps can be revised for easier use in projects, ensuring compatibility with the core community scorecard procedures outlined in the PRAYAS project.

<b>1) Preparation phase</b>
<p><b>Facilitators must establish a shared comprehension of the community leader's purpose, procedure, and approach. The following written activities are essential in this preparatory stage:</b></p> <ol style="list-style-type: none"> <li>1.1 Compile necessary forms and indicators as references for the Community Scorecard process and create the specified directory.</li> <li>1.2 Choose facilitators and complete the necessary preparations.</li> <li>1.3 Engage with civil society organizations, representatives from select government agencies, and other stakeholders to discuss the process and indicators involved.</li> </ol>
<b>2) Training or orientation for youth organization representatives on the use of the Community Scorecard</b>
<p>In this phase, selected participants from different organizations, acting as facilitators, should receive training on the importance of using the community scorecard to improve internal institutional governance and accountability. Additionally, further dialogues should be initiated to empower these facilitators to advocate for the community scorecard within levels of local government. It is equally important to emphasize the inclusion of women and representatives from marginalized communities in this process during discussions with facilitators and when implementing questionnaires.</p> <ol style="list-style-type: none"> <li>2.1) Select a facilitator from an organization and make them participate in the training.</li> <li>2.2) After the training, the facilitators will share information with their organization's working committee and management group and create an action plan to initiate the discussion of the paper.</li> </ol>
<b>3) Accounting of available resources and policy regulations in youth organizations</b>
<p>Facilitators involved in the training from each organization will engage in two separate discussions. One will be held with the organization's working committee, and the other with the organization's top management. These discussions aim to gather insights into the ongoing key initiatives within the organization, enabling facilitators to take notes and gather information regarding the organization's primary policy regulations. Subsequently, when facilitating the community scorecard at a later stage, the document will encompass the organization's primary activities and aspects related to institutional governance. While gathering this information, major attention should be devoted to the following aspects:</p> <ul style="list-style-type: none"> <li>• Identifying existing policy frameworks designed to strengthen institutional governance.</li> <li>• Development and consensus on the necessary indicators.</li> <li>• Action plan and other preparations for the implementation of the scorecard.</li> </ul>
<b>4) Joint meeting between youth organization work committee and core management group, including duty bearers and their rights holders' members, local government officials, and other partners</b>
<p>During this meeting, the participants engage in discussions to finalize the indicators that will be included in the community scorecard. The goal is to reach a shared comprehension of the community scorecard's concept and the steps to be followed. Additionally, there is a consensus that both youth organizations and their rights holders will be assessed and rated using the same set of indicators.</p>

### **5) Reviewing and scoring of Community Scorecards**

Discuss number of participants and identity of those who will engage in the community scorecard assessment and establish a specific number.

- Internally evaluate and score the scorecard by youth organizations, including members of the working committee and management group.
- Evaluate and assign scores through authorized individuals within the youth organization, such as regular members, ward office representatives, or local school representatives. In terms of involving rights holders, the organization will have collaborated with various agencies, and during this process, those organizations may participate as partners and collaborators.

### **6) Interface dialogue between the youth organization (duty bearers) and the right holders**

During this meeting, both parties will exchange the scores provided on the evaluation sheet along with their respective reasonings. Participants are encouraged to actively listen to each other's arguments and ask questions to gain a deeper understanding. Instead of simply asserting that the marks awarded by the other party are incorrect, each side should engage in constructive discussions about the reasons behind these scores. Through this dialogue, both parties can work towards reaching a mutually agreeable score, fostering a sense of satisfaction with the final assessment.

### **7) Formulation and implementation of action plans**

Based on the feedbacks and suggestions provided by both parties on the score sheet, the organization should formulate an improvement plan. While preparing the action plan, it's important to highlight that the improvements should align with the timeframe set for the second round of assessment. Recognizing that certain improvements may require an extended period of time; these are thoughtfully integrated into the plan. This approach reinforces the notion of step-by-step progress for future discussions.

### **8) Internal governance of youth organizations is ready**

During this phase, it becomes essential to establish the internal governance standards for the youth organizations implementing the community scorecard within a municipality. To achieve this goal, an aggregate score is generated for different indicators by summing up the scores contributed by participating youth organizations. This approach effectively portrays the internal governance status of civil society organizations within the municipality. Furthermore, for analytical purposes, a presentation can be prepared by comparing this data with the conditions of civil society organizations in other municipalities.

### **9) Municipal level situation exchange meeting**

The report consolidated by the youth organizations within a municipality should be disseminated at the municipal level. This dissemination serves as a means to empower other organizations to adopt the scorecard process and ensures that local government and other relevant entities gain insights into the efforts being undertaken to enhance the governance of youth organizations through PRAYAS.

### **10) Action plan and review of progress**

Following the initial interface meeting, the assessment of the work plan can be conducted every four months, and this periodic review process can be continued on a regular basis.

### **11) Final review and planning of further improvements**

Following a minimum of three scoring sessions and interface meetings, the organization will engage in discussions and evaluations encompassing the accomplishments, lessons learned, and encountered challenges across all three phases. It is important to emphasize proper documentation and the development of a plan for ongoing internal use within the organization, even in the absence of external support. By following this process three times in a row, the organization can easily present the results as baseline, midterm analysis, and final analysis, thus demonstrating a clear path towards gradual improvement.

### **12) Commitment to strengthen accountability and governance on behalf of youth organizations**

In order to enhance internal governance within the organization, both individual organizations and those within a municipality should collectively commit to sustain the use of the community scorecard and effectively implement the improvement plan. The inclusion of the municipality and other relevant entities in this process will

enhance its effectiveness. This step is also significant in terms of advocating for the adoption of this youth organization tool as a means of improving governance within the municipality and other organizations.

#### 4.4 Method adopted for awarding marks when using mark sheets in attempted projects

Score	Condition	Indicators and base
1	Poor	<ul style="list-style-type: none"> <li>No information on this subject.</li> <li>Policy measures don't make any mention of this.</li> <li>Discontinuation after single practice.</li> </ul>
2	Moderate	<ul style="list-style-type: none"> <li>Lack of information on this subject.</li> <li>Minimal information available at the working committee level.</li> <li>Minimum mention in policy measures.</li> <li>Lack of consistency in practice.</li> </ul>
3	Good	<ul style="list-style-type: none"> <li>Most members of the working committee and other ordinary members are aware of this issue</li> <li>The policies are clearly outlined, and everyone is well-informed about them.</li> <li>Regular practice is maintained.</li> <li>Some provisions or practices are yet to be updated.</li> <li>A small amount of additional clarification or information is required</li> </ul>
4	Very good	<ul style="list-style-type: none"> <li>Policies are clearly mentioned and periodically updated.</li> <li>Information is available to all members of the working committee.</li> <li>Information is well-communicated to partners.</li> <li>It has been in use for a long time.</li> <li>There have been no complaints raised against the institution.</li> <li>The organization's practices have been reported by local newspapers and radio stations.</li> </ul>

