

Social Accountability Training Manual

From Principle to Practice



Resilience Think and Do Tank

Catalyzing Agri-Food Investments

Acknowledgment

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Disclaimer

This manual is designed to support county officials and stakeholders in catalyzing agri-food investment through data-driven community engagement and accountability. It provides general guidance on social accountability principles, methodologies, and tools, including the community scorecard, for capacity-building purposes.

While efforts have been made to ensure accuracy, the authors and partners do not guarantee completeness. Users should adapt the content to their specific context and consult additional resources.

Author:

VNG International

Tamrat Getahun

Co-Authors: Grainne Kidakwa,
Mercy Machochi

Reviewer:

Millennium Water Alliance

Pauline Cherunya, PhD, Kelvin
Musikoyo, Emmanuel Olela

Graphic Design and Layout:

Michael Lusaba

Images: Ethiopian Social
Accountability Program, KMG
Ethiopia, Shutterstock.com,
Millennium Water Alliance

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VNG International Kenya
96 Riverside Drive
Segen Plaza
Nairobi, Kenya

vng-international@vng.nl
www.vng-international.nl

Social Accountability for



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Terminology

Accountability: The responsibility of individuals or organizations for their actions, ensuring decision-making is transparent and responsive.

Community Involvement: Engaging community members in decision-making to ensure their perspectives and concerns are considered in projects or policies that impact them.

Stakeholder Engagement: Actively involving individuals, groups, or organizations with a vested interest in a project or issue to gather input and consider their viewpoints.

Public Involvement: The process of inviting the public to participate in decisions or actions, ensuring their opinions are taken into account in policymaking and decision-making.

Community: A group of people who share a common geographic location, and livelihood activities related to agri-food systems, particularly within the fish, crop, and livestock value chains.

Investment: The allocation (financial, human, and technical) of resources driven by community needs and priorities to enhance the productivity, profitability, and sustainability of agri-food value chains.

Agri-Food: refers to the integrated system of activities, processes, and infrastructure related to the production, processing, distribution, and consumption of agricultural products within the crop, fish, and livestock sectors.

Ward Development Approach: is a participatory planning approach that empowers communities to identify their needs, prioritize development activities, and implement projects at the ward level.

Preface

The Resilience Think and Do Tank initiative is a transformative program funded by the Embassy of the Kingdom of the Netherlands (EKN) in Kenya. It is implemented by Millennium Water Alliance (MWA) Kenya, in partnership with Akvo Kenya Foundation and VNG International.

The program aims to catalyze investments in the agri-food, water, and energy sectors within Kenya's Arid and Semi-Arid Lands (ASALs). Leveraging Social Accountability (SA) methodologies and data-driven insights, the initiative seeks to build resilience and promote sustainable socio-economic development in this climate-vulnerable region.

Through this initiative, the Social Accountability Training Manual is developed, applicable across sectors, including water and energy, while maintaining a strong focus on agri-food.

The Social Accountability approach can be used to facilitate and catalyze agri-food

investment by promoting participation, transparency, trust, PPP, informed decision-making, and collaboration. It brings together community members, service providers, the private sector, and local government to identify investment priorities, co-create solutions, and continuously assess their effectiveness for ongoing quality improvement.

The training manual has been developed to equip the county, ward officials, and the local community to assess and identify investment opportunities and priorities from the local perspectives on specific value chains. It also aims to equip stakeholders with essential Social Accountability skills to fulfill their governance role and social responsibility to attract investment, and identify the benefits and challenges users might expect when implementing the approach.

The introduction of this manual details how the Social Accountability approach can catalyze agri-food investments.

The body of the manual provides detailed step-by-step guidance for the implementation of the Community Score Card (CSC), a Social Accountability tool while the appendix includes supporting materials, such as guidelines and templates for facilitating Social Accountability tools implementation. The reference sections contain links to other manuals and resources on additional Social Accountability tools, offering further guidance beyond the CSC.

Section 1

Objective and Structure of the Manual

Overview of this Manual

Background

The Social Accountability (SA) Training Manual guides you in using SA tools, particularly the **Community Scorecard (CSC)**. You will start with Foundational concepts, learning about SA principles, their role in transparent governance, and the unique challenges and opportunities in Kenya's ASALs, highlighting how **SA fosters inclusive, responsive agri-food investments**.

This foundation will help you understand how SA can enhance agri-food investments by making decision-making more inclusive and responsive to local needs. As you progress, you will receive step-by-step guidance on applying the Community Scorecard, from community

mobilization and data collection to stakeholder meetings and action planning. You will see how feedback can shape tangible investment priorities and learn how to use data-driven decision-making to advocate for investments that align with community needs.

Through practical exercises, role-playing, and case studies, you will gain hands-on experience in fostering dialogue between communities, local officials, and the private sector. By the end of this manual, you will be equipped not just with SA knowledge, but with the skills to convene, connect, and catalyze agri-food investment.

Who is this manual for?

The manual is intended for county/ward officials, community leaders, and local stakeholders involved in agri-food investments. It is designed to equip you with Social Accountability tools, enabling you to advocate for and catalyze agri-food investments that respond to community needs and priorities.

The aim of this Manual

This manual is designed to provide a step-by-step approach to implementing Social Accountability using the Community Score Card (CSC) approach as a tool to generate evidence about agri-food investment priority as experienced by the local community. The process will emphasize on improving and attracting new investment opportunities in the agri-food sector.

You will find a structured approach to building transparent, data-informed decision-making processes that enhance community involvement in catalyzing agri-food investments. This guide will help you foster more effective dialogue among key stakeholders, ensuring that agri-food investments are truly community-driven.

