



SOCIAL ACCOUNTABILITY MONITORING TOOLKIT



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Acronyms

ARDCZ	Association of Rural District Councils of Zimbabwe
CBOs	Community-Based Organizations
CCDS	Centre for Community Development Solutions
CFHD	Civic Forum on Human Development
CSOs	Civil Society Organizations
ISALs	Internal Savings and Lending Schemes
LA	Local Authority
NCT	Nyahunure Community Trust
PETS	Public Expenditure Tracking System
PwD	People with Disabilities
SAM	Social Accountability Monitoring
TASA	Taking a Stand Against Gender-Based Violence

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Introduction to the Social Accountability Monitoring (SAM) Toolkit

This toolkit is intended to support DAT and key stakeholder Community based organisation (CBOs) and Civil Society organisation (CSOs) to effectively monitor local governance performance towards the provision of demand-driven services with a focus on 8 rural district councils targeted by the Social Accountability project being implemented by Civic Forum on Human Development (CFHD) in partnership with ARDC, CCDS, LGDA and NCT with funding from the EU. This toolkit builds on multi-layered training and capacity-building activities ranging from community-based planning, training of local leaders and councillors, training of District Action Team as co-facilitator in social accountability projects and training on gender mainstreaming and principles of social accountability monitoring.

CBOs and CSOs are becoming increasingly engaged in the local governance space for the delivery of gender-responsive services and are providing greater scrutiny on the budgets and expenditure patterns of local authorities. In the context of the Social Accountability project being implemented in 8 rural local authorities, the community-based planning process was used as a core planning methodology to ensure the broad voices of the community and diverse social groups feed directly into the planning and budgeting cycle of the local authority. There was consensus with local government officials, communities and the district action team to ensure public resources are allocated to the needs of women, youth and other vulnerable groups through the application of the 3plus2 approach which meant that the top five priorities, three for general, one for women and one for youth.

An analysis of these needs showed that the critical needs emerging were health (especially waiting mothers' shelter), access to clean water services, education, self-help income generating/creating LED opportunities. Most importantly, the prioritization was followed by the development of social service charters in 50% of the local authorities with local authorities committing themselves to service excellence based on publicly agreed standards. On local initiatives implementation, a community-led resilience approach was adopted which involved mapping resilience outcome priorities of each district. The main priority areas for resilience building were nutritional gardening, Internal Savings and Lending Schemes (ISALs), conservation farming, supporting school feeding programmes and income generating projects.

A pilot training of possible SA tools applicable to the LA context of the 8 local authorities was done in 4 sites. These were Murewa, Guruve, Muzarabani and Chikomba districts.

- Part 1 of this toolkit focuses on the lessons and experiences of these tools and priority tools for promoting the scaling up of social accountability project within the time and resources available
- Part 2 focuses on the priority tools, their practical application and assessment of the performance.
- Part 3 focuses on how the results from the monitoring process can be used by CBOs, CSOs, stakeholders and the district action team (DAT) to monitor and guide the local institutionalisation of social accountability for resilient local governance services.
- Part 4 focuses on the capacity development needs of CBOs and CSOs to drive social accountability in the context of internal and external challenges.
- Part 5 focuses on building functional relationships with the LA, government and other key stakeholders in the districts and provinces

PART 1: PILOT TRAINING ON SAM

Part 1 of this toolkit shows the lessons and experiences of Social Accountability Monitoring Tools and priority tools for promoting the scaling up social accountability project within the time and resources available.

1.1 Introduction

A pilot training of Scaling up of Accountability tools applicable to the LA context of the 8 local authorities was done in 4 sites during the period of January 2023 – May 2023. These were Murewa, Guruve, Muzarabani, Chikomba. The pilot involved the participation of DATs and their representative CBOs working in the areas of ISALs; Resilience Building, Gender and Women Empowerment; Income Generating Projects; and Knowledge and Information Dissemination. The purpose of the training on SAM was to collectively learn and reflect on the use of Social Accountability tools in monitoring the provision of service delivery in the district in a manner that is constructive and contributes to the improvement of identified gaps and challenges.

1.2 Social Accountability Approaches

Social accountability approaches, while all centred on civic engagement, represent a broad grouping of interventions with diverse characteristics. They can be initiated by a wide range of actors from community members and civil society organizations (CSOs) to councillors, duty bearers and other relevant stakeholders. One useful way to categorize the social accountability approaches and processes is according to whether they increase transparency, foster greater civic voice and participation in service delivery or support efforts to monitor performance and hold service providers accountable. Many social accountability approaches can target more than one objective. A wide range of social accountability approaches were adopted by the project to suit the existing context and the set objectives. The applied social accountability approaches include the following:

Table 1: Social Accountability Approaches

Direct engagement	Direct engagement between individual citizens and policy makers and technical staff within local authorities is one means by which citizens can make local government accountable. Individual community members are able to inquire about related issues and get prompt feedback. Training for transformation by the CFHD has been targeted on the duty bearers and policymakers to make them have an open working relationship with members of their constituency to enable more direct interactions and constructive engagements. The CBP and budget consultation meetings that were conducted through social accountability enabled members of the community to have a direct interface with duty-bearers and afforded a platform for dialogue on areas and issues of concern.
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Using the law as a social accountability anchor	The regulatory and policy framework is an important tool that community members can use for the fulfilment of their needs and priorities within the planning, decision making and resource allocation processes. Based on existing legal and policy framework laws, community members can make demands based on the provisions that are given. Regulations and policies on local government are deliberate provisions that foster social accountability and more open governance systems making them responsive and transparent at both the local and national levels. The Constitution of Zimbabwe presents a number of provisions and provides for the establishment of key institutions that seek to enhance the accountability of government institutions. These include local government and service delivery capacity-building programmes, different government tiers, fundamental rights and freedoms, Chapter 13 institutions/National commissions, principles of public administration and leadership, legal reforms, and devolution principles. The CFHD has noted that there is a need to build an understanding and awareness of some of the relevant legal and policy provisions that provide for implementation of social accountability practices. There is a limited awareness of some of these provisions at the community level. These include awareness of strategic plan, Gender policy, client service charter and climate change policy
Utilizing government structures and processes	Zimbabwe has development structures within the governance systems such as the Village Development Committee (VIDCO), Ward Development Committee (WADCO) and the District Development Committee which are existing platforms that can be used to advance social accountability. These structures are provided by the legislation and afford for the existence of horizontal accountability enabling institutional checks and balances to guard against abuse of power and resources and also enabling inclusive planning and resource allocation. There is a need to continuously provide refresher training to duty bearers who are responsible for coordinating the work of the local development structures.
Community participation as a means of fostering social accountability	At the core of effective social accountability, there is a need to ensure that community participate, actively, in how their affairs are managed by the authorities. Social accountability mechanisms involve community seeking information from local authorities such as public budgets and public expenditures in ensuring access to and quality of services. The CFHD has been strengthening the capacity of existing public platforms and avenues available to ensure constructive community engagements to ensure that they are functional and able to effectively respond to community needs and priorities. There is a commitment to community participation in the planning and decision-making process. This was reflected during the CBP and the participatory budgeting processes.
Use of ICT information communication and technology (ICT)	ICT -based social accountability approaches that have been supported by the CFHD to improve governance include websites and portals, video conferencing, telecentres, community service centres, and electronic kiosks. Mobile phone-based services using short messages, interactive voice recording and hand-held devices such as personal digital assistants are now getting traction globally for their ability to strengthen social accountability mechanisms. There is a strong

	appetite by rural communities to adopt the use of digital platforms in social accountability initiatives which are applicable for use in the context of rural communities of Zimbabwe. The popularity generated by the Taking a Stand Against Gender Based Violence (TASA) which is WhatsApp a platform that enables stakeholders from a wide range of background to meet and interact on gender sensitive issues.
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Box 1: Social Accountability Digital Platforms in Practice

The use of digital space to take a stand against gender-based violence has been taking a centre stage in gender –sensitive service delivery. The inclusion of prominent and key influential people within the WhatsApp Group Initiative titled Taking a Stand Against Gender-Based Violence (TASA) Mashonaland Central Province. TASA group acts as information dissemination tool where public education, knowledge and GBV experiences are shared in the Mashonaland Central Province. The group also provides update on the development in the legislature and educate on the role of women in various portfolios. TASA has influenced establishment of other district initiative groups such as GBV coordination groups, Tracking Cases and Referrals where partners discuss referral cases and outcomes within the district updates and experiences will be shared during on the platform.