#### Context 1: Model of scorecard

Thematic Area and Sub-area	Indicator	Evaluation		
		Score/ Number	Score Reasoning	Evidence
<b>1. Inclusive governance</b>	The working committee is selected through a democratic process.			
	To ensure inclusivity in the working committee, inclusive provisions are incorporated into the organization's constitution, and these provisions are actively enforced.			
	The organization has established financial and administrative guidelines, human resource management protocols, and project management procedures, all of which are currently in practice.			
	To promote transparency in institutional activities and project management, the organization conducts public audits and maintains hoarding boards for social accounting.			
<b>2. Leadership and strategy</b>	Regular meetings of the working committee are held, and the majority of members are present and decisions are reached through collective consensus			

Thematic Area and Sub-area	Indicator	Evaluation		
		Score/ Number	Score Reasoning	Evidence
	Regular general meetings and conventions are held consistently.			
	The organization practices collective leadership, ensuring a proper allocation of tasks and responsibilities. Detailed responsibilities of the working committee members are documented and made accessible to all.			
	A strategic plan has been developed by the organization, clearly outlining its vision, goals, and objectives. These strategic plans are prepared in a participatory manner, and annual plans are created through discussions with members and employees to monitor progress.			
<b>3. Public advocacy and lobbying, (legitimacy, identity, strategies, and necessary skills</b>	The organization consistently identifies advocacy issues and formulates advocacy strategic plans accordingly.			
	At the local level, the organization engages in social campaigns and actively expands its partnerships with relevant stakeholders.			
	The organization has defined its lobbying focus areas and established an identity accordingly. Regular training sessions on advocacy and public advocacy skills are conducted for the organization's members.			
<b>4. Economic and administrative management</b>	The organization consistently renews its registration and ensures timely payment of taxes.			
	There are regulations for financial management and their effective implementation.			
	An internal audit committee has been established, and it conducts regular meetings.			
	Comprehensive financial and operational regulations have been formulated and are implemented efficiently.			
<b>5. Sustainability, Resilience and Relevance</b>	The organization has devised a sustainability plan and guidelines for resource mobilization, which are actively implemented.			
	It collaborates on projects with local government and other resource partners, taking a lead in these initiatives.			
	Resource mobilization and sharing from local sources have been increased, making the organization the preferred partner for all stakeholders.			
	An institutional disaster management plan has been developed to ensure the organization can function effectively even during disasters, and a dedicated task force is in place to implement it. The organization plays a crucial role as a responder in local and community-level disaster risk incidents. It			

Thematic Area and Sub-area	Indicator	Evaluation		
		Score/ Number	Score Reasoning	Evidence
	also proactively raises awareness and engages with the government to protect the community from such disasters.			
<b>6. Learning &amp; Documentation of external relations</b>	External organizations will routinely prepare progress reports and disseminate them with relevant stakeholders and regularly conduct joint monitoring, review progress, and share learning and insights between stakeholders.  In an effort to enhance connections with external entities, a designated contact person has been appointed for communication purposes, and a strategic communication guide has been developed to support these relationships.			
	Stakeholders at the local and district levels actively engage in collaborative efforts and participate in a wide range of activities with various organizations.			
	The organization actively participates in and plays a facilitative role in the local-level planning process.			
	The organization conducts an annual social assessment, seeking input from the community, government agencies, non-governmental organizations, and other stakeholders to assess its effectiveness.			

## Section E: Use of Community Scorecard for Citizen-led Sustainable Development Promotion

### 5.1 Background

In September 2015, the United Nations endorsed the Sustainable Development Goals (SDGs). These 17 goals, accompanied by 169 sustainability indicators, encompass a comprehensive spectrum of domains crucial for achieving sustainable change. These domains include education, healthcare, gender equality, economic prosperity, clean energy, and various other aspects. The implementation of the SDGs is rooted in the principle of "Leave no one behind" (LNOB). This principle is geared towards prioritizing and advancing the most marginalized groups across economic, social, and all other dimensions to ensure their inclusion and empowerment.

Effective implementation of sustainable development goals requires the meaningful participation of civil society groups, cooperatives, media and community-based actors. In addition to this, it is necessary for both the government and the private sector to be more accountable and work in partnership to achieve the goals of sustainable development.

For the localization of sustainable development goals at the provincial and local levels, the participation of marginalized communities is necessary in formulating participatory plans and giving input to the budgeting process in addition, for the successful and effective implementation of the goals of sustainable development, it is indispensable to enhance the partnership and coordination among international level organizations.

### 5.2 Citizen-led SDG progress analysis at community level using community scorecard

Engaging in dialogue with a diverse range of stakeholders, including government officials, representatives from non-governmental organizations, members of political parties, civil society representatives, and social activists, among others, is both feasible and beneficial to discuss the community index and its effective implementation. It is essential to foster mutual comprehension between the citizens and the government by clearly clarifying the objectives of this subject matter during the interactive conference. To serve this purpose effectively, it is necessary to assess the current status of sustainable development goal implementation in local wards and municipalities. This analysis will facilitate the establishment of a shared understanding between the citizen group and the government side.

Similarly, within the ward and community, it is crucial to place special emphasis on the sustainable development indicators and engage in discussions about the current status, particularly concerning women, Dalits, persons with disabilities, gender and sexual minorities, and other marginalized youths. To facilitate this, it is recommended to involve young facilitators who have received training in sustainable development goals, social accountability, and community indicators.

In order to consolidate the community scorecard document effectively, orientation activities should be organized. These activities should aim to establish a shared understanding of the entire process, including the creation of necessary forms, development of indicators, selection and training of facilitators, and ensuring a common understanding of this process among marginalized and underrepresented groups.

### 5.3 Process and Procedures of Community Scorecard

#### Step 1: Preparatory Phase

Prior to the community scorecard process, extensive discussions should be held with local government bodies, mainly representatives of municipalities, rural villages, ward offices, political parties at the local level, representatives of civil society organizations, social activists, etc by clarifying the objectives of the community scorecard. A common understanding should be established with the citizen groups and government parties about the indicators and the scoring process. Furthermore, it is vital to increasingly promote a participatory approach in this process. Engaging in a participatory manner not only helps in achieving the objectives but also empowers all participants to fulfil their roles effectively. Therefore, employing this approach can significantly enhance the overall efficiency of the relevant authorities.

#### Phase 2: Capacity building of local facilitators

Local facilitators at municipal and ward levels are crucial for the successful implementation of this approach. They should be chosen based on program requirements for different municipal wards. It's essential to train these facilitators in using the community scorecard for SDG indicators and emphasize its significance in advocating with local governments.

Furthermore, discussions are needed to determine the representatives from both duty bearers and rights holders who will participate in issue paper discussions and reach a consensus. Facilitators must ensure the mandatory involvement of marginalized groups, including young Dalit women, individuals with disabilities, and other

discriminated groups, in community scorecard discussion process. When creating indicators, it's important to use simple language and include all relevant subject indicators initially. While suggestions to add or reduce indicators may arise during discussions, any adjustments should not be made at that stage.

### Step 3: Preparation of Ward Level Community Scorecard

In order to assess the national indicators related to citizen-led sustainable development goals, the scorecard process has been utilized to measure the relationship between the civil society and the local government at the ward level on the basis of the indicators. This process involves using indicators identified at both the national and international levels of sustainable development goals, in addition to any relevant indicators identified at the local level. To progress through this stage, the following activities should be accomplished.