Whether you are working at the county, ward, or community level, this manual serves as a training and implementation guide for adopting the SA approach to enhance agri-food investments, particularly in Kenya's ASAL regions and beyond. You will explore SA principles and tools within the ASAL context and follow a step-by-step guide on implementing these tools, with a specific focus on the Community Score Card (CSC) approach.

Learning Objectives

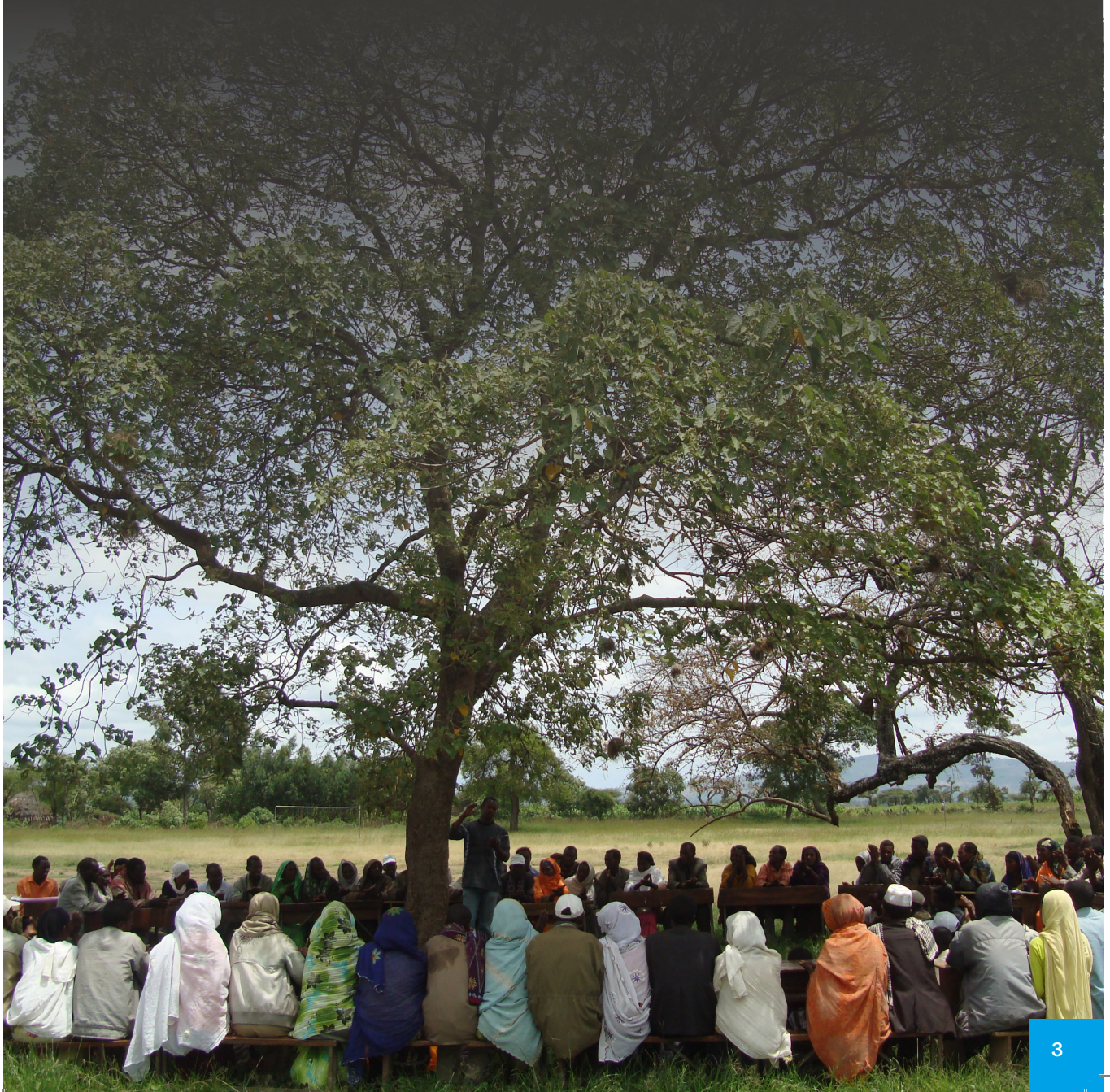
At the end of the sessions you will be able to:

- Define social accountability
- Understand the principles and importance of social accountability
- Familiarize with key SA principles, concepts, and tools
- Identify social accountability tools and approach

Key Summary of Section I

The introduction defines the purpose of the Social Accountability training manual, aimed at supporting county officials in enhancing transparency and participation to drive agri-food investments in Kenya's ASAL regions. It underscores the importance of community-led decision-making and the use of tools to align investments with local priorities.

Amplifying voices, collective action! When communities, local officials, and private actors engage in open dialogue, they bridge the gap between investment priorities and real needs.



Section 2

The Basis for Community Participation

Constitutional Basis of Community Participation

Kenya's Constitution and various laws guarantee the right to public participation, ensuring development and investment projects are inclusive, accountable, and responsive to community needs. These legal frameworks promote transparency, sustainability, and citizen welfare. Below are key constitutional articles and county acts guiding public participation

Kenya's constitution (2010), Article 10:

outlines community participation to be actively involved in decisions that affect them, especially in development and investment-related projects.

The County Governments Act (2012) (Section 87)

emphasizes the need to involve the public in the preparation of county plans, policies, and programs.



Participatory Approach to Investment

A participatory approach is designed to enable local stakeholders to articulate and assess the realities of their situation, including the opportunities and potential within their communities. This understanding can then be used to guide and inform investment decisions in their areas.

In Kenya, a participatory investment approach engages communities, the private sector, and officials in decision-making to ensure inclusive, equitable, and sustainable development. Legal frameworks and policies

emphasize public participation, especially in agriculture, infrastructure, and energy.

