

Handbook on Social Accountability Monitoring in Local Economic Development for Women and Youth



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Towards Socio-Economic Justice

About ZIMCODD

The Zimbabwe Coalition on Debt and Development (ZIMCODD) is a socio-economic justice coalition established in February 2000 to facilitate citizens' involvement in making pro-people public policy. Together with marginalized communities and individuals, ZIMCODD seeks to create sustainable solutions to socio-economic injustice caused by the debt crisis, fiscal indiscipline, trade imbalances and climate crisis.

Our Vision

“A Zimbabwe in which all people enjoy socio-economic justice sustainably.”

A future in which poverty and inequality are eliminated, with women, children, youth and other marginalised groups live a dignified life.

Our Mission

“To act against the public debt burden and associated structural drivers of socio-economic injustices through a vibrant rights-based social movement capable of advancing evidence-based policy alternatives.”

Our Values

- **Solidarity**, we are guided by the African values of Ubuntu and feminist principles.
- **Justice**, we base our values on the pursuit of equity and fairness,
- **Inclusivity**, we believe in human-centred development, genuine respect for all, and that no one must be left behind.
- **Integrity**, we believe in honesty, transparency and accountability.



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Summary

This handbook serves as a comprehensive guide for social accountability monitoring in local economic development. Chapter 1 begins with an introduction that highlights the importance of social accountability monitoring and identifies the target audience, specifically women and youth. The handbook provides practical guidance on how to use the resource effectively.

Chapter 2 focuses on understanding social accountability monitoring. It provides an overview, objectives, and a conceptual framework for local economic development. Key concepts such as devolution and social accountability are defined and the principles and benefits of social accountability monitoring are explored. The chapter also emphasizes the importance of women and youth in this process.

Chapter 3 delves into the tools and techniques used in social accountability monitoring. It introduces various tools such as citizen charters, citizen budgets, citizen satisfaction surveys, and community scorecards. Methodologies and implementation strategies for these tools are discussed along with other methods like gender budgeting, public procurement monitoring, citizen charters, and citizen report cards. The chapter also has a section on social accountability and natural resource governance at community level. This chapter provides a comprehensive overview of the tools available for effective social accountability monitoring.




In Chapter 4, the focus shifts to the implementation and practical guidance of social accountability monitoring. It presents a step-by-step guide for implementing monitoring initiatives and emphasizes the mobilization and organization of community members. Creating platforms for dialogue and collaboration is highlighted as a key strategy to enhance the effectiveness and impact of monitoring efforts.

The conclusion in Chapter 5 summarizes the key points and recommendations from the handbook. It emphasizes the need for women and youth to reclaim their space in economic governance and calls for action. The handbook concludes with references and several annexes, including examples of citizen charters, citizen satisfaction surveys, community scorecards, integrity pact templates, and social audit tool questionnaires.

Overall, this handbook provides a comprehensive and practical resource for individuals and organizations involved in social accountability monitoring in local economic development. It offers insights into the importance of monitoring, tools and techniques to facilitate the process, implementation guidance, and a call to action for women and youth. By following the guidance outlined in this handbook, stakeholders can work towards greater transparency, accountability, and inclusivity in local economic development initiatives.



Icon Key

Icon Legend	Icon Meaning
	Reflection Exercise
	Group Activity/Exercise
	Self-Test / Revision exercise

Welcome to the Handbook for Social Accountability Monitoring in Local Economic Development. This comprehensive guide aims to empower women and youth with knowledge and skills to effectively engage in social accountability monitoring processes within the context of local economic development. By providing you with practical tools, techniques, and strategies, this handbook will equip you to promote transparency, accountability and citizen participation in your community's development initiatives.

1.2. Importance of Social Accountability Monitoring in Local Economic Development

Social accountability monitoring plays a vital role in fostering inclusive and sustainable local economic development. It serves as a mechanism for citizens to actively participate in governance, hold decision-makers accountable, and ensure that public resources are allocated and utilized effectively and transparently. By engaging in social accountability monitoring, women and youth can contribute to shaping policies, influencing resource allocation, and advocating for their specific needs and priorities.