The key principles that guide the operations of the approach are as follows:

- TASA is open all the time. The platform recognizes, tolerates and respects diversity in opinions as long it does not conflict with the principles of saving humanity and promotion and preservation of women and girl s' rights.
- The group is a network and comprises of various individuals with a wide range of skills and expertise on gender issues that include; women groups, CBOs, Local Government Actors i.e. Village Heads, Council Members and the District Development Coordinators (DDCs). The group also has the academics, University Lecturers, Religious Leaders and Community Members
- Selected and identified SGBV and HPs related issues are deliberated on through an open discussion.
- Video posts, Reviewed Journal Articles and other IEC materials are shared to probe discussions and to provide advice on emerging issues.
- Referrals on emerging and identified issues are made during the discussions.
- The IAGs innovators against Gender Based Violence established under the Spotlight Project are responsible for coordinating the group.
- Live streaming of International Commemorations has been working well during the period as some partners could not physically attended the commemorations and follow proceedings.
- The group has managed to coordinate the track and trace on some GBV cases raised during the discussion. The recent cases of early child marriages where a 19 year old boy married a 14 year old girl in Muzarabani which was done by the Men's Forum in close collaboration with the police has shown evidence of the impact of the digital platform.
- Strengthening of the referral pathway and identification of GBV, SGBV partners are being done and updates are shared on monthly basis through District based gender coordination meetings and quarterly provincial coordination meetings.

1.3 Target Group

The pilot Social accountability training involved the participation of key stakeholders from the demand and supply side. Participants from the demand side comprised service users, and community-based organizations while the supply side comprised local authorities, service providers and duty-bearers. The role of the key actors involved in the provision of service delivery is summarized as follows:

- **Local authorities:** The pilot training involved rural local authorities who are responsible for the provision of social services such as water, education, roads, refuse collection and health care.
- **Policymakers:** Policymakers discharge the fundamental responsibilities of the state by using power to enforce rules, regulations and laws. The CFHD capacitated councillors in using social accountability tools to effectively conduct their oversight function in guaranteeing and safeguarding the provision of quality public services. The specific tools that were of interest to the councillors are public Hearings/community meetings, study circles/thematic meetings and public revenue monitoring tools.
- **CSOs and CBOs:** The DAT and CSOs capacity development was focused on the managerial, advocacy, information and knowledge capacity, leadership and coalition building. Civic groups were also instrumental in mobilizing the participation of members of the community in social accountability processes. The social accountability tools that generated interest amongst the CSOs and CBOs are Public expenditure tracking surveys, participatory budgeting, community scorecards and social audits.

Use of different words to people understand

These terms are so many in our communities so feel free

Purpose: That is why we have you in this meeting

1.4 Social Accountability and Gender

Social accountability also has important gender implications and the experiences of the project shows that the inclusion and participation of women in social accountability processes has generally yielded some positive results for women in service delivery. Women are systematically underrepresented at every level of planning in the development processes. This situation of development and planning marginalization has weakened women's capacity to promote their interests and defend their rights. Social accountability mechanisms, due to their bottom-up, inclusive and demand-driven nature, enhance the ability of women and other vulnerable groups such as people with disabilities (PWD) to make their voices heard. Several social accountability tools (such as gender budgeting and gender disaggregated participatory M&E) have been specifically designed to address gender issues. Similarly, social accountability initiatives have great potential and have already been used to draw attention to the needs of vulnerable groups in society, whether disabled people, children or youth. The key lessons and experiences on gender and women empowerment for social accountability tools are as follows:

Effective participation of women in social accountability initiatives is critical as these initiatives serve as pathways for strengthening women's voice and empowerment

It is important to address gender norms that limit women's access and voice by formulating specific rules and measures for women's inclusion.

- There is a need to establish processes that create equal terms for women's inclusion and participation in social accountability forums and oversight processes.
- Link women to other local civil society actors and networks so they are able to secure support to counter pressure from the local elite.
- Provide long-term funding and technical support for institutionalising gender-sensitive processes so the initiatives can have an impact on discriminatory gender and social norms that hinder the capacity to engage women in accountability processes.

1.5 Lessons in the Use of Social Accountability Tools

The targeted participants were capacitated in the use of a wide range of social accountability. Lessons that emerged from the training and use of social accountability tools include the following:

- Access to information and awareness of communities are the basic building blocks for social accountability: The quality of communities participation depends on the availability of information, awareness, and knowledge. While access to and freedom of information related to local authorities' policy, programmes and decision-making processes are legally available in certain contexts, it is considerably constrained in many other contexts. In the latter context, CSOs and key stakeholders have adopted various innovative means and ways to access and disseminate information to the communities either themselves or through other governments officials (supply and demand side).
- Working on both sides of governance produces better outcomes and multi-directional accountability relationships: Social accountability requires engagement between communities, civil society and local authorities. Yet given the limited history of such engagements in many contexts, it requires substantial investments in capacity development. On one hand, it requires enhancing the capacities of communities and civil societies, interventions are also required for councillors and local authority officials. Experience suggests that the capacity development interventions including training, workshops, hand-holding support, exposure visits and joint reflections enable constructive dialogue and engagement between the demand and supply sides.
- Social accountability approaches should be supported by constructive dialogue at the grassroots level, which addresses the symptoms of governance issues. The approach should employ a more transformative approach at higher levels to deal with underlying causes and achieve institutional changes. Social accountability initiatives are not a set of linear, predictable activities. Rather, they are complex, systematic and systemic interventions that are as much about building relationships between actors as they are about developing capacities to use technical mechanisms and tools.
- It is important to take into account local literacy levels and to incorporate comprehensive, ongoing capacity-building and follow-up strategies in all social accountability interventions. Some of the SAM tools use language that is complex and difficult to comprehend for some communities that have lower levels of literacy.
- Councillors, traditional leaders, CBOs and other institutions responsible for the processes of oversight, accountability and revision of legislation need to be involved to ensure long-lasting changes. This would ensure their buy-in and sustainability of the process beyond direct external support to the social accountability process.
- Mainstreaming participation of marginalised groups as in social accountability practices: The participation of women and other marginalised groups must be ensured by mainstreaming their issues and concerns in the overall framework and

practice of social accountability. Social Accountability interventions which pay attention to these aspects have better potential to contribute to enhanced participation of women and other marginalised groups. Social Accountability initiatives should prioritise the “nothing about us without us” approach to ensure that the most vulnerable groups are included. This places individuals at the centre of their own story and creates a safe environment that can reduce risk and fear. Therefore, the choice of services and issues to be monitored should also be made in such a manner that encourages the participation of women and other marginalised groups.

- Alignment with the legal framework and institutional policies and procedures at the district level is essential for the success of social accountability interventions. Similarly, the CFHD noted that there is a need for strong investment in raising awareness and building understanding amongst local communities on the existing regulatory and policy framework.
- Social accountability initiatives should provide evidence that will serve as incentives for communities, local authorities, duty bearers and other service providers. Communities can see significant gains through improved service delivery while the local authorities can find incentives, for example, through an increase in revenue collection.
- The innovative nature of social accountability interventions requires flexibility in the design of activities and budgets and the inclusion of a research component. This is in order to increase the capacity to react to changes in the context and to develop appropriate response strategies.
- It is important to link communities' rights with their duties. This allows public authorities to look at social accountability initiatives from a partnership perspective and motivates them to open channels for public participation.
- Collaborations need to be promoted between organizations that act at the grassroots level, public policy analysts and independent media institutions.
- Improved access to information does not directly transfer to increased community participation or governmental accountability. It is necessary to link evidence gathered through grassroots work with actions at the national level to bring long-lasting change.

PART 2: PRIORITY SAM TOOLS

Part 2 focuses on the priority tools, their practical application and assessment of the performance.

2.1 Key Considerations when Choosing SAM Tools

As highlighted in Part 1 of the toolkit, Social Accountability uses a variety of social accountability tools which should be used in a constructive manner meant to identify areas of improvement and strengthening in the provision of service delivery. In prioritizing the SAM tools for adoption there are a wide range of issues that should be considered and these include the following:

- **Purpose:** Social accountability tools and methods remain instruments of broader processes of social mobilization, voice, engagement and negotiation in the public sphere. As such, clarity on the purpose they will serve and the objectives to which they will contribute need to be established from the start. This requires a thorough understanding of the nature of the problem at hand, the underlying causes, the social and cultural setting in which the tool or method needs to be applied, the functional relationships between stakeholders, and the most appropriate entry point to achieve impact.
- **Technical Complexity:** Social accountability initiatives vary greatly in their complexity and the level of technical expertise required. The choice of tool can be further narrowed based on the capacity and experience of the CBOs, relevant stakeholders and the community themselves. For instance, budget tools — such as independent budget analysis, input and public expenditure tracking and procurement monitoring require a fairly extensive process of analysis which should be taken into consideration when selecting the SAM.
- **Civic Participation:** Some social accountability tools require much greater levels of civic participation than others. For example, disseminating information to service users usually does not require users to take any specific action themselves to make the information available. On the other hand, most tools for consultation and monitoring require active civic engagement. Differential demands on people's time, education literacy levels and differential power relations all have an impact on participation, particularly for women and traditionally marginalized groups. The number of individuals that need to participate also varies greatly, even with the same social accountability tool which should all be taken into consideration when choosing a tool.
- **Local Authorities Cooperation:** Most initiatives are highly dependent on Local authority's cooperation because of the need for access to local information. For example, social accountability tools for participation usually require local authorities to share decision-making responsibilities such as participatory budgeting and planning exercises, or to delegate authority such as in community management of services.
- **Cost and time considerations:** Social accountability tools vary widely in the amount of time and resources required to implement them. Cost and time are

affected by whether the tool is applied once, periodically, or continuously. In addition to the time and participation costs for community engaging in social accountability initiatives, it is important to consider whether the resources to properly staff and manage them are in place, as a lack of resources may constrain the choice of tool or its breadth of application.