Key Summary of Section II

This section highlights the constitutional and legal basis for public involvement which mandate inclusivity and transparency in planning and resource allocation.

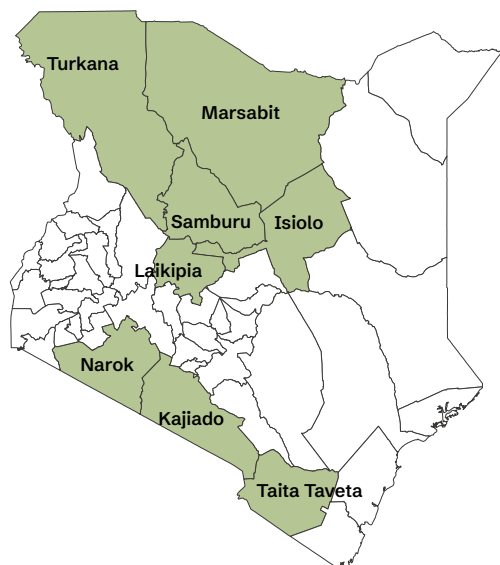


The ASAL regions in Kenya present **significant economic opportunities** despite their environmental challenges.

Arid and Semi-Arid Land (ASAL)

Section 3

Overview of Kenya's ASAL Counties and Its Investment Opportunity



Kenya's Arid and Semi-Arid Land (ASAL) counties are in the northern and eastern regions of the country, covering about 89%* of the total land area.

* <https://www.asalrd.go.ke>

The ASAL counties are characterized by low and unpredictable rainfall and extreme climatic conditions that make agriculture and livestock rearing challenging. However, they also present significant investment opportunities due to their untapped potential in sectors like renewable energy, infrastructure, tourism, agribusiness, and water resource management.

Although the Think and Do Tank program currently focuses on eight counties (Turkana, Marsabit, Isiolo, Samburu, Laikipia, Narok, Kajiado, and Taita Taveta) in the ASAL regions, the manual remains applicable to other counties in Kenya beyond the ASAL region.

Misconceptions about the ASAL Region

According to the World Bank, several common misconceptions hinder the ASAL regions' development and the attraction of investment (World Bank, 2020).

- 1 Unsuitable for Agriculture:** While harsh conditions exist, irrigation, and climate-smart farming can support sustainable agriculture.
- 2 Low Economic Potential:** ASAL regions have opportunities in livestock farming, renewable energy, and agro-processing.
- 3 Poor Infrastructure:** While infrastructure challenges exist, improvements in roads, mobile tech, and market linkages are overcoming barriers to investment.

Agri-Food Opportunities in the ASAL Region



Livestock Farming: With improved husbandry, the region can boost the production of beef, milk, and goat meat.



Irrigated Agriculture: The use of irrigation systems can enable horticulture, fruit, and vegetable production, reducing dependency on rainfall.



Agro-processing: Developing industries like dairy and meat processing can add value and attract investment.



Renewable Energy: Solar energy can power farming and agro-processing, reducing costs and improving productivity.



Fish Production: promising investment opportunity in fish production due to its rich aquatic resources because of Lake Turkana.

The ASAL regions in Kenya present significant economic opportunities despite their environmental challenges. By applying social accountability practices, the local government, together with the community, can tackle misconceptions, foster transparency, and create an environment that attracts sustainable investment, leading to a more resilient and prosperous region.

Key Summary of Section III

Kenya's ASAL counties face harsh climates but offer investment potential in agribusiness, renewable energy, and tourism. Misconceptions about low economic viability can be addressed through SA initiatives.





By promoting transparency and community engagement, SA ensures that investment decisions align with local needs

Section 4

Introduction to Social Accountability Concept and Tools

Understanding Social Accountability

Social Accountability (SA) is a process by which citizens and civil society organizations hold public officials, service providers, and governments accountable for their actions and decisions. (World Bank, 2004). This approach helps in ensuring transparency, responsiveness, and integrity in public service delivery and governance

Key Principles of Social Accountability

According to the World Bank, several common misconceptions hinder the ASAL regions' development and the attraction of investment (World Bank, 2020).

- 1 Inclusiveness:** Ensuring that all segments of society, including marginalized groups, have a voice in governance processes.
- 2 Constructive Engagement:** Encouraging a collaborative approach between citizens and officials rather than adversarial interactions.
- 3 Responsiveness:** Public officials or service providers should be willing to listen to citizen feedback and act upon it.

4 Empowerment: Building the capacity of citizens to understand governance processes and advocate for their rights.

5 Transparency: The openness of government actions, decisions, and processes to public scrutiny.

6 Participation: The involvement of the community in decision-making processes



Reflection question

How have you engaged in social accountability to hold duty bearers accountable and responsible?

Building Blocks of Social Accountability

There are several core elements or building blocks that are common to most social accountability approaches:



Accessing information:

Accessing relevant information about plans, budgets, and policies and making it public is a critical aspect of social accountability.



Making the voice of citizens heard

Social accountability requires creating space for communities to voice their concerns and priorities.



Negotiation for change

This is an important stage for creating spaces for public debate and platforms for citizen-CSOs-media-state-private sector dialogue, for consultation and negotiation.

Why is Social Accountability Important



Social accountability promotes transparency and responsiveness by holding governments and stakeholders accountable. It allows citizens to voice concerns, reduces corruption, and ensures that investments meet people's needs. In the context of agri-food investment, social accountability ensures the benefit of local communities by aligning investments with their needs and priorities.

Social Accountability in Fostering Agri-Food Investments in Kenya's ASAL Region

In Kenya's Arid and Semi-Arid Lands (ASALs), Social Accountability can play a pivotal role in promoting agri-food investments, particularly in the crop, fish, and livestock value chains. Despite the region's vulnerability to food insecurity, water scarcity, and climate change impacts such as droughts and floods, strategic investments in climate-resilient agriculture, sustainable fisheries, and livestock production can unlock significant economic potential. By promoting transparency and community engagement, SA ensures that investment decisions align with local needs agribusiness models.