The basis for social accountability monitoring in Zimbabwe is enshrined in the Constitution of Zimbabwe (CoZ). The various sections in the CoZ being Sections 13, 17 and 20 make a clear call for citizens to be involved in national development and to hold authorities accountable for the utilisation of public resources. Women and youth in particular are considered integral in the quest for social accountability.

13. National development

1. The State and all institutions and agencies of government at every level must endeavour to facilitate rapid and equitable development, and in particular must take measures to--
 - a. promote private initiative and self-reliance;
 - b. foster agricultural, commercial, industrial, technological and scientific development;
 - c. foster the development of industrial and commercial enterprises in order to empower Zimbabwean citizens; and
 - d. bring about balanced development of the different areas of Zimbabwe, in particular a proper balance in the development of rural and urban areas.
2. Measures referred to in this section must involve the people in the formulation and implementation of development plans and programmes that affect them.
3. Measures referred to in this section must protect and enhance the right of the people, particularly women, to equal opportunities in development.
4. The State must ensure that local communities benefit from the resources in their areas.

Source: CoZ

As stated above in Section 13 (3) and (4) of the CoZ, women are entitled to equal opportunities in development programmes at all levels. Additionally, local communities have the right to benefit from the resources in their areas. What this therefore means is that all people have the right to questions whether resources in their localities are benefitting them or not. That becomes the basis for social accountability monitoring in local economic development.

17. Gender balance

1. The State must promote full gender balance in Zimbabwean society, and in particular--
 - a. the State must promote the full participation of women in all spheres of Zimbabwean society on the basis of equality with men;
 - b. the State must take all measures, including legislative measures, needed to ensure that--
 - i. both genders are equally represented in all institutions and agencies of government at every level; and
 - ii. women constitute at least half the membership of all Commissions and other elective and appointed governmental bodies established by or under this Constitution or any Act of Parliament;
 - c. the State and all institutions and agencies of government at every level must take practical measures to ensure that women have access to resources, including land, on the basis of equality with men.
2. The State must take positive measures to rectify gender discrimination and imbalances resulting from past practices and policies.

Source: Constitution of Zimbabwe

Section 17 of the CoZ on gender balance, in particular Section 17(1)(c) alludes that women should have access to resources, including land, on the basis of equality with men. Hence, this section provides as solid basis for women to monitor and question the states, government and all relevant authorities in this regard. This becomes a strong basis for social accountability monitoring on the part of women, particularly when it comes to the utilisation and distribution of natural resources and other forms of national wealth. Social accountability mechanisms like gender responsive budgeting are based on this provision for example.

20. Youths

1. The State and all institutions and agencies of government at every level must take reasonable measures, including affirmative action programmes, to ensure that youths, that is to say people between the ages of fifteen and thirty-five years--
 - a. have access to appropriate education and training;
 - b. have opportunities to associate and to be represented and participate in political, social, economic and other spheres of life;
 - c. are afforded opportunities for employment and other avenues to economic empowerment;
 - d. have opportunities for recreational activities and access to recreational facilities; and

Source: Constitution of Zimbabwe

Section 20 on youths, proposes that youths should be afforded opportunities to participate in political, social, economic and other spheres of life. This means that youth have the right to question and hold accountable the state, government and

relevant stakeholders on pertinent issues that affect them in the political, social, economic and other spheres of life. This becomes a basis for the implementation of social accountability monitoring by the youths.

Effective social accountability monitoring helps create an enabling environment where local communities can thrive. It promotes good governance, reduces corruption, and enhances the delivery of public services. Moreover, it enables marginalized groups, such as women and youth, to have a voice in decision-making processes that directly impact their lives and livelihoods.

This handbook emphasizes the importance of women and youth's active involvement in social accountability monitoring efforts. By understanding the techniques, principles, and benefits associated with this practice, you will be better equipped to promote positive change in your community's local economic development.

1.3. Target Audience - Women and Youth



This handbook is specifically designed to cater to the needs of women and youth who are passionate about making a difference in their communities. We recognize the unique perspectives, challenges, and opportunities that women and youth bring to the table and we believe that empowering them with knowledge and skills in social accountability monitoring is essential for driving sustainable development.