- At the initial stage of the process all relevant stakeholders, including duty bearers, right holders, and non-authorized participants from the concerned wards, were brought together to focus on sustainable development goals. The aim was to inform and engage in discussions regarding the process for implementing the community scorecard, while simultaneously building awareness and capacity for social accountability regarding its indicators.
- Empowered groups will create the ward-level community scorecard using essential indicators. These scores will be discussed within the ward alongside civil society, youth, and women's groups to achieve a consensus. This collective process assesses national Sustainable Development Goals indicators and rates indicators from 1 to 5.
- To assign scores to agreed-upon indicators, two groups will be established: one representing the local authority (city or rural municipality, ward representatives, women's representatives, and government office representatives), and the other representing civil society (women's groups, community women, youth, and social organizations). These groups will hold separate meetings, following guidelines, to score each community scorecard indicator and provide explanations for their scores.
- The government and the private sector must both take greater accountability and cooperate to achieve the goals of sustainable development. Additionally, civil society organizations, cooperatives, the media, and community-based organizations must meaningfully participate in the implementation of these objectives.
- During this stage, duty bearers and right holders collaboratively examine various indicators on the community scorecard, deliberate on the scores attributed to these indicators, and provide reasons for their assessments. After thorough discussions, both groups reach a mutual consensus on the final score. Additionally, they jointly define the desired future scores, fostering dialogue about the roles and cooperation required from all stakeholders to attain the envisioned outcomes

### Step 4: Review of action plan progress and commitments

The participatory review of actions outlined in the community scorecard's action plan is essential to assess their alignment and effectiveness. Ward representatives from each city/village should participate and collectively evaluate each community scorecard. Furthermore, relevant agencies and representatives should be duly informed about upcoming activities.

To ensure the implementation of collective commitments, regular advocacy efforts are necessary to hold responsible parties accountable and monitor the progress of action plans and commitments. A local-level monitoring and evaluation committee, comprising 5 to 7 members representing government agencies, stakeholders, community representatives, and the media can be established for this purpose. This committee can provide recommendations to align activities with the forthcoming action plan of the community scorecard.

### Step 5: Advocacy Meeting with Village/Municipality (Public Hearing)

Once the community scorecard has been developed and the results of a public hearing have been presented to both relevant agency representatives and community members, with a special focus on women, it becomes feasible to assess alterations in the national indicators related to the Sustainable Development Goals. To achieve this, the suggestions from discussions at the ward level can be consolidated and shared with the municipal authorities. This process can serve as a means to gain a level of commitment from the involved agencies to strengthen the present condition after collecting the results.

### Step 6: State level review interaction

After the meetings at the village and municipal levels, there should be a review and discussion at the state and federal levels regarding the successes, lessons learned, and challenges faced during the three stages of implementing the community scorecard. Following that, it is important to promote the creation of accurate documentation and a strategy for consistent community scorecard use even in the absence of external support.

## 5.4 Approaches to Scoring for SG monitoring

Number	Condition	Indicators and bases
1	Poor	<ul style="list-style-type: none"> <li>Concerned stakeholders have no information about sustainable development goals.</li> <li>No progress in policies and programs.</li> </ul>
2	Moderate	<ul style="list-style-type: none"> <li>Some level of understanding about sustainable development goals.</li> <li>Some of the policies and programs have been mentioned and some of the programs are in operation.</li> <li>The quality of the program should be improved.</li> </ul>
3	Good	<ul style="list-style-type: none"> <li>Information to most of the stakeholders about sustainable development goals and programs</li> <li>More clarification or information required.</li> <li>Most of the programs are in operation but the quality needs to be further improved.</li> </ul>
4	Very good	<ul style="list-style-type: none"> <li>Everyone is informed about sustainable development goals and programs.</li> <li>Most of the policies and programs are in operation.</li> <li>Results and quality have also been maintained.</li> <li>The process of receiving complaints and complaints has been started.</li> </ul>
5	Excellent	<ul style="list-style-type: none"> <li>All the programs are included in the policy and program.</li> <li>Results and quality are maintained.</li> <li>Institutional development and practice of the process of receiving complaints and complaints.</li> <li>Propaganda about good and good practice.</li> </ul>

This approach allows both parties to recognize areas for improvement and plan for future plans while assigning scores. Consequently, a future action plan should be developed. During the creation of this plan, a participatory process should be employed to discuss tasks under each goal, their timing, responsible parties, required assistance, and comprehensive documentation.

## 5.5 About schedules and process:

When assessing sustainable development goal indicators using the community scorecard, we assign scores ranging from 1 to 5 to both the current status and the desired future state in the provided table. This guide includes certain Sustainable Development Goals as model indicators, including Goal 4 (Quality Education), Goal 5 (Gender Equality), Goal 10 (Reducing Inequality), Goal 13 (Climate Change Adaptation), Goal 16 (Peaceful, Just, and Empowered Society), and Goal 17 (Partnership for Sustainable Development). Sample indicators and their corresponding scoring criteria are provided, offering a starting point for indicator selection under these predefined targets. The schedules also include sample indicator ranges to facilitate the initial indicator selection process.

Schedule 2: Sample Community Scorecard on National Indicators

National indicators	Present Situation					Future Target					
	Excellent	Very good	Good	Medium	Poor	Score Reasoning	Excellent	Very good	Good	Medium	Poor
Sustainable Development Goal 4- To promote lifelong learning opportunities for all while ensuring inclusive, equitable and quality education											
Proportion of girls enrolled in class 1 (compared to boys) reaching class 8											
Proportion of girls enrolled in class 1 (compared to boys) reaching class 12											
Attendance/Attendance in Early Childhood Education											
Enrollment ratio of female students in technical and vocational education											
Enrollment of female students in post-secondary education (Graduate level) ratio											

National indicators	Present Situation					Future Target					
	Excellent	Very good	Good	Medium	Poor	Score Reasoning	Excellent	Very good	Good	Medium	Poor
Sustainable Development Goal 4- To promote lifelong learning opportunities for all while ensuring inclusive, equitable and quality education											
Enrollment of female students in post-secondary education (Graduate level) proportion											
Female Literacy Rate (Percentage) in the Age Group of 15 to 24 Years											
Schools with Electricity, Internet, Water, Sewerage and Sanitation, Disability Friendly Structures/Facilities or Access (Percentage)											
Proportion (percentage) of teachers working in the primary and secondary education sector who have received minimum organized/systematic teacher training											

National indicators	Present Situation						Future Target				
Sustainable Development Goal 5: Achieve gender equality and empower all women and girls.	Excellent	Very good	Good	Medium	Poor	Score Reasoning	Excellent	Very good	Good	Medium	Poor
On wages/remuneration for equal work (proportion of equal wages between women and men)											
Gender Empowerment Scale (Index)											
Percentage) of women aged 15 to 49 who have experienced physical/sexual violence											
Women aged 15 to 19 who are married or in a union (percent)											
Ratio of female to male participation in the labor force											
Percentage of posts held by women in provincial and national parliaments											

National indicators	Present Situation						Future Target				
Sustainable Development Goal 5: Achieve gender equality and empower all women and girls.	Excellent	Very good	Good	Medium	Poor	Score Reasoning	Excellent	Very good	Good	Medium	Poor
(Percentage) of positions held by women in local governments											
Participation of women in policy-making levels of the private sector, cooperatives and public services (percentage)											
Awareness of Reproductive Rights among Adolescents and Women (Percentage)											
Proportion of women aged 15 to 49 who make informed decisions about sexual intercourse, use of family planning and reproductive health care											
Provision of special support and services to the poor, marginalized and social groups in sexual health care (percentage)											