Reflection question

How can we ensure investments align with community priorities and needs?

The Importance of Social Accountability in Investment Decisions

Applying SA to investment decisions ensures that:

- **Investments Reflect Community Needs**
- **Increased Accountability**
- **Enhanced Sustainability**
- **Risk Mitigation**
- **Better Resource Utilization**



Reflection questions

Why is it important to involve farmers and community members in planning agri-food projects? How might this impact the success of investment?

Importance of Social Accountability Data for Investment

SA data from an investment perspective helps investors understand the most prioritized investment opportunities and challenges from the local community's perception and helps to align investments with real community needs.

- **Informing Investment Decisions:**

SA Data helps investors identify community needs and priorities and helps to align investments with community priorities rather than assumptions.



- **Improving Investor Confidence:**

Community-driven investments backed by data are more likely to yield long-term social and financial benefits.



- **Risk Assessment:**

Investors rely on SA data to analyze investment opportunities before making investment decisions.



- **Impact Investing:**

SA data guide investors in allocating capital toward sustainable and responsible businesses.



Reflection question

How does community involvement in agricultural decision-making influence investment in the agri-food sector?

Social Accountability: Critical Success factor

Support and commitment:

Committed and continued support from within the local public administration at different levels.

The Role of Media: Media can play a vital role in promoting social accountability to attract and sustain agri-food investments.

Other key success factors for SA implementation:

- Access to essential information that can facilitate the community's participation and engagement with government officials.
- Enhancing the capacity of stakeholders, government, and community to constructively and effectively engage and participate in the process.

Key Summary of Section IV

Social Accountability promotes transparency, inclusivity, and civic engagement. By amplifying community participation and collaboration, ensures investments align with community priorities.

Social Accountability Tools

Introducing Social Accountability Mechanisms and Tools

Social accountability mechanisms encompass a wide array of actions that enable citizens, communities, and civil society organizations to hold government officials accountable. These include

- Participatory budgeting,
- Budget analysis,
- Public expenditure tracking,
- Citizen report cards,
- Community scorecards,
- Social audits, and
- Public hearings, are among others.

The purposes of these tools can be broadly categorized into three key areas:

(a) enhancing governance and accountability,

(b) improving development/investment outcomes,

(c) empowering citizens.

Importantly, social accountability is not solely a diagnostic approach but also incorporates elements of advocacy and community empowerment. Below, some of these tools and mechanisms are outlined in a brief description.

Social Accountability Tools Overview

Table 1 Social Accountability Tools Overview

<p>1</p> <p>Citizen Report Cards (CRC)</p> <p>Purpose: To gather feedback on public services from citizens.</p> <p>Objective: Highlight service delivery gaps and promote improvements.</p>	<p>2</p> <p>Community Scorecards (CSC)</p> <p>Purpose: Facilitate dialogue between service providers and community members.</p> <p>Objective: Build accountability by jointly identifying solutions to service delivery challenges.</p>	<p>3</p> <p>Public Expenditure Tracking Surveys (PETS)</p> <p>Purpose: Track the flow of public funds to identify leakages or inefficiencies.</p> <p>Objective: Ensure funds reach intended beneficiaries.</p>
<p>4</p> <p>Social Audits</p> <p>Purpose: Examine the use of public resources through community oversight.</p> <p>Objective: Enhance accountability and public trust.</p>	<p>5</p> <p>Participatory Budgeting</p> <p>Purpose: Involve citizens in budget planning and allocation decisions.</p> <p>Objective: Ensuring resource allocation reflects community priorities.</p>	

Key Summary of Section V

Community Scorecard engages communities and stakeholders in assessing investments, identifying challenges, and creating actionable improvement plans.



The primary goal of the Community Scorecard (CSC) in the context of agri-food investment is to foster the alignment between community needs, and agri-food investments

Section 5

Understanding the Community Scorecard as a Tool for Fostering Agri-Food Investment

Overview of the Community Scorecard (CSC)

The Community Scorecard (CSC) is a participatory tool designed to engage community members in evaluating the performance of public services, fostering transparency and accountability. In the context of agri-food investments, the CSC allows farmers, local community members, government officials, and other stakeholders to assess the investment opportunities and challenges.

CSC purpose is to catalyze investment by providing reliable data and information about community investment priorities. By fostering open dialogue and encouraging collaborative problem-solving, CSC helps ensure that agri-food investments are aligned with the real needs of the community.



The Community Score Card brings together the demand side (“service user”) and the supply side (“service provider”) of a particular service or program to jointly analyze issues underlying service delivery problems and find a common and shared way of addressing those issues.

Main Features of the Community Scorecard

The Scorecard, as a Social Accountability (SA) tool, is designed to enhance the quality of investment services while fostering agri-food investment in Kenya's ASAL region. Its key features include:

- 1 Local-Level Application:** Conducted at the micro/local level to ensure targeted and context-specific interventions.
- 2 Community-Centered Approach:** Engages local communities through community dialogue.
- 3 Real-Time Feedback Mechanism:** Provides immediate feedback to enable timely responses and foster collaborative decision-making.
- 4 Mutual Dialogue and Collaboration:** Facilitates constructive dialogue between service providers (and service users for a joint decision-making.

WHAT is NOT part of the Community Score Card?

- It is **NOT** about finger-pointing or blaming.
- It is **NOT** designed to settle personal scores.
- It is **NOT** supposed to create conflict.



Reflection question

What is needed for a successful community scorecard process?