- **Sustainability:** In order to be effective and sustainable in the long run, efforts should be made to build local ownership and capacity for the implementation of social accountability initiatives among local stakeholders. They also need to be institutionalized (embedded) within existing civil society, service provider or 'hybrid' institutions and, whenever possible, linked to existing service delivery channels and accountability processes within the service provider system.

2.2 SAM Tools

A total of 34 CBOs participated in the pilot training on the use of SAM across the 4 districts of Muzarabani, Murewa, Guruve and Chikomba. The tools are applied and adapted to serve different purposes and contexts. Table 2 illustrates all the SAM tools that the CBO representatives were capacitated in. A learning and reflection session resulted in the prioritization of tools for implementation that are illustrated in Table 3. The template are explained in detail in annex 1.

Table 2: Social Accountability Monitoring Tools

Mechanisms	Description
1. Policy Making and Planning	
Issue based community dialogue platform	Issue based community dialogue platform is a small group of randomly selected community members of between 12-14, representative of the demographics in the area, that come together to reach a collective decision or recommendation on a policy issue through informed deliberation (bylaws on Human wildlife conflict, dip tanks)
Public hearing meetings	Are typically organized as a way to gather public opinions and concerns on issues of concern before local councillors or public entity before it makes a decision or takes action about a particular issue.
Study Circles	Comprise a small group of people who meet over a period to deliberate on critical public administration issues to build mutual understanding. The CFHD has been supporting learning circles involving the participation of CSOs, CBOs, traditional leaders and councillors which have involved dialogue and engagement on topical service delivery issues.
Public engagements forums	It occurs when local authorities open their official meetings to the public to harness community input and concerns.
2. Public Resources Monitoring	
Public Revenue Monitoring	Revenue monitoring enables the community to know how much money is at the disposal of their government and how the revenue collected has been spent. The tool generated

Mechanisms	Description
	interest amongst councillors who have an oversight function in the management of local authority affairs. It was noted that the tool is key in ascertaining revenue that is mobilised by the local authority over a period of time.
Public expenditure tracking surveys	PETS are tools used to track the flow of public resources i.e. human, financial or in-kind, from any level of government to the intended beneficiary at the point of frontline service delivery. It can be used by communities, through civil society organisations (CSOs) and is also used by the government. They enable communities to participate in governance processes through the gathering of information and monitoring the flow of public funds and spending to deliver services.
Gender-sensitive budgeting	Gender-responsive budgets are not separate budgets for women, instead, they are general budgets that are planned, approved, executed, monitored and audited in a gender-sensitive way
3. Public Services Monitoring	
Community Score Cards	Community scorecard cards are a tool through which communities monitor the quality of community-based public services. It provides the opportunity for citizens to analyze any particular service they receive based on their personal feelings, to express dissatisfaction, to encourage if good work is done and further suggest measures to be taken if flaws remain.
Social Audits	Social audits are participatory and involve collecting information on public resources and their use in the delivery of public services. The information is analysed and shared publicly in a participatory manner. The central concern of a social audit is how resources are used for social objectives.
Stakeholder Surveys	A range of techniques are employed in mapping and understanding the perspectives of stakeholders with an interest in who have an interest in a particular policy reform programme by the government.
Community Report Cards	Participatory surveys that seek to obtain user feedback on the performance of public services.

2.3 Prioritized SAM Tools

A learning and reflection session with representatives from the targeted districts resulted in the prioritization of 3 social accountability tools for monitoring the provision of service delivery. The specific tools that were prioritized for administering are shown in Table 3 below.

Table 3: Prioritized SAM Tools

Social Accountability Tool	Rationale for Prioritizing the Tool	Identified Areas for Applying the tool
Community Score Card	• Enables an interface between the service providers and the users of the services which affords an opportunity for the identification of amicable solutions to the identified challenges. • The tool is not limited to tracking one service delivery priority.	• Monitoring the provision of services that require continuous engagement with the LAs. • Monitoring the provision of services that were identified in the community planning process including 3plus 2 priorities
Gender-sensitive budgeting	• Issues on gender-sensitive service delivery are a priority across all the targeted 8 districts. • The majority of targeted CBOs are working in the gender thematic area and also working with vulnerable and marginalized groups like the elderly, PwD and the youths.	• Measuring the implementation of 3plus 2 priorities
Perception audits	• The tool is easy to administer at the community level. • The CBOs are familiar with using tools from previous programming	• Measuring the implementation of 3plus 2 priorities or publicly agreed priorities.

PART 3: UTILISATION OF SAM RESULTS AND POSSIBLE CHALLENGES

Part 3 focuses on how the results from the monitoring process can be used by CBOs, CSOs, stakeholders and the district action team (DAT) to monitor and guide the local institutionalisation of social accountability for resilient local governance services.

3.1 Introduction to Utilization of SAM Results

The utilization of results from the Social accountability process needs to adopt a systemic approach to ensure that the "pre-engagement, engagement and follow-up" phases are effectively implemented to ensure that the results are effectively implemented. The results from the process should be used by the CBOs, CSOs, stakeholders and the district action team (DAT) to monitor and guide the local institutionalisation of social accountability for resilient local governance services.

3.2 Monitoring and Evaluation

Given the experimental nature of SAM, particular attention should be paid to monitoring and evaluation, particularly at the design phase of the SAM tools. Key indicators that may be useful to monitor include changes in the capacities and willingness of public officials to engage in social accountability processes, the degree to which citizens understand service delivery arrangements, improvements in interface and interactions (e.g. shifts in the nature of transactions between citizens and service providers from indifference or hostility towards greater collaboration), improvements in service provider responsiveness and improvements in service delivery. By building in opportunities for learning about the changes elicited by SAM, the pathways through which the relationship-building contextual factors contribute to their success or failure, duty bearers are able to better understand how social accountability interventions can be used to inform the provision of service delivery.

3.3 Building Blocks for Utilization SAM Results

In utilising the SAM tools for use there is a need to take cognisance of the existing building blocks within the existing operational context. Some of the building blocks that can be considered include the following:

Table 4: Social Accountability Monitoring Tools Building Blocks

Building Block	Description
Mobilizing around an entry point/ agreed	The first step of utilization results from the SAM is the identification of an entry point on how best to address emerging challenges and problems. For example, in the case of

point of action from the assessment	SAM results showing poor health service delivery, potential entry points might include health budget allocations, systems or the performance of local service providers or village health management committees.
Building an information/evidence base based on multi-stakeholder participation	Generated information from the SAM process should be analysed and interpreted in a manner that makes it easy to be operationally useful. Presenting generated information in a credible manner that is owned by both the demand and supply sides will serve to hold public officials accountable is a critical aspect in the utilization of SAM results. Documented results from the SAM processes should also be analysed in cognisant of policy statements, and budget commitments.
Going public to provide feedback and existing mechanisms for dialogue	Bringing information and findings from the SAM into the public sphere and generating public debate around them are key elements of most social accountability initiatives. Be it budget details on gender-sensitive service delivery, the findings of public expenditure reviews, perception audits or project evaluation results, this information takes on new significance and impact when made accessible to the public at large, serving both to inform and to create an impetus for action. Effective communication strategies and mechanisms are, therefore, essential aspects of social accountability in going public with gender-sensitive issues.
Rallying support and building coalitions	Informing citizens of their rights and responsibilities, engaging their interests and mobilizing them to build coalitions and partnerships with different stakeholders on issues of concern from the SAM results would be key. Ideally, every step of a social accountability initiative contributes to informing/engaging citizens and mobilizing support. The ability of citizens to organize for collective action and the capacity of CSOs to facilitate and support such mobilization are crucial to the success of SAM initiatives.
Advocating and negotiating change	The most crucial and challenging element in the utilization of SAM results is to be able to elicit a response from public officials and effect real change. The most effective strategies usually involve direct interaction and negotiation with the concerned duty-bearers and service providers. In some cases, the institutionalization of mechanisms for ongoing consultation and dialogue. As discussed above, in negotiating change, citizens' groups employ a range of both informal and formal means of persuasion, pressure, reward and sanction.