National indicators	Present Situation						Future Target				
Sustainable Development Goal 10: Eliminate inequality within and between countries.	Excellent	Very good	Good	Medium	Poor	Score Reasoning	Excellent	Very good	Good	Medium	Poor
Inequality in income											
Social empowerment based on gender, age and disability											
Economic empowerment based on gender, age and disability											
Political empowerment based on gender, age and disability											

National indicators	Present Situation						Future Target				
Sustainable Development Goal 13: Urgent call to action to address climate change and its impacts.	Excellent	Very good	Good	Medium	Poor	Score Reasoning	Excellent	Very good	Good	Medium	Poor
Formulation of Local Adaptation Plan (Number of Village Councils)											
Adaptation planning at the community level											
Implementation of adaptation plan											
Number of countries that have integrated climate change mitigation, adaptation, mitigation and preparedness into primary, secondary and higher education curricula											
Proportion of schools incorporating climate change education (percentage wise)											

National indicators	Present Situation						Future Target				
	Excellent	Very good	Good	Medium	Poor	Score Reasoning	Excellent	Very good	Good	Medium	Poor
<b>Sustainable Development Goal 16: Promote peaceful and inclusive societies for sustainable development, ensure access to justice for all and all</b> <b>Establish effective, accountable, and inclusive organizations at all levels.</b>											
Physical, psychological, or sexual violence in the past 12 months Proportion of population exposed to violence											
By age, experienced sexual violence by age 18 Proportion of young men and women aged 18 to 29 years (percentage)											
Participation, accountability, and corruption-free status at the public level											
Transparency, accountability and Perceptions of corruption											
Good governance to control corruption											
Percentage of population satisfied with current public services											
Proportion of women in policy-making positions in public bodies											

National indicators	Present Situation						Future Target				
	Excellent	Very good	Good	Medium	Poor	Score Reasoning	Excellent	Very good	Good	Medium	Poor
Sustainable Development Goal 17: Strengthen implementation measures/instruments for sustainable development and revitalize international partnerships.											
The ratio of internal tax revenues to the country's budget											
Proportion of people using the Internet											
Proportion of gender-sensitive budgeting (directly benefiting women) in public and private sector planning (percentage)											
Several public sector sustainable development goal-oriented programs included											
Number of private sector outcome indicators including Sustainable Development Goal indicators											
Number of inclusions of Sustainable Development Goals indicator in public sector performance index											

**Schedule 3: Framework for the Action Plan post-community scorecard discussions**

National indicators of sustainable development goals	What?	When?	Who?	Support needed
<b>Sustainable Development Goal 4 - Quality Education</b> Promote lifelong learning opportunities for all while ensuring inclusive, equitable and quality education.				
<b>Sustainable Development Goal 5: Gender Equality</b> Achieving gender equality and empowering all women, adolescents and girls.				
<b>Sustainable Development Goal 10: Reducing inequality</b> Eliminate inequality within and between countries				
<b>Sustainable Development Goal 13: Climate Change Adaptation</b> To take immediate action to deal with climate change and its effects.				
<b>Sustainable Development Goal 16: Peaceful, Just and Empowered Societies</b> Promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable, and inclusive institutions at all levels.				
<b>Sustainable Development Goal 17: Partnership for Sustainable Development</b> Strengthen implementation measures/instruments for sustainable development and revitalize international partnerships.				

**Schedule 4: Range of indicators related to the Sustainable Development Goals**

SDG Indicators	Topics for prioritizing status of SGD indicators
<b>Sustainable Development Goal 4: Quality Education</b> Promote lifelong learning opportunities for all to ensure inclusive and qualitative education.	<ul style="list-style-type: none"> <li>• Children's education</li> <li>• Inclusive education, disabled and marginalized communities</li> <li>• Early childhood development</li> <li>• Youth and Adolescent Education</li> <li>• Emergency education</li> <li>• Qualitative education, teacher capacity development</li> <li>• Access to admission rates</li> <li>• Technical and vocational training</li> </ul>
<b>Sustainable Development Goal 5: Gender Equality</b> Achieving gender equality and empowering all women and girls.	<ul style="list-style-type: none"> <li>• Status of child marriage</li> <li>• Harmful social norms and practices based on gender discrimination</li> <li>• Women's leadership in participation and representation</li> <li>• Sexual and reproductive health and rights</li> <li>• Prestigious work and illegal work</li> </ul>

<p><b>Sustainable Development Goal 10: Reducing inequality</b></p> <p>Eliminate inequality within and between countries</p>	<ul style="list-style-type: none"> <li>• Economic Inclusion and Empowerment</li> <li>• Child Malnutrition</li> <li>• Social inclusion</li> <li>• Different parties</li> <li>• Political empowerment</li> <li>• Meaningful participation</li> <li>• Differences in the decision-making process</li> </ul>
<p><b>Sustainable Development Goal 13: Climate Change Adaptation</b></p> <p>Take urgent action to combat climate change and its impacts</p>	<ul style="list-style-type: none"> <li>• Community-level climate change adaptation planning</li> <li>• Integration, adaptive mitigation and early warning</li> <li>• Community and local government planning on curriculum and adaptation</li> <li>• Involvement of backward communities including modification of climate change related plans, resources</li> </ul>
<p><b>Sustainable Development Goal 16: Peaceful, Just and Empowered Societies</b></p> <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<ul style="list-style-type: none"> <li>• Physical, psychological and sexual violence</li> <li>• Participation in the decision-making process</li> <li>• Transparency and accountability against corruption</li> <li>• Child trafficking, child labour</li> <li>• Access to public facilities</li> <li>• inclusive decision-making process</li> </ul>
<p><b>Sustainable Development Goal 17: Partnership for Sustainable Development</b></p> <p>Strengthen implementation measures/instruments for sustainable development and revitalize international partnerships</p>	<ul style="list-style-type: none"> <li>• Partnerships and engagement with multi-stakeholders (community to national outreach)</li> <li>• Contribution of volunteers to sustainable development goals</li> <li>• Representation in networks at different levels of the community</li> <li>• Cooperation between public and private organizations</li> </ul>

## Section F: Use of Community Scorecard in Strengthening Access to Comprehensive Gender Responsive and Accountable Justice (SAHAJ) project

### 6.1 Concept of Community Scorecard in SAHAJ

This guide has been developed to facilitate the assessment of the community scorecard, involving a wide range of stakeholders. These stakeholders encompass social administrators, program officers, project managers, as well as justice and security service providers at the municipal level. The second category encompasses organizations like the judicial committee, local police, mediators, units focused on women and children, gender violence monitoring groups, gender violence control networks, women's development cooperatives, girl groups, child clubs, youth associations, mother groups, experts in women's health, Dalit networks, tribal networks, and various other groups dedicated to combatting gender violence.

The main objective of this guide is to foster a sense of shared responsibility between duty bearers and right holders in the aspect of justice and security. This shared accountability is aimed at strengthening marginalized communities' access to justice, enhancing a culture of pursuing justice, and reducing incidents of violence, all of which ultimately contribute to the well-being of marginalized populations.