As women and youth, your engagement in social accountability monitoring is crucial for achieving gender equality, promoting youth empowerment and ensuring that the voices of all community members are heard. By actively participating in monitoring processes, you can bring about transformative change and contribute to building more inclusive, equitable and prosperous communities.



Throughout this handbook, we will provide examples, case studies and practical guidance specifically tailored to the experiences and needs of women and youth. By the end of this journey, we hope you will feel inspired, empowered, and equipped to embark on your social accountability monitoring journey and make a lasting impact on your local economic development.

Remember; the power to create change lies within you. Let us embark on this empowering journey together, as we learn and work towards a future where social accountability monitoring becomes a cornerstone of sustainable development and community transformation.

1.3.1. Tax and Tax Justice: A Basis for Social Accountability Monitoring Programming for Women and Youth in Zimbabwe

Taxation plays a crucial role in any society, serving as a key source of revenue for governments to fund public services and promote socioeconomic development. However, the equitable and accountable collection and allocation of taxes are essential for ensuring social justice and inclusive growth. Tax justice, therefore, becomes a critical aspect of social accountability monitoring programming, particularly concerning the rights and interests of women and youth in Zimbabwe.

Tax Justice?

What is tax Justice?

Tax justice refers to the fair and transparent taxation practices that uphold principles of equity, progressive taxation, accountability, and citizen participation. It emphasizes the need to address inequalities, combat tax evasion and illicit financial flows, and ensure that tax policies and practices benefit all segments of society, including marginalized groups.

Why is it important for women and youth?

Women and youth often face unique socioeconomic challenges, including limited access to resources, employment opportunities and social protection. As such, tax justice becomes pivotal in addressing these disparities and ensuring their inclusion and empowerment. By focusing on tax policies and practices that are gender-responsive and youth-friendly, social accountability monitoring programming can help advocate for fair taxation systems that contribute to gender equality and youth empowerment.

How can we mainstream women and youth issues in social accountability monitoring?

- #Gender-Responsive Tax Policies
- #Youth-Friendly Taxation
- #Transparency and Accountability
- #Citizen Engagement and Participation



Tax justice forms a critical foundation for social accountability monitoring programming, particularly when tailored to the needs and rights of women and youth in Zimbabwe. By advocating for gender-responsive and youth-friendly tax policies, ensuring transparency and accountability, and promoting citizen engagement, these programs can contribute to a more equitable and inclusive society. Through the lens of tax and tax justice, women and youth can actively participate in shaping the tax system to address their unique challenges, fostering socioeconomic development and promoting a just society for all.

1.4. How to Use the Handbook

This handbook is designed to be a practical and interactive resource that empowers women and youth to engage in social accountability monitoring in local economic development. To make the most of this handbook, we recommend following these guidelines:

- ✓ Familiarize yourself with the handbook's structure and contents for an overview and effective navigation.
- ✓ Set clear objectives to guide your learning journey and focus on relevant areas of social accountability monitoring.
- ✓ Read each chapter thoroughly, paying attention to key concepts, techniques, and case studies.
- ✓ Reflect on the information presented and consider its application to your local context, addressing challenges and opportunities.
- ✓ Explore the practical tools, templates, and examples provided in the handbook, adapting them to your needs.
- ✓ Engage in interactive activities like role plays and group discussions to enhance learning and practical application.
- ✓ Seek collaboration and support from like-minded individuals, organizations, and networks.
- ✓ Take action by applying the acquired knowledge and skills to initiate or contribute to social accountability monitoring initiatives, advocating for change and engaging stakeholders.

In chapter three, you will find that every social accountability tool discussed has got an explanation box and a story box in some instances. The explanation box helps you to understand things from a simple perspective and also impart such knowledge for your advocacy activities to others. By following these guidelines, you will maximise the benefits of this handbook and enhance your capacity to drive social accountability monitoring efforts in local economic development. Let this handbook serve as a guide and catalyst for your journey towards a more transparent, inclusive, and prosperous community.