3.4 Critical Factors and Possible Challenges for the Utilization of SAM Results

The evolution of most social accountability initiatives has been far from systematic. For the most part, measures by citizen groups to promote accountability have been

opportunistic responses to particular situations. Their success has therefore also been heavily dependent on several factors. Some of these are discussed below.

- **Environmental and Culture Context:** The parameters for social accountability are largely determined by the existing environmental context and culture. The feasibility and likelihood of success of utilizing SAM initiatives are highly dependent upon whether the environmental context that is in place is open to suggestions, constructive criticism and different opinions. The existence of these underlying factors, and the potential risks that their absence may pose, must be taken into account when planning SAM initiatives. In such circumstances, however, an analysis of the key factors influencing the environment for social accountability must be undertaken and appropriate strategies for addressing potential barriers developed.
- **Access to information:** The availability and reliability of public documents and data are essential to building a foundation for the utilization of SAM results. Such information is the basis for responsive action on SAM results, and thus its quality and accessibility a key determinant of the success of social accountability mechanisms.
- **Civil society capacity:** The capacity of civil society actors is another key factor of successful social accountability. The level of organization of CSOs, the breadth of their membership, their technical and advocacy skills, their capacity to mobilize and effectively utilize SAM results, their legitimacy and representativeness and their level of responsiveness and accountability to their own members are all central to the success of social accountability activities.
- **Local Authority capacity:** The success of social accountability initiatives also depends upon the capacity and effectiveness of the local authority. A functioning public administration that has some capacity to respond to citizen demands is, therefore, a prerequisite.
- **Institutionalization:** social accountability initiatives can make a difference, and formidable impact when the SAM results in the "institutionalization of identified best practices.

PART 4: ORGANISATIONAL CAPACITY OF CBOs AND CSOs

Part 4 focuses on the capacity development needs of CBOs and CSOs to drive social accountability in the context of internal and external challenges.

4.1 GENDER TRAINING MODULE

4.1.1 Gender and Gender Mainstreaming

Socially and economically marginalised groups, including women, have limited opportunities and capacities to exercise voice and participate in formal accountability processes because these processes contain systemic biases against such groups. Gender refers to the roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male or female and the relationships between women and men and girls and boys, gender also refers to the relations between women and among men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable.

4.1.2 Methods and Tools for Gender Mainstreaming

There are methods and tools for gender mainstreaming and some step-by-step guidelines on how to use specific tools for problem identification and situation analysis, planning, implementation, monitoring, and evaluation. The tools may be used for raising awareness, advocacy, collecting gender data, planning, and assessing the impact of those interventions. The key aspect of the tools is that they need to be adapted to suit the purpose, culture, and context. These tools are not an end in themselves but are a means for achieving specific objectives, outputs, and outcomes. The list of gender mainstreaming tools includes the one provided in figure 1 below which are briefly explained in table 3.

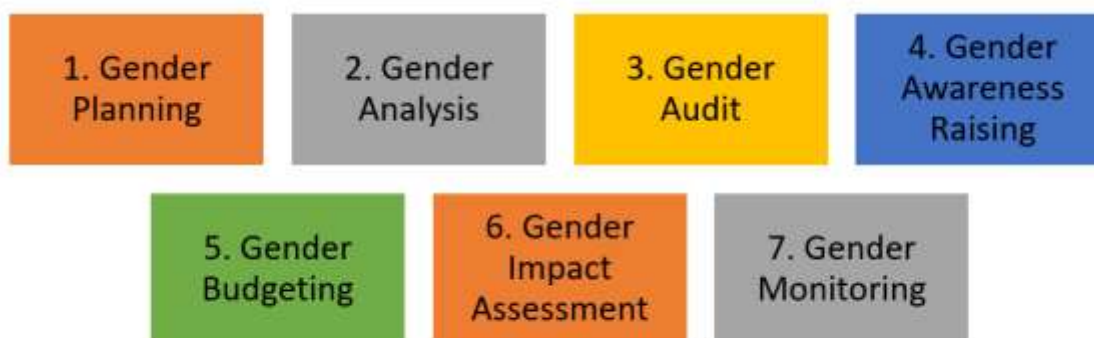


Figure 1: Gender Analysis Tools

Table 5: Gender Mainstreaming Tools

Monitoring Tool	Description
Gender planning	- Gender planning refers to the process of planning and designing the implementation phase of policies, programmes, or projects from a gender perspective. - Gender planning stems from the recognition that different groups of women and men have different needs, different levels of access and control over resources, and different opportunities and constraints. - The inclusion of a gender perspective in the planning process enables policymakers to understand gender inequalities when planning an intervention, thereby avoiding perpetuating them throughout the implementation of a policy, programme or project, and achieving better results.
Gender analysis	- Gender analysis is the study of the different roles of men and women in order to understand what they do, what resources they have, and what their needs and priorities are. Different types of gender analyses can be conducted, including context analysis, stakeholder analysis, livelihood analysis, and needs assessment. - Gender analysis involves determining the specific needs and priorities of different socio-economic groups, setting priorities for action, collecting data disaggregated by sex and age for planning, and determining the anticipated impact of the project on the most vulnerable subjects. - It also tries to answer the questions of who does what, who uses what, and who controls what. It allows for learning about the activities of different people and their relative access to resources for basic needs and income, as well as their sources of expenditures and income.
Gender audit	This is essentially a social inspection that assesses the extent to which gender equality is effectively institutionalized in the policies, programs, organizational structures and proceedings

Monitoring Tool	Description
	(including decision-making processes) and in the corresponding budgets. • Conducting the gender audit should not be an end in itself. The audit should be accompanied by an action plan and dedicated resources to respond to the gaps identified. Attach a time-frame to the action plan so that it generates urgency and is prioritized in implementation of organization activities. • As part of gender mainstreaming, gender audits assist development practitioners to identify and understand gender patterns within their composition, structures, processes, community culture and management of human resources, and in the design and delivery of policies and services. • Gender audits establish a baseline against which progress can be measured over time, identifying critical gender gaps and challenges, and making recommendations of how they can be addressed through improvements and innovations.
Gender awareness raising	Gender awareness raising aims at increasing general sensitivity, understanding and knowledge about gender (in) equality. Awareness raising facilitate the exchange of ideas, improve mutual understanding and develop competencies and skills necessary for societal change. Gender awareness involves providing reliable and accessible information to build a better understanding of gender equality as a core value of democratic societies.
Gender budgeting	• Gender budgeting is an important public governance tool that used to assess how budget decisions impact gender equality. When implemented effectively, gender budgeting helps expose how gender inequalities may have inadvertently become embedded in public policies and the allocation of resources and promotes budget measures that will be effective at closing gender gaps. • A gender-responsive budget is a budget that works for everyone (women and men, girls and boys) by ensuring gender-equitable distribution of resources and by contributing to equal opportunities for all.
Gender impact assessment	• Gender impact assessment is an analysis or assessment of a law, policy or programme that makes it possible to identify, in a preventative way, the likelihood of a given decision having negative consequences for the state of equality between women and men. • The central question of the gender impact assessment is: Does a law, policy or programme reduce, maintain or increase the gender inequalities between women and men?
Gender monitoring	• Involves verifying whether the plan or strategy is being followed and whether the objectives regarding gender mainstreaming are being achieved. It allows to address identified problems and to introduce changes in order to accomplish gender equality.

4.2 LOBBYING AND ADVOCACY

4.2.1 Introduction to Lobbying and Advocacy

Lobbying is the act of lawfully attempting to influence the actions, policies, or decisions of government officials, most often legislators/policymakers as well as members of regulatory agencies. Lobbying can also be referred to when an individual or a group tries to persuade someone in a decision-making position to support a particular policy or campaign. Advocacy is a powerful, complementary tool to other strategies such as SAM since it is key enabler in the utilization of SAM results. The benefits of lobbying include:

- Enables responsive actions to development threats and opportunities (e.g. cuts to gender-sensitive aid budgets, or supporting a new development goal on gender)
- Amplify the voices of women and other poor and marginalized communities by ensuring their voices are heard by power holders.
- Advocacy is about accountability. Those who have power, including governments, should deliver on commitments made to their citizens, and businesses should deliver on their commitments to customers and the communities in which they operate. When this doesn't happen citizens can use advocacy to ensure power holders are accountable. Lobbying and advocacy should be done in an orderly and organized manner in the context of existing laws and policies

The following table provides some examples of lobbying and advocacy priorities identified among CBOs and CSOs across the 8 local authorities of the project.