### 6.2 Methods of utilization of Community Scorecard in SAHAJ

#### Step 1: Dialogue with the Right Holders

In this phase, we will evaluate the status of 10 justice and security indicators with the community representatives. Each indicator will receive a rating on a scale of 1 to 10 to assess its present condition. It's crucial to justify the assigned score by providing a valid explanation. Points will be awarded based on unanimous agreement among participants, with majority rule in cases of disagreement. The community should be informed of the meeting in advance, and the discussion typically takes 2 to 3 hours. To simplify the scoring process, the scores are categorized as follows:

Condition	Score
Poor	1 to 3 points
Moderate	4 to 6 points
Good	7 to 8 points
Very good	9 to 10 points

#### Step 2: Dialogue with Service Providers (Duty Bearers)

At this stage we will assess 10 justice and security indicators with invited representatives. Indicators 1, 2, 4, and 7 pertain to the police, while indicator 5 involves the Judicial Committee. Indicators 3, 6, 8, 9, and 10 concern both the Police and the Judicial Committee. Discussions will be limited to the relevant authority for each indicator. To evaluate these indicators, we'll follow the scoring method outlined in step one, providing a score and explaining the rationale, including relevant events. The discussion should be conducted in an organized, respectful, and inclusive manner, lasting approximately 2 to 3 hours. When involving marginalized groups, they should be notified prior to the dialogue sessions.

#### Step 3: Interface dialogue between community and service provider

- For the interface dialogue, invite everyone who took part in the discussions with the community of the right holder (authority) and the executive of the service provider, as well as the mayor, the chief administrative officer, a few executive members, and any other necessary guests.
- To organize a formal session under the chair of the head of the municipality and the presence of the invited guests

- Requesting community and service providers to take seats in their respective groups.
- The facilitator will sensitize participants and guests about individual differences.
- Facilitators will introduce a code of conduct for the interface dialogue and build consensus.
- Facilitator will present the progress and changes of the action plan created in the first phase.
- The facilitator will compare the scores provided by the community and the service provider by inserting the scores into the cobwebs and scores.
- Paste the numbers and reasons prepared by both groups on the wall, paste the list of indicators, paste the classification of the numbers and paste the codes of conduct.
- Reaching a consensus by discussing and aligning reasons presented by both groups on various points.
- A comparative presentation will showcase the marks assigned during the initial stage of the community scorecard and those agreed upon in this stage.
- Develop an action plan to implement within the next 4 months for the improvement of indicators with poor scores.
- The discussion should be conducted in an orderly, dignified, and inclusive manner.
- A question that specifies the desired response cannot be posed.
- Points will be awarded based on the mutual agreement of all participants. If no consensus is reached, the majority vote will be accepted.
- Interface dialogue will take at least 3:30 to 4 hours.

#### Step 4: Development of a detailed action plan and request for implementation from the municipality

- After the interface dialogue, a focused action plan will be formulated by a team comprising members of the judicial committee, police, and CSO groups.
- The project advisory committee established at the municipal level will grant approval for the detailed action plan.
- The approved action plan will then be submitted to the municipality for implementation.

#### Schedule 5: Code of conduct for interactions between rights holders and Duty bearers

SN. No.	Indicators	Ideal Situation
1	The local citizens are treated with courtesy by the police.	<ul style="list-style-type: none"> <li>• Organizing initiatives aimed at educating duty bearers about citizen complaints and promoting community awareness regarding potential criminal events.</li> <li>• Ensuring that individuals impacted by incidents can safely preserve the relevant incident information.</li> <li>• Treating affected individuals with respect, maintaining confidentiality, and avoiding any form of discrimination.</li> </ul>
2	Affected people can file a police complaint with confidence.	<ul style="list-style-type: none"> <li>• The well-being of affected individuals is guaranteed.</li> <li>• Police officers 'or duty bearers actively encourage the reporting of complaints.</li> <li>• The general public perceives the legal process as clear and straightforward.</li> <li>• The presence of accessible and reassuring police officers is the key component of security.</li> <li>• Individuals filing complaints at the police office typically do so independently.</li> </ul>
3	People in the community are eager to report crimes and are helpful in the investigation process.	<ul style="list-style-type: none"> <li>• Citizens exhibit eagerness to report crimes and actively cooperate in the investigative process.</li> <li>• The public perceives the police as allies, experiencing effective and friendly service delivery.</li> <li>• The One-stop Crisis Management Center (OCM) is accessible at the local level and utilized by citizens.</li> <li>• Community members approach authorities to report incidents within their neighborhoods.</li> <li>• Accurate information regarding incidents is provided to the police.</li> <li>• A state of fearlessness prevails, with no threats, coercion, or intimidation from any source.</li> </ul>
4	The police (Women and Children's Service Center) have an effective response to incidents of gender violence.	<ul style="list-style-type: none"> <li>• A supportive environment exists for victims of violence to share their experiences.</li> <li>• The police office maintains a safe and secure atmosphere.</li> <li>• Police officers exhibit sensitivity towards the pain and experiences of victims.</li> <li>• Provisions are in place for the police to offer secure accommodation to victims.</li> </ul>

SN. No.	Indicators	Ideal Situation
		<ul style="list-style-type: none"> <li>• Interactions with victims of violence are characterized by language and behavior that are sensitive and respectful.</li> <li>• Women's police units specialize in handling cases involving women and teenagers.</li> <li>• Strict confidentiality measures are upheld throughout the process.</li> </ul>
5	The Judicial Committee has an effective response to incidents of gender violence.	<ul style="list-style-type: none"> <li>• A conducive environment exists for victims of violence to share their narratives.</li> <li>• Citizens are educated about the functions, responsibilities, and rights of the Judicial Committee.</li> <li>• The Judicial Committee demonstrates sensitivity towards the pain and experiences of those affected.</li> <li>• Language and behavior used towards victims of violence are marked by sensitivity and politeness.</li> <li>• The office provides a secure and welcoming atmosphere for visitors.</li> <li>• Victims of violence perceive that justice is delivered in a timely manner.</li> <li>• Strict confidentiality measures are consistently upheld.</li> </ul>
6	The bodies related to security and justice encourage the victim or the general public to file a complaint regarding crime in the society.	<ul style="list-style-type: none"> <li>• The community was well-informed about the services and resources offered by both the Police and Judicial Committee.</li> <li>• Promptly after an incident occurred, community members became aware and immediately approached either the police or the judicial committee.</li> <li>• The police efficiently recorded the incident upon notification.</li> <li>• The judicial committee promptly registered the incident, and based on the incident's nature, expedited the process for swift justice.</li> <li>• Carrying out the complaint registration, investigation, and action processes with impartiality.</li> <li>• There is a belief that the police will respond to the scene promptly, considering factors such as distance and urgency.</li> </ul>
7	There is regular interaction and communication between police and citizens.	<ul style="list-style-type: none"> <li>• Initial reports of all criminal activities occurring within the community are channeled to the police.</li> <li>• The police, notably the Women and Children's Service Center, have initiated dedicated programs to combat violence against women.</li> <li>• Daily community patrols are conducted as part of routine policing efforts.</li> <li>• Community members can access the community police service through a simple call to the number 100.</li> <li>• Counseling services for cases involving violence against women are provided by a psychotherapist dressed in civilian attire.</li> <li>• Ongoing police-community dialogue programs are actively maintained.</li> </ul>
8	There is effective coordination and cooperation between the police and judicial committees.	<ul style="list-style-type: none"> <li>• The police actively participate in judicial committee meetings and other essential programs.</li> <li>• Well-defined roles and jurisdictions are established between the judicial committee and the police.</li> <li>• The judicial committee recommends criminal cases or complaints for police consideration.</li> <li>• The police refer criminal cases or complaints to the judicial committee when deemed appropriate.</li> </ul>
9	The communities are aware of the harmful social norms of the judicial committee in the society.	<ul style="list-style-type: none"> <li>• There is a clear understanding within the broader community regarding the distinction between constructive and harmful social beliefs.</li> <li>• Citizens are actively involved in advocating against detrimental societal beliefs.</li> <li>• Community efforts serve as exemplary models for mitigating harmful social norms.</li> </ul>
10	The society has taken initiatives against the harmful social norms in the society.	<ul style="list-style-type: none"> <li>• Official community-led initiatives are dedicated to combating detrimental social norms.</li> <li>• Communities engage proactively in lobbying endeavors against harmful social beliefs.</li> <li>• A societal context where harmful social norms are rare or not practiced prevails.</li> </ul>