Requirement for effective implementation of the score card

An effective CSC implementation will require a skilled application of a combination of several techniques:

Understanding of the local administrative setting

Good participatory **facilitation skills** to support the process

A strong **awareness-raising** process to ensure maximum participation from the community

Planning ahead of time to ensure maximum participation from the community and acceptance from the service provider

Realistic expectations on both sides need to be clear on what can and cannot be achieved through the process Goal of the Community Scorecard (CSC) in Fostering agri-food Investment

The primary goal of the **Community Scorecard (CSC)** in the context of agri-food investment is to foster the alignment between community needs, and agri-food investments. By directly involving community members in the assessment of agri-food services and investment opportunities, the CSC aims to ensure that agri-food investments are responsive to local priorities.



Impact of the Community score card Strategy on Agri-Food Investments

The Community Scorecard (CSC) fosters transparency, accountability, and local ownership in agri-food investments. It aligns projects with community needs, reduces risks, strengthens trust, and enhances investor understanding, ensuring sustainable, high-impact investments.



Reflection question

What are the advantages of using the community scorecard for agri-food investments?

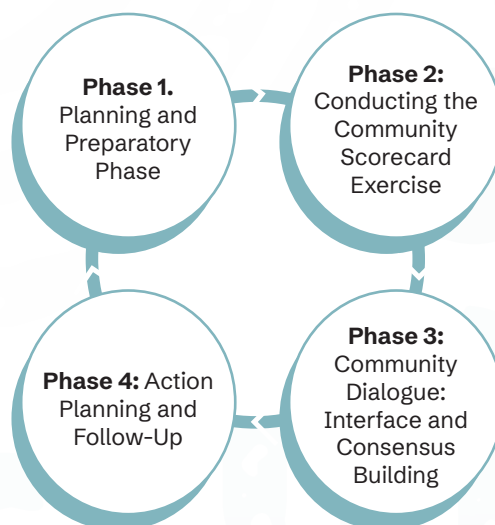
Advantages of Using the Community Scorecard for Fostering Agrifood Investments

Using the CSC in the agri-food sector offers multiple advantages that enhance agri-food investment opportunities:

- Builds Trust and Encourages Dialogue
- Encourages Data-Driven Decisions
- Promotes Community Ownership
- Improves Service Quality

Step-by-Step Illustration of the Community Scorecard Implementation Phases and Steps

For simplicity, the following four phases of CSC implementation are considered.



Phase 1. Planning and Preparatory Phase

Preparatory groundwork should commence as early as possible to mobilize stakeholders effectively. The key steps in this phase are:

Step 1. Define the Purpose

Establish the goal of identifying the community's top three investment priorities.

Step 2. Identification of Scope

Define the specific agri-food value chain focus (e.g., crop production, livestock, fisheries) and geographic coverage (ward selection, community).

Step 3. Stakeholder Mapping & Engage

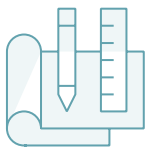
Identify key actors and stakeholders: farmers, fisherfolk, pastoralists, investors, local government, processors, traders, and Ward Development Committee, that should be part of the CSC problem-solving approach.

Step 4. Stakeholder Sensitization

Conduct awareness sessions to build trust & to ensure inclusive participation and informed decision-making.

Step 5. Developing a Work Plan and Logistics

Prepare a comprehensive work plan outlining timelines, responsibilities, and resource needs. Arrange required materials, logistics, and manpower, including facilitators and other critical personnel.



Phase 2: Conducting the Community Scorecard Exercise

This phase includes the following steps:

Step 1. Facilitate Community Discussions

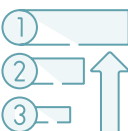


Organize focus group discussions (FGDs) with diverse community members.



Generate a list of potential agri-food investment issues by asking questions such as:

1. How are agri-food investments functioning in your area?
2. What are the highly demanding investments in your area and why?
3. What initiatives are working well?
4. What challenges hinder progress?



Step 2. Assign facilitators to each group

a leader to guide discussions and a note-taker to document findings.



Step 3. Identify Investment Priorities

Allow participants to list and discuss potential investment areas (Crop processing & packaging, cold storage units, & modern abattoirs).

Step 4. Shortlisting Investment Areas

Based on community input and expert validation, shortlist potential investment opportunity areas and priorities.

Table 3 Shortlisted Investment Area by Justification

SN	List of Investment Areas	Priority Areas	Justification
1			
2			
3			
4			
5			

Step 5. Developing Indicators/Criteria and a Scoring Matrix

Indicator Development: Collaboratively develop scoring criteria/ indicators specific to investment priority areas in investment processes to measure urgency and priority.

- For each identified investment priority area, develop indicators to assess investment opportunity.
- Present the indicators to all participants and reach a consensus on top priorities and key challenges (areas that need improvement) for evaluation.
- Compile these indicators into a scoring matrix to be used by all groups, which will create a simple scorecard template to evaluate each investment opportunity

Step 6. Conducting Score Card Exercise and Validation



Community Assessment: Community members evaluate the selected indicators based on their experiences with investment opportunities and priorities and provide scores reflecting their priorities and challenges.

- Break participants into their initial focus groups for scoring.
- Use a scoring scale (e.g., 1-5, 0-10) to rate performance on each indicator. Scores can also use qualitative terms (e.g., poor, average, excellent).
- **Community Scoring:** collectively score each investment priority using the pre-defined criteria.
- Justify each score with explanations and suggestions for improvement.



Step 7: Consolidating the Community Score Card

- Gather scores from all focus groups and consolidate them into a single matrix.
- Facilitate discussions to analyze and validate scores, aiming for consensus on a representative evaluation of investment priorities and services.