Table 6: Preliminary Priorities for Lobbying and Advocacy

District	Lobbying and advocacy Priorities
Muzarabani	• Provision of more water points in the lower part of Muzarabani. • Prioritization of rehabilitation of the roads network in the district particularly on the wards in the lower part of the district. • Prioritization of resilience building initiatives across the whole district.
Mbire	• Provision of buffer zones in response to increased human-wildlife conflicts • Establishment of GBV one stop centre • Provision of adequate facilities for the local law enforcement personal to enable effective response to reported cases.
Goromonzi	• Provision of adequate social services amenities and services to new settlement areas. • Support to LED initiatives being conducted by local ISAL groups
Guruve	• Provision of adequate facilities for the local law enforcement personal to enable effective response to reported cases. • Establishment of more vending sites with adequate facilities
Chegutu	• Provision of adequate services amenities and services to new settlement areas.
Murewa	• Establishment of GBV safe house for GBV victims • Support to LED initiatives being conducted by local ISAL groups
Chikomba	• Establishment of more vending sites for local youths and other vulnerable groups. • Support to LED initiatives being conducted by local ISAL groups

4.3 DIGITALIZATION

4.3.1 Conceptualization digitization

The process from changing and modernising physical and paper processes to digital ones. You can't be on a digital journey until this stage is completed. The process involves the use of digital tools which are online platforms or software applications leveraged by businesses or individuals to perform quick and optimised functions that ordinarily take forever to accomplish without them.

4.3.2 Application of digitalization tools

Digitalization tools can be used in a wide range of areas by both the demand and supply side. The most common areas that the tools can be applied are illustrated in the table below:

Table 7: Application of digitalization Tools

Supply-side (service providers)	Demand side (end users of services)
• Budget consultations, reviews and presentations (online budget consultations such as WhatsApp, etc) • Projects Tracking • Collection of revenue	• Complaints and faults reporting • Rate payments, inquiries and statements • Suggestions

4.3.3 Challenges in the use digital tools by rural communities

Even though digital tools are user-friendly there are challenges that are associated with their adoption, particularly in rural communities. Some of the challenges include the following

- **Lack of infrastructure:** There is limited coverage of the network to enable the widespread use of digital platforms in some parts of Zimbabwe.
- **Lack of access to smartphones:** the cost of smartphones which are some of the basic gadgets used in digitalization are still expensive beyond the reach of many Zimbabweans.
- **Slow adaptation rate by users and duty-bearers:** Not everyone has been receptive to using digital platforms beyond the youths. This resulted in some of the developed platforms having limited usage.
- Authorities have multiple departments within them, and these can all have differing budgets, software they use, and ways of working.

4.4 RESILIENCE AND PROJECT MANAGEMENT (Management of community-led resilience projects)

4.4.1 Social Accountability and Community-led Resilience Building

Social Accountability in disaster risk reduction and project management is intended to enable scrutiny and understanding of actions taken at different levels and of those responsible for such actions. The lack of accountability and the loss of citizen trust are some of the drivers of fragility and vulnerability. Article 19(e) of the Sendai Framework articulates the principle that disaster risk reduction depends on coordination mechanisms within and across sectors, full engagement and clear responsibilities of all State institutions and stakeholders, to ensure mutual accountability. The CFHD has been supporting the use of SAM in monitoring the implementation of jointly agreed community-led resilience-building initiatives through mapping the major resilience building domains in each district.

4.4.2 Empowering communities and promoting citizen engagement

The need to engage communities in managing risk and resilience building is widely recognized as important. However, it is important to be clear about the specific characteristics of community engagement that can contribute effectively to strengthening their resilience to shocks. The “engagement” of communities can take many forms, such as making sure that project beneficiaries are fully informed; organizing community consultations on project plans; or providing affected communities control over investment decisions and project implementation. To ensure effective resilience building, development and disaster risk management interventions need to go beyond consulting with communities to build meaningful partnerships between communities and their governments. By drawing on the lived experience of poor communities, programs can build on local knowledge and address local priorities.

4.4.3 Linking resilience initiatives to ward and district-level processes while promoting synergies with other development partners.

Building the resilience of vulnerable populations to ward and district so they can respond positively to potential shocks requires enabling them to cope with current change, adapt their livelihoods, and improve governance systems and ecosystem health so they are better able to avoid problems in the future. This means not only helping people through the direct implementation of assistance programmes at multiple levels but also facilitating change through the promotion of improved policies and adaptive practices while promoting synergies with other development partners.

The starting point for reversing community vulnerability lies in understanding that while the frequency and severity of shocks and stressors are likely to increase as a result of climate-related change, this trend exacerbates – and is exacerbated by – other underlying factors such as poverty, degraded ecosystems, inadequate physical infrastructure, conflict and ineffective governance. The vulnerability to resilience (V2R) is a framework for analysis and action to reduce vulnerability and strengthen the resilience of individuals, households and communities. The framework sets out the key factors that contribute to peoples’ vulnerability: exposure to hazards and stresses; fragile livelihoods; future uncertainty; and weak governance. It provides detailed explanations of the linkages between these factors, as well as ideas for action to strengthen resilience. Resilience building approaches are more than reworked development interventions, the distinctiveness of which is highlighted by a set of five principles:

- **Focus on shock dynamics:** Resilience is a capacity that is exercised both in preparation of and in response to a disturbance. This includes large scale disturbances (covariate shocks) such as catastrophic weather events, geologic events, pests that threaten crops, and epidemic diseases, as well as more localized or individual events. Building resilience requires detailed knowledge of shocks and stressors; how a household, or community is able to respond to a shock requires not only a thorough analysis of the type of shock but also the effects of the shock.
- **Resilience as a multidimensional capacity:** Resilience capacity draws on a wide array of resources including human, social, economic, physical, programmatic (e.g., safety nets), and ecological resources. As a multidimensional capacity, building resilience requires an understanding of the optimal set of absorptive, adaptive, and transformative capacities used for a given shock at different levels of aggregation, in a given context, and for particular target populations.
- **Resilience functions:** Resilience is a capacity enacted in connection with a particular type of disturbance or configuration of disturbances that may facilitate different types of resilience, including absorptive, adaptive, and transformative capacities, to prepare for and respond to disturbances. The capacity to withstand the effect of a shock is often the only option available and may be essential for survival.
- **Outcome-indexed capacities:** Resilience capacity should be indexed to a given well-being outcome and the specific capacities drawn upon may vary depending on the outcome of interest. The outcome of interest would typically include, for example, some dimension of well-being such as basic health, food security, or poverty status.
- **Multi-level and systems-based:** Resilience capacity is often observed at a given level (e.g., household, community) but is understood as a multi-level construct. This means that interventions should be sensitive to nested dependencies between, for example, households and communities or communities and regions. Dependencies that involve higher level features such as macro-economic policies implemented at the national level should also be considered.

4.5 Conflict Transformation

The provision of service delivery is an essential function in the relations between government bodies and citizens. The quality and performance of the entire local governance system has been marred by tension and conflicts due to poor public participation in planning, budgeting and decision-making processes which has created vicious cycles

Service Delivery conflicts often involve the full range of community leaders, sector ministries and service providers

of marginalization, underdevelopment, poverty and conflict due to lack of information flow and knowledge. The major conflicts in local authorities in Zimbabwe include political polarisation, politics of administration, land use, power politics, and institutional governance. There is a need to ensure that dialogue over SAM results between representatives from the demand and supply side does not generate into conflicts and tensions. Some of the measures being implored on the ground include the following:

- Identify facilitators who can remain neutral and reduce any escalation that may arise.
- Make sure that service users, as well as service providers, are well prepared for SAM meetings and understand its purpose. Avoid personal confrontations.

- Interface meetings must be facilitated well. There is a need to identify facilitators who can depersonalize comments and target issues, not individuals.
- The need for SAM facilitator who can balance community demands and service provider's ability to provide and work out how the two sides can support each other to improve services.