## Section G: Utilizing Community Scorecards to Enhance Accountability in Healthcare

### 7.1 Concept of use of community Scorecard in SYAHAAR projects

This section outlines strategies for the effective use of the community scorecard to promote accountability in healthcare. Additionally, it serves as a means to facilitate and harmonize participatory citizen monitoring processes conducted by Volunteer Service Organizations (VSOs) and other partner organizations operating within the healthcare sector. This collaborative process empowers both authorities and beneficiaries to assess the efficacy of healthcare services in a participatory manner and implement corrective actions as needed. The SYAHAAR project has articulated the following objectives for the use of the community scorecard:

- Assessing the effectiveness of health services using various indicators.
- Aligning with Sustainable Development Goal 3, contributing to the improvement of well-being by ensuring good health and gathering participatory information and data to evaluate progress towards the empowerment of women and girls.
- Sharing information with relevant authorities based on assessments of healthcare service effectiveness.
- Evaluating the outcomes of endeavors aimed at enhancing the effectiveness of duty bearers' activities and reporting these outcomes to the appropriate agencies.

**SDG 3:** Using a range of indicators and sub-indicators related to leading a healthy life, this process aims to assess the status of two key aspects. It involves analyzing the roles performed by relevant agencies and the effectiveness of the services they provide in relation to these aspects.

**1. Health committee capacity and management (planning, inclusion, meeting management)**

**2. Management of health institutions (planning and provision of necessary infrastructure and effectiveness of health institution services)**

### 7.2 Method of using Community Scorecard

#### Step 1: Preliminary preparation phase

Prior to commencing the community scorecard process, facilitators must establish a shared understanding of its purpose, methodology, and overall approach. Key stakeholders, including local government bodies such as municipality or rural municipality representatives, ward office representatives, political party representatives, civil society organizations, and activists, should engage in discussions about the methodology. This guide contains a set of indicators, which should be reviewed collectively to assess their suitability for the specific environment. Adjustments to simplify language can be made as necessary, with significant input from partner organization representatives. Additionally, it is crucial to involve and engage with various segments of society, including youth, women, Dalits, disabled individuals, and representatives of marginalized communities, in discussions regarding the methodology and the indicators and procedures it encompasses.

#### Step 2: Selection of facilitators and training or orientation on the use of the Community Scorecard

Facilitators play a pivotal role in establishing the community scorecard as an empowerment and accountability process. When selecting a facilitator, it is important to choose someone with the ability to empower youth, possesses experience in social and developmental activities, and is skilled in facilitation and social mobilization. Specifically, for healthcare, health facilitators should be designated from each municipality to facilitate at the municipal level. To ensure inclusivity and representation, it is essential to incorporate women, Dalits, the economically disadvantaged, and other marginalized groups into the facilitator selection process.

These chosen facilitators should undergo training in social accountability and community scorecard methods and procedures. When representatives from the ward, village, and municipality are also included in this capacity-building process, it fosters a mutual understanding of the process among both rights holders and duty bearers, thereby benefiting all stakeholders involved.

### Step 3: Prepare indicators and format for Community Scorecard

The development of community scorecard indicators should be a participatory endeavor. To achieve this, it is advisable to engage participants in envisioning the positive outcomes that effective services can bring about. Based on their responses, indicators can be formulated collaboratively. Once the required indicators are established and there is consensus among all stakeholders, the format of the community scorecard can be designed. Below is a sample format for the Community Scorecard:

#### Format of Community Scorecard

Indicators	Current situation					Evidence for giving the scores
	Excellent (5)	Very good (4)	Good (3)	Medium (2)	Poor (1)	

This format should serve as a template that can be customized to suit the specific needs and priorities of the community and its participants.

### Step 4: Community discussion and scoring by Right Holders

At the ward level, it is crucial to involve a diverse array of groups, such as women, Dalits, disabled individuals, gender and sexual minorities, as well as marginalized youth, and representatives from other communities. This engagement aims to assess the status of inclusion and accountability within healthcare services. The topics covered during these interactions may include:

- The relevance of Sustainable Development Goals (SDGs) in the context of inclusive healthcare and accountability.
- The significance of empowering youth.
- Social accountability principles.
- A comprehensive understanding of the community scorecard.
- Examination of the current healthcare situation.
- Collaborative development of an initial community scorecard to evaluate inclusion and accountability in healthcare services, utilizing the indicators and framework provided in the schedule.

Additionally, through these interactions, individuals can be identified and selected to participate in the subsequent phase of interface dialogue.

#### Analysis of Current situation

Indicator	Committee inclusiveness, planning and review	Management of committee meetings	Planning and provision of necessary infrastructure	Effectiveness of services of Health institutions
Current programs being implemented in the ward or community				

### Step 5: Discussion and scoring of service providers (Duty Bearers) and other stakeholders

Prior to orchestrating this engagement, it is imperative to compile a comprehensive list of pertinent agencies that contribute to enhancing the inclusivity and accountability of healthcare services. This list should prioritize the involvement of various stakeholders, including Municipalities, Ward offices, Heads of education, health, women, and youth branches, Health institution service providers, Representatives of civil society organizations, Activists

dedicated to human and women's rights, and media among others. Ensuring the active participation of these key entities is essential for a robust and effective engagement process.

### Step 6: Interface dialogues between the duty bearers (service provider) and the rights holders

This phase plays a pivotal role in the community scorecard process. After duty bearers and rights holders have assigned scores to predefined indicators in separate meetings, as detailed in steps 4 and 5, it is crucial to organize an interface dialogue to consolidate the outcomes of these sessions.

During this phase, duty bearers and rights holders come together for joint discussions concerning the various indicators within the community scorecard. They collectively determine scores for these indicators and provide rationales for their assessments. Alongside assessing the present scores, they also collaboratively identify target scores for the future. In this context, they deliberate on the responsibilities that citizens and relevant stakeholders should undertake to realize the envisioned future state. The following sessions can be integrated into this program:

- Presentation of the State Measurement on Inclusiveness and Accountability of Health Services.
- Presentation of the outcomes from step 4 by civil society representatives (rights holders).
- Presentation of the outcomes from step 5 by the representative of the service provider (duty bearer).
- Collaborative refinement of the final version of the community scorecard.
- Development of an action plan for improvement.