Table 4 Community Scorecard Matrix

Priority Investment areas	Criteria/ Indicator	Score	Justification

Phase 3: Community Dialogue: Interface and Consensus Building

Present the assessment finding to stakeholders, including community representatives, private sector, CSO/CBO, and local officials, in a facilitated dialogue to discuss feedback and identify areas for improvement in investment service delivery and to identify and select (the tree) highest-scoring investment preferred opportunities.

This phase serves as a platform that encourages dialogue between service users and providers to identify and finalize the top three investment priorities. The meeting is also to foster collaboration challenges, propose solutions, and develop actionable reforms. This phase includes:



1. Joint Interface Meeting

- A skilled facilitator leads the meeting, ensuring constructive dialogue.
- Community present their scorecards, highlighting key findings and recommendations.
- Consensus Building: Discuss and validate rankings to ensure relevancy.
- Identify the three highest-scoring investment opportunities in the selected value chain (fish, livestock, and crop sectors).
- Discussions focus on prioritizing critical issues for action.

2. Developing the Joint Action Plan



Joint Action Planning: Develop a collaborative joint action plan that addresses identified challenges, aligns community needs with investment goals, and outlines roles and responsibilities for both service providers and users.

- Agree on priority issues and improvement strategies.
- Consolidate these into themes and ensure suggestions are feasible and time-bound.
- Use a planning matrix to organize and communicate agreed-upon actions.

Table 5 Action Plan Template

Issue identified	Action needed to address the issue/problem	Who will lead the action (Name and institution)	Resources (What is needed)	Timeline (By when)	By when should it be done

Phase 4: Action Planning and Follow-Up

Monitoring and Follow-Up

Regularly track the implementation of the action plan through joint monitoring by communities, officials, and other stakeholders to ensure accountability and measurable progress in improving investment services.

To sustain the impact, the process and result must be disseminated. This phase involves:

- Disseminating findings widely through the ASAL Investment Hub repository, reports, media, and community forums.
- Implementing the joint action plan and monitoring progress.
- Engagement with the private sector: Present findings to potential investors, government agencies, and donors.

Case Study: Application of a Scorecard in the ESAP Program in Ethiopia

The Ethiopian Social Accountability Program (ESAP) successfully implemented the Community Scorecard (CSC) across various sectors, including agriculture, to enhance public service delivery and accountability. In rural farming areas, for example, community members used the CSC to evaluate the distribution and quality of seeds and fertilizers. By assessing factors such as timeliness, accessibility, and the effectiveness of input supply, they provided valuable feedback to agricultural service providers and government officials. The insights gained from this process led to reforms in the distribution system, improving efficiency and ensuring that farmers receive necessary resources on time.

This example highlights the CSC's effectiveness in driving agricultural investment by aligning resources with community needs, improving service quality, and strengthening accountability between service providers and local communities. It demonstrates how CSC can be a powerful tool for optimizing agri-food investments, ensuring that both resources and services are tailored to address the specific challenges and demands of farming communities.



Community Scorecard Implementation Approach Using the Ward Development Planning Model

Introduction

The Ward Development Planning (WDP) model empowers communities to identify needs, prioritize projects, and implement development at the ward level. It bridges community and county planning, decentralizing decisions for inclusivity and local relevance.

Integrating Community Scorecards (CSCs) with the WDP model enables communities to identify and prioritize investments through participatory processes. Ward Planning Committees (WPCs) lead this effort by assessing needs and overseeing implementation. This chapter explores how the WDP model supports community-led investment in ASAL regions.

Step-by-Step Approach to Ward Development Planning (WDP) Using the Community Scorecard (CSC) Tool for Identifying and Prioritizing Agri-Food Investment Priorities.

The integration of CSCs within the WDP model involves a systematic process designed to maximize community participation and align investments with development priorities. The CSC process can be carried out in alignment with the ward development planning cycle.

Step 1.

Ward Planning Committee Sensitization

WPCs will be informed about the objectives of the CSC process and its integration into the WDP framework to foster understanding and encourage participation. This step will help to create awareness and build an understanding of the CSC approach for agri-food investment prioritization. This can be done by holding a meeting to explain the CSC process and the role of CSC in how it will be used to prioritize agri-food investments.



Step 2.

Identifying major investment challenges and top investment priorities

WPCs, in collaboration with communities, identify existing investment challenges on their preferred value chain and identify possible investment opportunities and priorities. The WDC can use participatory techniques (e.g., focus group discussions) to identify key agri-food challenges, investment opportunities, and their preferred priorities.



Step 3.

Conducting Community Scoring and Feedback Sessions

At this step, WDC develops basic indicators to assess the effectiveness of the selected agri-food value chain and existing barriers to investment. Then, WDC can organize participatory forums where community members score service on the identified investment top priorities based on their needs and collect qualitative challenges and areas for improvement.



Step 4.

Community Dialogue (Interface Meetings)

Organize public barazas (community meetings) where the CSC findings are presented to the broader community. WPCs facilitate dialogue among the community and officials to discuss scorecard findings and co-create action plans. These meetings will help to reach a consensus on the top investment priority of the preferred value chain.



Step 5.

Developing the Top Investment Priority and Dissemination of Joint Action Plan

CSC findings are used to develop top priorities on agri-food investment that ensure alignment with community needs. Key actions will be identified to address investment challenges. Disseminate findings through different channels, including the available media and community forums for broader reach and impact.



Sustainability and Institutionalization of the CSC Tool in Kenyan Counties

Sustaining SA concept and tool in Kenya Context

To sustain social accountability (SA) tools, particularly the Community Scorecard (CSC), in Kenya's context, it is essential to integrate them within existing participatory frameworks like **public participation initiatives** and the **Ward Development Planning (WDP)** model. The WDP model, empowers communities to engage directly in development planning, ensuring that investments address locally identified needs.