4.5.1 Conflict Mapping Process

As a way of mitigating potential conflicts in social accountability process there is need to undertake a participatory conflict mapping process and develop publicly agreed conflict transformation strategies. This can be done at several levels and consolidated at the district level in the interest of all stakeholders. An example of a participatory conflict mapping process is shown below:

Table 8: Areas for Consideration in Conflict Mapping

Component	Description
Conflict context	The first process involves gathering of information about the history of the conflict and its physical and organizational settings. Conflict does not emerge in a vacuum. Sometimes one conflict is nested within another. A conflict between neighbours, for instance, might be nested within a larger context of racial conflict within the community or society at large. A conflict between co-workers might be affected by the corporate atmosphere of downsizing and threats to job security. In both of these (and many other cases) the "facts" may not be as simple as they seem.
Parties:	Parties in a conflict differ in the directness of their involvement and the importance of its outcome for them. Primary parties are those who oppose one another, are using fighting behaviour, and have a direct stake in the outcome of the conflict. Secondary parties have an indirect stake in the outcome. They are often allies or sympathizers with primary parties but are not direct adversaries. Third parties are actors are actors such as mediators who intervene to facilitate resolution.
Causes and Consequences	It is not always possible to distinguish a cause of a conflict from a consequence. In fact, as a conflict emerges, cause and consequence tend to blend. Hostility might be a consequence of one phase of a conflict and a cause of the next. Perceived goals and interests incompatibility is perhaps the most basic cause of social conflict. Identity defence is also common, particularly in the contemporary world where group awareness and rights have assumed high visibility. Cultural differences and perceptions can be sources of separateness and difference. They create a sense of self and self-defence which is probably the primary motive for conflict.
Contrasting beliefs	Contrasting beliefs and values are normally common in social conflict. These range from the negative image one has of one's opponent to one's opinion about a Supreme Being. Disagreement over facts characterizes much conflict and is probably the most readily resolved. Then there is conflict which occurs out of the need one or both parties have simply to fight, no matter about what. Finally, the explanation for the conflict may be a low capacity for cooperative conflict resolution within the conflict context.

Component	Description
Goals and Interests	There is an important distinction between these two concepts. Goals are the more or less acknowledged objectives of parties in a conflict. They usually can put them into words. Sometimes goals are referred to as positions; specific demands being made by one party or the other. "If you wish to end the conflict, you must do this or that." Interests, on the other hand, are what really motivate the parties, what they really need to achieve: security, recognition, respect, justice and so on. An important purpose of mapping is to help opposing parties to distinguish their goals/positions from their true interests/needs and bring those goals and interests as close to unity as possible.
Dynamics:	Conflicts are constantly moving and changing. Even if parties are at stalemate, aspects of the conflict context will be changing. Runaway responses of parties to one another are made more visible through conflict mapping. Dynamics such as unrestrained escalation and polarization carry participants away from cooperative resolution toward greater hostility. Perception changes occur within the opposing sides which reinforce the runaway responses: stereotyping opponents, seeing them as the negative mirror-image of oneself, imputing to them increasingly malign motives.
Functions:	The functions of a conflict are its purposes, the positive consequences it may be having for the opposing parties. These may be simply tension release or aggressive impulses directed at a more vulnerable party. But a conflict always has some purposes for those involved. In a particularly intense university departmental conflict over tenure, minority faculty both inside and outside the department gained new visibility, solidarity, and alliances with other low-power groups in the university. The department also became a bit more unified as it defended itself against what it felt was a unfair accusation. Knowing the consequences of such functions may reveal ways other than the conflict to produce them and thus move the conflict toward cooperative resolution.
Regulation Potential	Every conflict context contains its own conflict-limiting elements. There may be third parties who could intervene. Internal limiting factors such as the simple wish of the parties to maintain their relationship can be used. External limiting factors such as law and higher authority might be introduced.
Using the conflict map:	The mapping guide can use this mapping guide in numerous ways. It can be used by each party on its own, in an effort to clarify the conflict from their own perspective. Or it can be used jointly, in an effort to understand both sides' views of the conflict. A third party (such as a mediator) could interview the conflict parties with the guide, draft a map, ask the parties to modify it from their perspectives, redraft it, and present it as a first joint step toward cooperative resolution. Alternatively, this could be done by parties on one side who would solicit cooperation from their opponents in creating an accurate conflict map.

4.5.2 Prevailing Conflicts

Potential conflicts can also be mapped from a stakeholder mapping where different interests to an issue are made visible and strategies for consensus building are publicly agreed. An example is shown below:

Table 9: Types in Conflicts

Type of conflict	Description
Human-wildlife conflicts	Cases of wildlife predation have increased in the past decade, but the trends suggest the need to balance wildlife and livelihood interventions. Besides wildlife, a traceable trend of massive crop destruction on annual basis is evident and this has resulted in retaliatory killing (poaching) of wildlife by the communities residing along the wildlife corridors and this has created a stalemate between the community and the RDC including Parks and Wildlife Management Authority. The Focus group discussions revealed that communities would want to receive some form of compensation payments to offset the cost of predation on livestock, human death and injury and crop damage. Some scholars have also supported that compensation can be very effective in increasing tolerance of people towards wildlife, however, it's important to note that compensation can also encourage bad husbandry and increase predation rates (Ravenelle and Nyhus 2017). It is, however, very important to note that compensation can also be challenging to set up and regulate. Mbire district was a very good example where compensation used to work. The compensation that is available at the moment is compensation for injury and death. The council is paying hospital bills up to a maximum of RTGS\$300 and death assistance of RTGS\$300. If the deceased was a breadwinner, the school fees for the children are being paid for. This requires revision considering the inflationary environment. Mbire district is currently carrying consultations with the various stakeholders with the aim of expanding their compensation scheme to include compensation for livestock loss. The compensation fund will be made up of contributions from all stakeholders, Safari Operators, RDC and the wards.
Service delivery	Currently there is disharmony, lack of dialogue and trust between local civil society organizations and their respective local authorities. Allegations of corruption in service delivery and local decision-making processes is high: Local communities believe the local authority has allowed corruption to infuse in all its systems affecting quality of service delivery to citizens. Corrupt practices that have been emerging include lack of transparency in allocation of stands in new areas, inadequate water and sanitation for all the citizens and lack of space for voices of vocal community-based organizations such as Residents Associations. This has led to discordant relationships between the CBO leadership and local authority decision-makers which has affected the quality of engagement between the local authority and citizens on issues affecting residents.
Poverty and Unemployment	Rural local authorities are predominantly an agricultural district with few opportunities for formal employment. The perennial droughts have affected wetlands resulting in communities encroaching wetlands, pasturelands stream bank cultivation resulting in many conflicts over natural resources and traditional leaders. At district level majority of the community members live below poverty datum line hence they are vulnerable. This vulnerability is being manipulated by politicians to abuse them as they distribute food handouts, inputs and government programs

Type of conflict	Description
Knowledge Gaps versus emerging human rights concerns	• In Mbire District, women and girls with disabilities face particular challenges in accessing legal services due to knowledge gaps of the existing policies that protect them. According to the FGDs and the Spotlight Initiative Baseline report of 2019, in Mashonaland Central province and Mbire District, of the 94% of women and girls who seek help after GBV, 38% said they would seek help from the police while 24% would go to community leaders and 24% would go to family members. It was also established that, whilst laws and policies are there, use of available services is also hampered by social and cultural norms. Although the Domestic Violence Act says GBV should be reported to the police, there is a strong belief in communities that taking the legal route through the police and the courts is not the way to go. In FGDs, women in Mbire expressed the fear that taking their spouses to court would result in divorce, while others felt that they would be stigmatized by neighbours. As a result, many women still prefer to take the traditional route of reporting to their relatives, to the elders and to traditional leaders ahead of the police. These are seen as less threatening institutions that allow them to mend fences with their spouses. The legal route has proved alienating for many women, hence the high rate of case withdrawals. Pressure from in-laws was cited as a critical determinant in the withdrawal of charges. This is particularly so as culturally a woman moves into her husband's family village when they marry, which leaves her isolated and vulnerable. Child marriages and inmate abuses therefore remain a great challenge that requires to be addressed.
Poor markets	• Poor Markets – the distance to markets compounded with poor road infrastructure has resulted in great conflicts between farmers and the RDC including other private players and middlemen. Efforts have been made by the CSOs including LGDA in developing markets for livestock through establishment of Cattle Sales Pen under auction systems. This has, however, been hitting a brick wall where some interested parties within the government structures are against the system. Such arrangements work with middlemen who buy livestock at very low prices averaging 50% of the sale value they make when they visit markets outside the district. This has perpetuated the middlemen system that pays very low prices for livestock within the communities. Aside the middlemen associated challenge; incidents of cattle rustling continue to rise in the district which could have been curbed through public auction systems. A local CBO (Mbire Farmers' Association) has also been fighting for producer price for on-field crops such as cotton, sorghum and cowpeas in the district. This was being pushed for through organized marketing of farmer groups. However, middlemen continue to disrupt and demonise the system so that they are able to access the farmer produce at very low prices. Therefore, the conflict of interest between the farmers and office bearers including middlemen within the districts persists.