### Format of Action plan (model)

Indicator	What?	When?	Responsible Person	Support Required

### Step 7: State and national level review interaction

Discussions should be arranged, involving relevant stakeholders at the provincial and national levels, to analyze the outcomes of the community scorecard assessments carried out in different wards or municipal levels.

### Step 8: Develop an advocacy strategy to promote inclusiveness and accountability of health services

As part of the community scorecard practice, an action plan is devised. To bring these commitments to fruition, it is recommended that youth take the lead in advocacy efforts. The selected youth group actively participating in this process can develop a strategic advocacy plan through capacity-building activities geared towards advocacy skills.

### Step 9: Review of action plan progress and commitments

At the local level, a monitoring and evaluation team consisting of 5 to 7 members can be established to evaluate the implementation and effectiveness of the action plan developed after the community scorecard process. Depending on specific requirements and contextual considerations, the composition of this team can be adjusted. It may encompass representatives from government agencies, stakeholders, media personnel, and community members. Additionally, this team should aim to periodically conduct the community scorecard process, encompassing steps 4, 5, and 6, at intervals of every 6 months.

### Schedule 7: Sample of Scorecard on SYAHAAR Project

Indicators	Current Situation				
	Excellent (5)	Very good (4)	Good (3)	Moderate (2)	Poor (1)
<b>1 Capability and Management of Committee</b>					
<b>1.1 Inclusiveness, Planning and Review of Committees</b>					

Indicators	Current Situation				
	Excellent (5)	Very good (4)	Good (3)	Moderate (2)	Poor (1)
A diverse committee is constituted, representing various social classes, age groups, and communities.					
Most committee members actively gather health-related information from their respective communities and relay the meeting's decisions back to the community.					
The annual plan and progress report from the previous fiscal year are displayed in a publicly accessible location.					
The committee regularly conducts systematic reviews of its activities and has maintained this practice.					
The committee conducts performance evaluations of both staff members and female community health volunteers, providing them with encouragement and feedback.					
<b>1.2 Management of Committee Meetings</b>					
51 percent or more of the committee members consistently attend meetings at fixed dates and times.					
Decisions are documented in the form of an actionable plan.					
The action plan from the previous month is actively implemented and monitored.					
Health workers such as A.H.W. (Auxiliary Health Workers) and A.N.M. (Auxiliary Nurse Midwives) regularly participate in committee meetings to discuss the practices and challenges of mother groups, village clinics, and health volunteer programs.					
The committee conducts discussions during monthly meetings regarding positive observations made during supervision of various areas and identifies areas requiring improvement.					
<b>2 Health institutions management</b>					
<b>2.1 Planning and provision of necessary infrastructure</b>					
The health organization has developed an annual work plan in alignment with existing policies, with a focus on addressing the specific health needs of youth, women, disabled individuals, and minority genders.					
Adequate management of physical infrastructure (including buildings, rooms, waiting areas, water supply, electricity, furniture, etc.), tools, equipment, and medications is ensured.					
Disaster management considerations are integrated into the health institution's plans.					

Indicators	Current Situation				
	Excellent (5)	Very good (4)	Good (3)	Moderate (2)	Poor (1)
Staff management is organized based on the health institution's quota, staff presence, and adherence to community-friendly conduct.					
The progress of health institution plans and programs is regularly assessed.					
<b>2. 2 Effectiveness of Health Organization Services</b>					
The Citizen's Charter, containing information about health institutions, is prominently displayed and shared with the community through various communication channels.					
Health facilities adhere to the scheduled service hours within the health system, and vaccination clinics operate consistently.					
Services such as pregnancy check-ups are provided four times, and incentives are given for pregnancy check-ups, along with the distribution of warm bags and incentives for institutional delivery. Progress regarding TT vaccinations is closely monitored.					
Accessibility to information and family planning resources is ensured for unmarried teenagers.					
Special provisions are made for providing health services to individuals with disabilities and members of minority gender communities.					

### 7.3 Basis used for scoring in SYAHAAR project

Number	Situation	Basis of selections of marks
1	Poor	<ul style="list-style-type: none"> <li>None of the indicators included.</li> </ul>
2	Moderate	<ul style="list-style-type: none"> <li>Selecting at least one of the following indicator bases.</li> </ul>
3	Good	<ul style="list-style-type: none"> <li>Choosing at least two of the following indicator bases.</li> </ul>
4	Very good	<ul style="list-style-type: none"> <li>Utilizing multiple indicators bases from the options below.</li> </ul>
5	Excellent	<ul style="list-style-type: none"> <li>Require all based on the following indicators.</li> </ul>

Indicators	Base of Indicators
Various classes, ages and communities participated in the committee.	<ul style="list-style-type: none"> <li>Women representatives participated.</li> <li>Various castes, Dalit and marginalized communities participated.</li> <li>Person with disabilities and senior citizen participated.</li> <li>Adolescents participated.</li> <li>Participation of gender minorities.</li> <li>Participation of religious minorities.</li> </ul>
Majority of the members bring health information from their communities to the	<ul style="list-style-type: none"> <li>Monthly meetings are regularly convened, and comprehensive minutes are documented.</li> <li>The decisions reached during these meetings are effectively communicated to the community.</li> </ul>

Indicators	Base of Indicators
meeting and deliver the decisions of the meeting to the community.	<ul style="list-style-type: none"> <li>The decisions taken in the meetings are prominently displayed within the community for everyone to access.</li> <li>The committee maintains a dedicated letterhead and seal for official correspondence.</li> <li>Clear announcements regarding the meeting's venue and schedule have been disseminated.</li> </ul>
The plan and the annual progress report of the last financial year have been posted in a place where everyone can see it.	<ul style="list-style-type: none"> <li>An annual public audit has been conducted, involving the participation of the entire village.</li> <li>Comprehensive information about the budget, expenditures, work details, and future plans of various programs is publicly shared within the community.</li> <li>The annual progress report from the previous fiscal year has been prominently displayed for public viewing.</li> <li>The committee has prepared an annual action plan, and it has been posted in a visible location for community members to access.</li> </ul>
The committee can review the work it has done by adopting a certain procedure and has been doing so.	<ul style="list-style-type: none"> <li>The committee has been formally established in accordance with the established guidelines.</li> <li>Committee members are well-informed about their respective roles and responsibilities.</li> <li>Decision-making processes are followed during monthly and periodic meetings, and an annual self-evaluation is conducted as per the prescribed procedure.</li> <li>The outcomes of the self-assessment are made public.</li> </ul>
The committee evaluates and encourages the work of employees and women health volunteers.	<ul style="list-style-type: none"> <li>The committee recognizes and acknowledges the dedicated efforts of its employees.</li> <li>Efforts have been made to enhance the skills and capabilities of women health volunteers to help them fulfill their roles and responsibilities effectively.</li> <li>In assessing the performance of women health volunteers, the committee provides motivation and necessary support.</li> <li>Knowledge sharing sessions are conducted following training programs.</li> <li>Regular measures are taken to provide allowances and clothing allowances to women health volunteers.</li> </ul>
51 percent or more attend the meeting on a fixed date and time.	<ul style="list-style-type: none"> <li>The committee's office bearers coordinate with members to determine a mutually convenient date and time for monthly meetings, providing advanced notice several days in advance.</li> <li>Established schedules and minutes are maintained for monthly meetings.</li> <li>The meetings include representation from associations associated with healthcare institutions.</li> <li>The discussions from the previous meeting are reviewed.</li> <li>Over 51% of participants in the decision-making process of the meeting are self-employed women and men.</li> </ul>
Decisions are written in the form of an action plan.	<ul style="list-style-type: none"> <li>Meeting topics and proposals are documented and thoroughly discussed.</li> <li>Decisions arising from the discussions are recorded separately.</li> <li>Plans stemming from the decisions are submitted to the relevant bodies and authorities.</li> <li>Implementation of the decisions discussed is monitored.</li> </ul>
Implementation and monitoring of the action plan of the previous month.	<ul style="list-style-type: none"> <li>A specific procedure is established during the meeting to oversee the implementation and monitoring of the action plan decided by the committee.</li> <li>Responsibility for executing the action plan decided during the meeting is delegated to the relevant individuals.</li> <li>A working group is established during the meeting to oversee the implementation of the action plan.</li> </ul>
A.H.W. and A.N.M. attended the meeting of the committee and discussed the practice and challenges of mother group, village clinic, health volunteer program.	<ul style="list-style-type: none"> <li>A.H.W. (Auxiliary Health Workers) and A.N.M. (Auxiliary Nurse Midwives) are invited to attend committee meetings.</li> <li>A.H.W. and A.N.M. present progress reports on the programs conducted in the community during the meetings.</li> </ul>