By embedding CSCs into these participatory structures, communities can actively assess and monitor agri-food investments, enhancing transparency and accountability. Strengthening the capacity of Ward Planning Committees (WPCs) and local stakeholders to utilize SA tools fosters a culture of participatory planning and monitoring. This alignment ensures that agri-food investments are inclusive, contextually appropriate, and responsive to community priorities, thereby promoting sustainable development in Kenya's ASAL regions

Institutionalizing Social Accountability Concept and Tools

Building the capacity of county governments and local communities is essential for the sustainability of the CSC tool. Training county staff to use the tool effectively and making it a routine part of their operations is key. Furthermore, fostering local ownership is crucial for long-term success. Engaging community leaders and training local facilitators ensure that the process remains locally driven and independent of external influences.

Finally, for the Social Accountability mechanisms to be sustained over time, counties must secure long-term funding and resources. This includes dedicating a specific budget for SA activities and exploring external support from development partners for technical and financial assistance. Regular monitoring and evaluation of the SA tool should also be conducted to adapt it to evolving community needs and county priorities.

Training county staff to use the tool effectively and making it a routine part of their operations is key to institutionalize Social Accountability



Annex 1

Citizen Report Card: Concept and key stages of CRC

What is CRC?

Citizen Report Card (CRC) is a participatory tool designed to capture feedback from stakeholders—including farmers, agri-businesses, consumers, and policymakers—on the effectiveness and efficiency of agri-food investments. It provides a collective reflection of stakeholders' experiences with investment processes and outcomes in the agri-food sector. The CRC generates an overall assessment score that consolidates key investment-related factors.



CRC can be used

1. As a diagnostic tool:



CRC provides stakeholders with qualitative and quantitative data on the effectiveness, equity, and gaps in agri-food investment initiatives. Specifically, CRC:

- Monitors stakeholder perceptions of agri-food investments to identify areas of strength and weakness.
- Offers a comparative analysis of investment impacts across geographic regions, demographic groups, or value chain segments, highlighting areas needing urgent improvement.

3. As a benchmarking tool:



By conducting periodic assessments, CRC can track stakeholder perceptions over time, revealing trends in investment impacts and highlighting areas where progress has been achieved or where performance has declined.

2. As an accountability tool:



CRC highlights instances where investment processes have fallen short of expected standards. Findings can be used to advocate targeted reforms, ensuring investments align with stakeholder priorities and addressing inefficiencies.

4. To uncover hidden inefficiencies:



Stakeholder feedback can expose issues such as unplanned costs, misallocated resources, and inefficiencies in implementation. This information is essential for improving future investment planning and execution.

What is needed to undertake an effective CRC?

To undertake a CRC survey, the World Bank identifies the following as a crucial requirement:

- A constructive approach on the part of the undertaking CSOs rather than a confrontational approach;
- A commitment to gathering credible data on users' perspectives;
- A commitment by the public agency (in our case, the local governments) to engage in the process and be open to critical analysis of its service delivery and the initiative to reform based on the findings;
- Active involvement of mass media to ensure the findings are widely disseminated and debated.

What are the benefits of using CRC?



Some key advantages of using the Citizen Report Card (CRC) to engage with local governments include:

→ Raising Public Awareness:

CRCs help increase awareness of service quality issues, empowering citizens to actively demand better accessibility, accountability, and responsiveness from service providers.

→ Data-Driven Influence:

Service providers cannot easily dismiss CRC findings since the data collected is based on real experiences, quantified, and scientifically analyzed—provided that appropriate sampling methods and analytical tools are used.

→ Encouraging Open Dialogue:

CRCs foster transparent discussions about the performance of service agencies, leading to meaningful reforms that improve service delivery.

→ Building Partnerships:

They strengthen collaboration between citizens, civil society organizations (CSOs), and public service agencies by enhancing social capital and uniting communities around shared concerns.

Challenges When Conducting CRC



Conducting a CRC is not an easy task, and there are several common challenges to be aware of from the start:

→ Lack of transparency and accountability:

CRCs are not likely successful in contexts where policymakers and service agencies are not open to civil society/citizen advocacy for bringing in reforms;

→ The presence of personal and group defending mechanism:

It is crucial to ensure that meetings between citizens and public officials remain constructive and focused and do not turn into a forum for personal and group defending mechanism;

→ Reluctance to push for reform:

There is a need for sustained follow-up to avoid the lack of will to act on the findings among public service authorities (institutional resistance);

→ Conducting a large survey may demand high technical and financial resources:

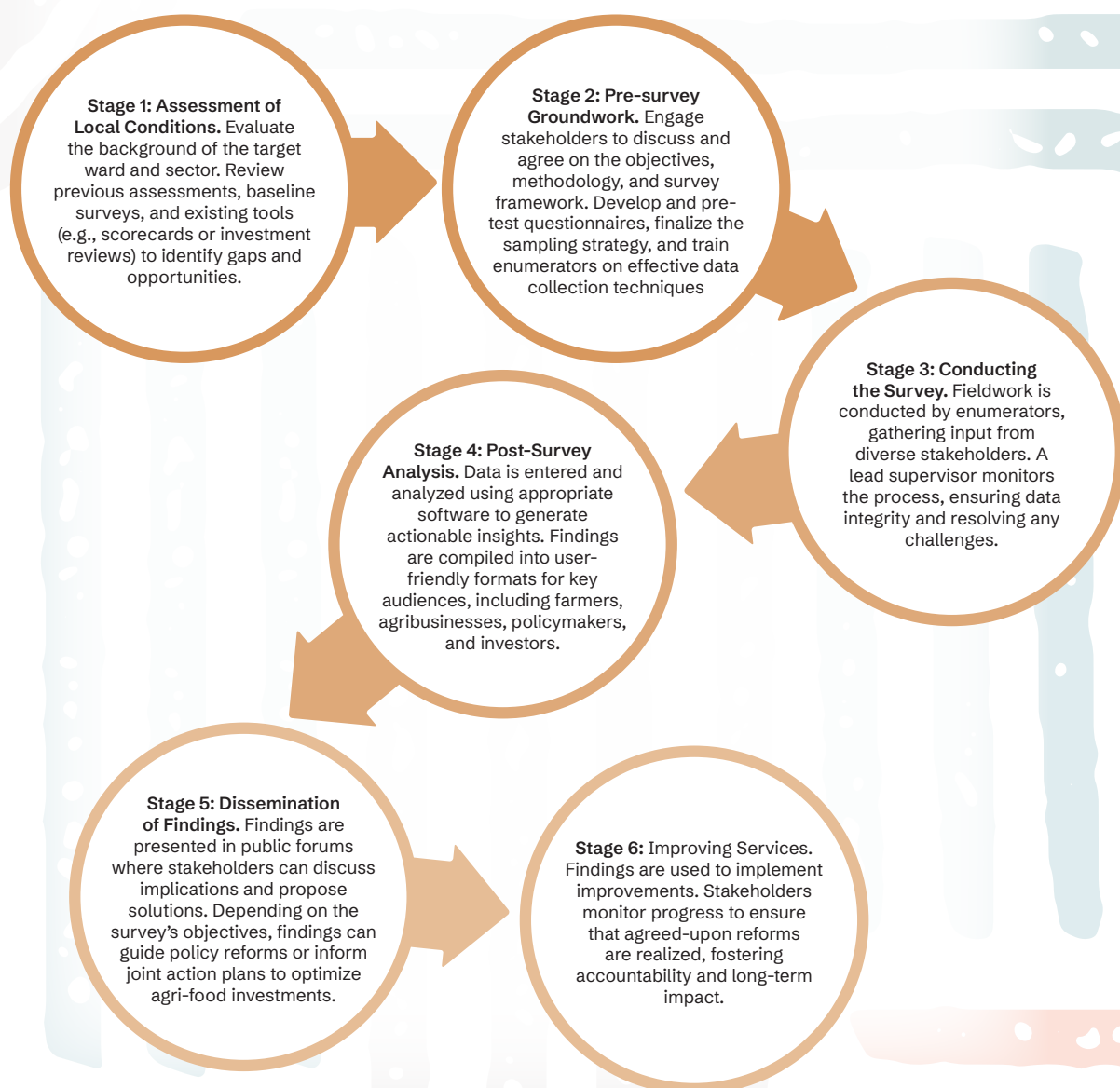
High technical expert skills, sufficient data collectors who know the local area, and sufficient financial bandwidth to cover cost for material preparation, transport and fees for experts and enumerators as well as expenses during meetings and workshops;

→ The general public needs to be regularly informed and cautioned against expecting too much too soon,

as it can lead to citizen disillusionment if there is no improvement in the quality of services.

Key Stages in the Citizens' Report Card Process

A bird's eye view of the methodology:



Summary of key takeaway

The Citizen Report Card (CRC) is a monitoring tool that evaluates the impact and effectiveness of agri-food investments. It gathers stakeholder feedback to identify gaps, detect inefficiencies, and promote accountability. While it empowers communities and drives reforms, the CRC also presents challenges, such as resource demands and the need for skilled facilitation. By enabling regular assessments, the CRC enhances transparency and supports continuous improvement in investment outcomes.

Annex 2

Summary Stages of Additional Social Accountability Tools

Social audits

Preparatory

1. Organizing and training the social audit team (community volunteers/civil society groups/coalitions of NGOs).
2. planning the audit (timeline, resources, information required).

Implementation

3. Collecting and analyzing relevant public documents (accounts, payrolls, technical reports etc).
4. conducting interviews/ focus groups with public officials, community representatives and other relevant stakeholders on their perceptions of the project/program under analysis.
5. developing a social audit report.

Follow-up

6. Disseminating findings through the media, public meetings etc.
7. convening a public meeting with officials to discuss findings and develop an action plan.
8. advocacy around specific examples of mismanagement and corruption.
9. monitoring the implementation of the recommendations from the social audit.
10. planning for future social audits to monitor changes over time.

Public Expenditure Tracking Surveys (PETS)

Preparatory

1. Identify stakeholders and define survey objectives.
2. Develop survey tools and sampling methods.
3. Train staff & coordinate with authorities.

Implementation

4. Conduct surveys at service points and with beneficiaries.
5. Compare actual spending with planned budgets.
6. Track fund flow and assess service delivery.

Follow-up

7. Analyze data and report findings.
8. Share recommendations for improved spending.
9. Monitor implementation of changes and ensure continued transparency.

Participatory Budgeting

Preparatory

1. Identify and map key stakeholders (community members, government, civil society).
2. Define assessment objectives and scope.
3. Develop data collection tools (surveys, focus groups, etc.).
4. Organize preparatory meetings and workshops for awareness and engagement.

Implementation

5. Collect data through surveys, interviews, and community consultations.
6. Facilitate public forums for budget discussions and feedback.
7. Monitor the budget allocation and implementation processes for transparency.
8. Engage community members in assessing whether the budget reflects their priorities.

Follow-up

9. Analyze data collected and prepare a report of findings.
10. Share results with stakeholders (community, government, civil society).
11. Provide recommendations for improvements based on assessment outcomes.
12. Organize feedback sessions to discuss results and future actions.
13. Monitor progress on the implementation of recommendations and ensure continued accountability.

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Open source for social accountability

[Source Book for 21 Social Accountability Tools](#)

[Social Accountability Resources and Tools](#)

[Social Accountability Resource Hub](#)



VNG International Kenya
96 Riverside Drive
Segen Plaza
Nairobi, Kenya

vng-international@vng.nl
www.vng-international.nl