PART 5: BUILDING FUNCTIONAL RELATIONSHIPS WITH THE LOCAL AUTHORITY, GOVERNMENT AND KEY STAKEHOLDERS

Part 5 focuses in building functional relationships with the LA, government and other key stakeholders in the districts and province

5.1 Building functional relationship

Social accountability relationships constantly evolve as the process is about building, nurturing and sustaining relationships with different stakeholders. The need for strengthening accountability relationships between policymakers who are the councillors, service providers who comprise of the duty bearers, and users of services who are represented by the CSOs and CBOs has been at the core of CFHD programming for “making services work for the poor”. The relationship between the state and social actors needs to be transformed into a functional relationship with the local authority, Government and key stakeholders that respond to the needs of the people.

5.2 Opportunities for improved relationships

The use of various accountability tools with the citizens and the local authorities and their regular relationship-building brought about some significant changes. It opened up opportunities for unique partnerships to flourish particularly between the DAT and CBOs which paved the way for a more participatory system of local governance. Some of the broad results of these processes can be explained as follows.

- **Enhanced capacities of citizens:** The capacities of citizens to get organised, collectively identify gaps in service delivery through SAM practices and raise demands for improving these services had enormously enhanced during the course of the project. Citizens got opportunities to get deeper insights into their contextual realities and thereby participate more constructively with the authorities. When their perceptions about local services were supported by factual data collected by them they faced the authorities with more conviction and ownership. Their arguments to improve service delivery became much sharper and their capacities to negotiate and dialogue with elected representatives and officials also enhanced considerably.
- **Enhanced capacities of rural local authorities:** The understanding of local authorities is envisaged to be enhanced significantly as they become aware of the concepts of social accountability. Through regular capacity development support, they were not only informed about social accountability tools like citizen charters, public grievance handling systems and information disclosure tools but also supported in implementing them. As rural local authorities gradually started to adopt these tools they became more capable of catering to the requirements of the citizens and effectively responding to their needs.
- **Increased transparency and accountability:** With the citizens using tools like the community scorecards and monitoring basic services on their own to further raise demands in interface meetings, remarkable changes were noticed. The most significant one was increased transparency and accountability on the part of local authorities. This was also the result of constant dialogues and meetings with the DAT and their sensitisation towards the adoption of social accountability tools like citizen charters. A strategic combination of these tools on the demand and the

supply side should assist in reaching a stage where they complement each other in increasing responsiveness towards citizens' needs and improving service delivery.

- **Improved relations between citizens and local authorities:** The use of community-driven social accountability tools equipped the citizens to analytically assess service gaps and monitor services in a collective manner. The rural local authorities were able to assess service gaps and monitor service in a collective manner. The local authorities could share critical information and respond to the citizen's needs through a newly established grievance handling systems. The interface dialogues created a conducive environment and helped in bridging the gap between citizens and local authorities where important issues that were deliberated to arrive at mutually agreed solutions.

Annex 1: Social Accountability Tools

1. Community Score Card

A community scorecard is a tool applied in a participatory process to rate public services and the performance of a service provider (for example, health, and education facilities) using scores defined by the community. It aims at identifying failures and gaps in service delivery, and provide feedback to the provider in order to improve the quality, efficiency, accessibility, relevance and accountability in the delivery of public services. The process brings together the users and providers of a service to identify problems, and jointly develop solutions to resolve the service delivery problems identified. They can be particularly useful in monitoring the quality of local service delivery at service delivery points and for measuring the impacts of a project.

Table 10: Conceptualizing Community Score Cards

What is it about?	Why is it important?
- Community score card is a tool through which citizens monitor the quality of community-based public services. It provides the opportunity for community to analyse any particular service they receive based on their personal feelings, to express dissatisfaction, to provide encouragement if good work is being done and further suggest measures to be taken if flaws remain. - The community score cards help both sides to identify the reasons for poor services and find solutions for the problems identified. - Community scorecards allow people to make more efficient use of resources through the monitoring of a particular service or project.	- Enables reforms in service provision as a result of feedback from the consumers of service. - Provide regular feedback on quality of service to service providers. - Links service providers to the community by empowering communities to provide immediate feedback to service providers.

NB: During the training workshops more points can be added in the local context

Table 11: Benefits and Challenges of Community Score Cards

Benefit	Challenge	How to address the challenges
The community benefits because it presents an opportunity for users of services to voice their concerns about a service.	It requires time—holding service providers accountable might be a new concept and therefore a difficult concept to understand and get accepted by communities and service providers	Public offices need to be willing to participate and this requires building a relationship of trust in the planning phase.
Service providers benefit because they can evaluate and make decisions about	The process can lead to conflict—The interface	Identify facilitators who can remain neutral and reduce any conflicts or

their efforts in service delivery based on feedback from the users. They can then monitor and improve service quality together with the community.	meeting must be facilitated well.	serious disagreements that may arise. Make sure that service users, as well as service providers, are well prepared for this meeting and understand its purpose. Avoid personal confrontations.
Leads to a common understanding of existing problems and solutions for service delivery.	'Finger-pointing'—The Community Score Card process deals directly with issues of behaviour and personality and can be uncomfortable for those on the receiving end.	Interface meetings must be facilitated well. Identify facilitators who can depersonalize comments and target issues, not individuals.
Builds trust and improves relations between service providers and service users.	Raising Expectations— Sometimes the process can create a demand which cannot be fulfilled by the service provider.	Need a facilitator who can balance community demands and service providers' ability to provide and work out how the two sides can support each other to improve services.

2. Social Audits

What is a Social Audit?

A social audit is an approach and process that relies on the engagement of citizens and/or civil society organizations to check and directly and/or indirectly demand accountability and transparency in public policy and budget cycles. Social audits are participatory and involve collecting information on public resources and their use in the delivery of public services. The information is analyzed and shared publicly in a participatory manner. The central concern of a social audit is how resources are used for social objectives. Social audits may be used for investigating the work of local authority departments at all levels. They may also be used to manage a community project in one village at a given time.

Importance of Social Audits

- Helps prevent corrupt practices.
- Informs the local authorities about the potential impact and consequences of public policies/programmes.
- Keeps community informed about local authorities' policies and actions. Provides a means to articulate citizens' demands and needs.
- Measures consistency between the promises and the actual results of public policies.
- Enhances governance through accountability and transparency—allows ordinary citizens to access information, voice their needs, evaluate performance, and demand greater accountability and transparency. It can help build trust between citizens and their local authorities.

- Increases public policy effectiveness through improved public service delivery and more informed policy design and evaluation. A social audit can help assess the quality of key essential services to its citizens, resources management and how citizens' demands are being articulated in the public policy and budget cycle processes.

Box 2: Some tips for conducting a successful Social Audit

- When planning social audits, it is important not to 'spread too thinly', as time and resources are often limited—prioritise which projects you want to audit.
- If you are a CSO or CBO conducting a social audit, you should always feedback to the community with a report at the end of the process, as they provided the information initially.
- You need collaborative approaches and good teamwork. Work with project committees who know the services and projects being audited and may be able to help with information and documents.
- Documents you will need include: local development plans, budgets, project documents, procurement and contract documents, and quarterly implementation reports.
- Ensure the information is from a credible source.

3. Public Expenditure Tracking Surveys (PETS)

PETS are tools to track the flow of public resources i.e. human, financial or in-kind, from any level of local authorities to the intended beneficiary at the point of frontline service delivery. It can be used by citizens, through civil society organizations (CSOs) and is also used by the local authorities. They enable citizens, to participate in governance processes through the gathering of information and monitoring the flow of public funds and spending to deliver services. Their effective use can contribute towards ensuring that local authorities' budgets are being executed on the ground as intended and that scarce public resources are being used effectively.

PETS aim to improve the quality of service delivery at the local level by generating knowledge among service users, i.e. citizens, and increasing their ability to analyze, monitor, hold their local authorities accountable and advocate for improvements. They strengthen the voice of citizens and can amplify attention on issues that may be micro-level in nature or specific to a particular region of a country. PETS are often routinely used for expenditure tracking of priority public service delivery sectors such as education and health sectors.

Table 12: Approaches of Addressing PETS Challenges

Challenge	Strategies for Addressing Challenges
Access to Information: This can sometimes be problematic, as decision-makers don't always want to hand over information to others.	Use formal mechanisms, such as writing a letter. Apply to a higher institution if not successful. Outline why you need the information and provide documents to demonstrate. Citizens have the right to public documents. Public offices are required to provide it.
Difficult Language: The technical nature of documents i.e. budgets, can be difficult for lay people to understand.	CBOs and relevant community groups should be equipped i.e. receive training in advance. Teams should request for simplified citizen's budget which districts are required to prepare.