Indicators	Base of Indicators
	<ul style="list-style-type: none"> <li>• A.H.W. and A.N.M. engage in discussions concerning the access of unmarried teenage girls to family planning services.</li> <li>• Challenges presented by A.H.W. and A.N.M. regarding mother groups, village clinics, and health volunteers are discussed during the meeting, and action plans to address these challenges are decided.</li> </ul>
<p>The committee used to discuss the good things seen after the supervision of various areas and the things that need to be improved in the monthly meeting of the committee</p>	<ul style="list-style-type: none"> <li>• The committee regularly compiles a monitoring and supervision list for various areas.</li> <li>• Systematic monitoring and supervision of these areas are carried out by the committee.</li> <li>• Information gathered through list-based monitoring and supervision is submitted to the committee in the form of a report.</li> <li>• The supervisor discusses the findings from monitoring and supervision during the monthly meeting and aids in formulating plans accordingly.</li> </ul>
<p>Based on the existing policies, the annual work plan of the health organization has been made and the special health needs of the youth, women, disabled people and gender minorities have been prioritized.</p>	<ul style="list-style-type: none"> <li>• The annual work plan of the health institution is crafted in alignment with existing policies.</li> <li>• Special emphasis is placed on addressing the specific health needs of young and adolescent girls.</li> <li>• Priority is accorded to meeting the special health needs of women.</li> <li>• Special attention is given to addressing the health needs of disabled individuals.</li> <li>• Health services are tailored to cater to the unique needs of gender minorities.</li> </ul>
<p>Management of physical infrastructure (building, room, waiting room, water, electricity, furniture, furniture, etc.), tools, equipment and medicines as required.</p>	<ul style="list-style-type: none"> <li>• Adequate management of physical infrastructure, including buildings, rooms, waiting areas, and furniture, is ensured as per requirements.</li> <li>• Water supply is managed according to established standards.</li> <li>• Consistent electricity supply is maintained.</li> <li>• The health institution stocks the appropriate medications based on its level.</li> <li>• The necessary tools and equipment for healthcare provision are effectively managed.</li> </ul>
<p>The aspect of disaster management is also included in the plan of the health institution</p>	<ul style="list-style-type: none"> <li>• Capacity has been expanded through collaboration with the Red Cross.</li> <li>• Plans and budgets are formulated by categorizing disaster types.</li> <li>• The plan and budget are presented to the municipality and incorporated into the annual plan.</li> </ul>
<p>Management of staff according to rank in health institutions, presence of health workers and good behavior to the community</p>	<ul style="list-style-type: none"> <li>• Staff positions within health institutions are aligned with established ranks.</li> <li>• The management committee discusses issues related to the improper placement of staff within the health institution.</li> <li>• The management committee oversees the presence of health workers.</li> <li>• Complaint boxes are installed at health posts, accompanied by a mechanism for addressing complaints.</li> </ul>
<p>The progress of plans and programs of health institutions was reviewed</p>	<ul style="list-style-type: none"> <li>• Monthly, quarterly, semi-annual, and annual review meetings are conducted.</li> <li>• Public audits are conducted.</li> <li>• Public hearings are held.</li> <li>• Decisions from the review meetings are updated based on feedback received during public hearings.</li> </ul>
<p>Determining if the citizen's charter is prominently displayed for public visibility and if information about healthcare facilities is disseminated to the community through diverse channels.</p>	<ul style="list-style-type: none"> <li>• The Citizen's Charter is prominently displayed and accessible to all.</li> <li>• Information about health institutions is disseminated to the community through various means, including public announcements, discussions, electronic boards, and pamphlets.</li> <li>• Information provided to the community about health institutions is presented in a manner that is culturally and linguistically appropriate.</li> </ul>

Indicators	Base of Indicators
<p>Vaccination clinics are being consistently run in accordance with the health system's service hours and availability.</p>	<ul style="list-style-type: none"> <li>• The health system operates within its established schedule, offering services from 10 AM to 2 PM.</li> <li>• Emergency services within the health system are available from 10 AM to 4 PM, adhering to the specified time frame.</li> <li>• A dedicated staff arrangement is in place to manage vaccination clinics and village clinics.</li> <li>• Schedules for vaccination clinics and village clinics have been established, specifying dates and locations.</li> <li>• The health department routinely monitors regularly operating vaccination clinics and village clinics.</li> </ul>
<p>Providing pregnancy check-up services four times, offering incentive allowances for prenatal visits, distributing maternity bags, and providing institutional delivery and delivery incentive allowances as planned. Also, tracking the progress of vaccinations.</p>	<ul style="list-style-type: none"> <li>• Warm bags and complimentary medications are provided during institutional deliveries and childbirth services.</li> <li>• Progress has been made toward the goal of 225 individuals meeting their iron pill intake target.</li> <li>• TD vaccination coverage has been expanded (administered twice).</li> <li>• The committee is committed to promoting deliveries at healthcare facilities with skilled health professionals.</li> <li>• Incentives and warm bags are distributed to encourage institutional deliveries and maternity services.</li> </ul>
<p>Information and access to family planning tools for unmarried teenagers</p>	<ul style="list-style-type: none"> <li>• Unmarried teenagers have access to family planning resources.</li> <li>• Family planning counseling and services are provided by trained and skilled health workers.</li> <li>• Awareness activities are conducted in schools.</li> <li>• A designated teenage room is arranged within the health institution.</li> </ul>
<p>Special provision for provision of health services to persons with disabilities and gender minorities</p>	<ul style="list-style-type: none"> <li>• Special arrangements are in place to provide healthcare services to minority communities.</li> <li>• Special accommodation and services are offered to individuals with disabilities.</li> <li>• Disability-friendly services are provided.</li> <li>• Skilled personnel are available to serve individuals with disabilities.</li> </ul>

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