	Teams should seek clarification and further information as needed.
Market Prices Change: Sometimes the cost of materials does increase significantly between budget approval and implementation, and this can make it difficult to implement a project within budget.	Where this is encountered, the situation needs to be clearly explained to the community, if it results in materials not being delivered or buildings not being finished.
No Reply from Officials: This can happen in situations where local authorities see PETS teams as adversaries and do not want to engage with them.	Teams should communicate and build a working relationship with the local authorities in the planning stage to build trust and ensure that all are clear about the intentions of the PETS process.
Risk of Bribery: PETS team members might be offered inducements or even threatened.	The PETS team needs to have strong relationships with the community and be trustworthy and transparent about its activities.
Follow-Up Issues: It can be difficult to follow up on PETS findings	The outcome of the process is crucial and should be communicated clearly. Use public forums to highlight issues and work with the community to challenge the relevant authority.

4. Gender Responsive Budget Analysis

Gender-responsive budgets are not separate budgets for women, instead, they are general budgets that are planned, approved, executed, monitored and audited in a gender-sensitive way. Gender-responsive budgeting does not involve creating separate budgets for women and girls or simply increasing specific budget allocations directed to these groups. Males and females have different needs, warranting differential allocations of expenditure. The basic idea of gender-responsive budgeting is to ensure that spending serves the needs and priorities of both women and men, to reduce gender inequalities. Gender-responsive budget analysis is an important component of social accountability processes.

Why is it important?

- It increases transparency and accountability in the budget process by focusing on where the budget goes and who benefits.
- It helps in pushing the local authorities to spend on critical sectors such as health, education, water and agriculture; where increased spending directly contributes to positive gender outcomes.
- Gender Responsive Beneficiary Assessments can be incorporated into social accountability tools, by including a question in the data gathering process (of the social audits or PETS), that seeks responses on how public spending meets beneficiaries' priorities for that fiscal year. The priorities listed in the responses should then be matched to the spending areas in the budget. This should then be analyzed and a conclusion is drawn. Women, men, youth, PWDs, nomadic communities and ethnic minorities should be included in the data collection processes. In addition, there should be a balance on rural/urban respondents to get diverse views.

5. Public Revenue Monitoring

The income local authorities collect determines what kind of programs, projects and services they can conduct. Local authorities collect revenue using their authority and determine the local programs and services they can provide based on the amount of revenue they have collected. Citizens must keep themselves informed about the size of their ward budget. This knowledge enables citizens to hold their local authorities accountable for the mobilization and management of public funds. Revenue monitoring enables the citizens to know how much money is at the disposal of their local authorities and how the revenue collected has been spent.

Why it is important

- Helps citizens understand how the national and district executive have mobilized economic resources.
- Has a positive effect on those who want to learn where and how the available public money is going to be spent for local development and the greater benefit of the citizenry.
- Enables effective monitoring of local authorities' expenditures.
- Reduces chances of corruption and mismanagement of public resources.
- Enhances accountability, improves governance, improves public service delivery and enhances development effectiveness.

Citizen Charters or Service Charters

A Citizen Charter is a public notice displayed by public institutions which provide public services for the information of the service receivers. A Citizen Charter also signifies a commitment expressed by the institution in the context of a particular service meant for targeted service receivers. Separate charters are usually designed for distinct services and/or organizations and agencies. The charter should mention:

- the types of services available
- the service charges or fee
- the responsible person providing the service
- the service quality or expected standards
- the duration for providing the service
- the terms and procedures of service delivery
- the remedy for non-adherence to standards, or if the service is not available.

Why is it important?

- Aims to improve the quality of services by publishing standards which users can expect for each service they receive from the local authorities.
- Simple medium for citizens to receive information about the services being provided.
- Citizens are well informed about the process, money and time involved in making the service available to them.
- Reduces the possibility of a situation where the staff of an office creates confusion about the services and poses unnecessary problems to those wishing to access services.
- Helps ensure that the service is speedy and of good quality and that service providers are accountable and transparent.
- It may help reduce corruption.

Annex 2 Community Score Card- Template

Table 13: Template for Community Score Card

	Priority Area	Score					Remarks
		1 very poor	2 poor	3 fair	4 good	5 very good	
1.	Implementation of 3 plus 2 Priorities-General Assessment						
1.1	Progress in the implementation of your ward priorities						
1.2	Budget allocation towards your ward priorities						
1.3	Quality of implementation of agreed priorities being implemented in your ward						
1.4	Community participation in the implementation of your ward priorities						
1.5	Community participation in the monitoring of your ward priorities						
1.6	The capacity of the community to monitor the implementation of the 3 plus 2 priorities						
1.7	Level of support from other development partners						
2.	Community Support contribution and participation						
2.1	Progress in the implementation of resilience-building priorities						
2.2	Community contribution towards the implementation of the community priorities						
2.3	Level of community participation from different SEGs						

	Priority Area	Score					Remarks
		1 very poor	2 poor	3 fair	4 good	5 very good	
2.4	Capacity for community review and monitoring						
2.5	Existence of community feedback mechanisms with various service providers in the district						
2.5	Functionality of community feedback mechanisms with various service providers in the district						
3.	Specific Service Level Performance						
3.1	Construction of mother 's waiting shelter and improved Access to health						
3.2	Drilling of boreholes and access to quality water						
3.3	Road rehabilitation						
3.4	GBV Support services						
3.5	Responding to gender and other groups 's needs (Markets, schools fees, operational space)						
3.6	Other services as agreed by DAT, CSOs, CBOs and other stakeholders						
	Other service 1.						
	Other service 2.						
	Other service 3.						
	Other service 4.						
	Other service 5.						

NB: During the training, they will be a chance to adapt the criteria to prioritize what they want to focus on at this point.

Annex 3 Community Score Card Template 2 Action Plan for Interface Meeting

Table 14: Template Community Score Card Action Plan

Priority issues	Actions to take to address identified issue	Who will lead (Name and institution)	By when	Resources (What is needed

Annex 4 Service Delivery Perception Audit Template

Table 15: Template for Perception Audits

Sector	Key: Score out of 10. 0 is the lowest and 10 is the highest.					
	Accessibility	Reliability	Quality	Responsiveness	Satisfaction	Overall Average Rating
1.Access to Primary Health Care						
2.Provision of Water Supply and Sanitation						
3.Improving Road Infrastructure						
4.Equitable provision of Social Services						
5.Access to Local Government Information and Knowledge						
6.Participation in Local Governance Processes						

7.Support to Gender-sensitive service delivery						
8.Support to Community-led resilience-building initiatives						
Other 1:						
Other 2:						
Other 3:						
Other 4:						

Key

- Access - Receive the Service
- Reliability - No major breakdown or disruptions are experienced
- Quality - Do not have problems with the service
- Responsiveness - Able to report a problem to duty bearers/authorities and getting a response promptly
- Satisfaction -Very satisfied with service

Annex 5 Public Expenditure Tracking System (PETS) Template

Table 16: Template for Public Expenditure Tracking System

Sector under review		
Area under review	Name (Number is applicable)	Date of Survey
District		
Ward		
Village		

Project Implementation Status

	Project Details and type of Implementation	Amount Approved in Budget	Amount Allocated	Amount disbursed	Amount Used	Difference / Variance	Implementation Progress	Community Feedback
Project	Construction of new Health Centre at Mafanikio center	\$40 000	\$30 000	\$25 000	\$17 000	\$8000	Not yet completed	Construction was completed to roofing stage, but then the contractors stopped coming to

								work and the building has remained unfinished for several months
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Annex 6 Programme for Learning and Reflection on Social Accountability

Session	Day 1	Day 2	Day 3
Morning Session 0800-1000	Setting the Scene for Social Accountability Monitoring Tools with the DAT • Prayer and opening prayer • Self-introductions • Ground rules and expectations • Background to Social Accountability Monitoring • Categories of Social Accountability Monitoring Tools.	Outreach activity in the identified two wards: • Prayer and remarks prayer • Self-introductions • Ground rules and expectations • Context of the Selected Ward • Introduction to the Social Accountability Project • Background to Social Accountability Monitoring	DAT Learning and reflection • Prayer and remarks prayer • DAT feedback on the facilitating process; existing community knowledge; lessons and experiences. • Identified capacity building gaps and opportunities. • What works and cannot work at the community level
Health break	1000-1030	1000-1030	1000-1030
Mid-morning session	• Examples of Social Accountability Monitoring Tools • Learning and reflection on the local priorities that can be monitored using Social Accountability Monitoring Tools. • Identification of Ward to pilot the use of Social Accountability Monitoring • Planning and logistics for community outreach.	• Examples of Social Accountability Monitoring Tools • Identification and selection of Social Accountability Monitoring Tools for use in the ward vis a vis priorities for community monitoring. • Ward Social Accountability Action Plan	• Continued areas of mentorship support to the DAT • DAT Action Plan • Reporting times. • Logistical arrangements • Closing remarks
Health breaks	1330 – 1430 pm	1330 – 1430 pm	1300 - 1400

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