This chapter aims to provide a comprehensive understanding of social accountability monitoring in the context of local economic development. We will explore the definition and conceptual framework of social accountability, its connection to local economic development, and the objectives it seeks to achieve. Additionally, we will discuss the key principles and benefits of social accountability monitoring. Furthermore, we will highlight the crucial role that women and youth play in driving social accountability monitoring initiatives. By the end of this chapter, you will have a solid grasp of the fundamental concepts and importance of social accountability monitoring in local economic development.

2.2. Objectives

1. To define local economic development and explain its significance within communities.
2. To define social accountability and its relevance in the context of local economic development.
3. To understand the conceptual framework and objectives of social accountability monitoring.
4. To identify the key principles and benefits associated with social accountability monitoring.
5. To recognize the unique role that women and youth can play in social accountability monitoring processes

2.3. Definitions and Conceptual Framework

This section provides definition and a conceptualisation of key terms like local economic development, social accountability, social accountability monitoring and devolution.



Group Exercise 2.3.1.

- ❖ Are you familiar with the terms, local economic development, social accountability, social accountability monitoring and devolution.
- ❖ In which contexts, documents or occasions have you heard these words being used?

2.3.1. Conceptualisation of Local Economic Development

Local economic development (LED) helps the economy grow, create jobs, and raise the standard of life. Its goal is to make the local economy stronger, bring in investments, and help businesses grow.

LED goes beyond growth in the economy. It encourages people to get involved, talk to each other, and share resources to improve work and the quality of life.

LED can reduce inequality, create jobs, bring in investment from the private sector,

help investors share information, and boost local economic plans.

The framework for LED in Zimbabwe is largely guided by the concept of devolution. But what is devolution?

2.3.2. Devolution

Devolution means that the central government gives political and decision-making power to local governments. It

gives local governments and their democratically chosen leaders the power to make decisions.

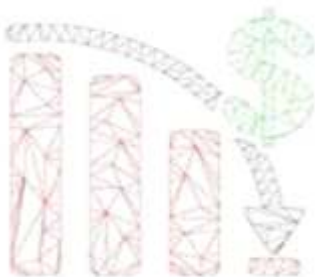
Devolution is the purest form of decentralisation because it sets the boundaries and responsibilities of local government. The goals and principles of devolution are discussed in Chapter 14 of the CoZ. The extract below gives a concise discussion of the principles of devolution.

264. Devolution of governmental powers and responsibilities

1. Whenever appropriate, governmental powers and responsibilities must be devolved to provincial and metropolitan councils and local authorities which are competent to carry out those responsibilities efficiently and effectively.
2. The objectives of the devolution of governmental powers and responsibilities to provincial and metropolitan councils and local authorities are--
 - a. to give powers of local governance to the people and enhance their participation in the exercise of the powers of the State and in making decisions affecting them;
 - b. to promote democratic, effective, transparent, accountable and coherent government in Zimbabwe as a whole;
 - c. to preserve and foster the peace, national unity and indivisibility of Zimbabwe;
 - d. to recognise the right of communities to manage their own affairs and to further their development;
 - e. to ensure the equitable sharing of local and national resources; and
 - f. to transfer responsibilities and resources from the national government in order to establish a sound financial base for each provincial and metropolitan council and local authority.

Adapted from the Constitution of Zimbabwe (Section 264)

It thus follows that devolution is a strong basis for LED and the social accountability monitoring of the actions and activities by local governments.



2.3.3. What is Social Accountability?



Social accountability refers to the mechanisms and processes through which citizens,

civil society organizations and other stakeholders hold governments, public institutions, and service providers accountable for their actions and decisions. It involves citizen engagement, transparency and the participation of individuals and communities in monitoring and influencing public resource management and service delivery (Johnson, 2019). Social accountability refers to the mechanisms and processes through which citizens, civil society organizations and other stakeholders hold governments, public institutions, and service providers accountable for their actions and decisions. It involves citizen engagement, transparency and the participation of individuals and communities in monitoring and influencing public resource management and service delivery (Johnson, 2019).

2.3.3.1. Key Principles of Social Accountability Monitoring

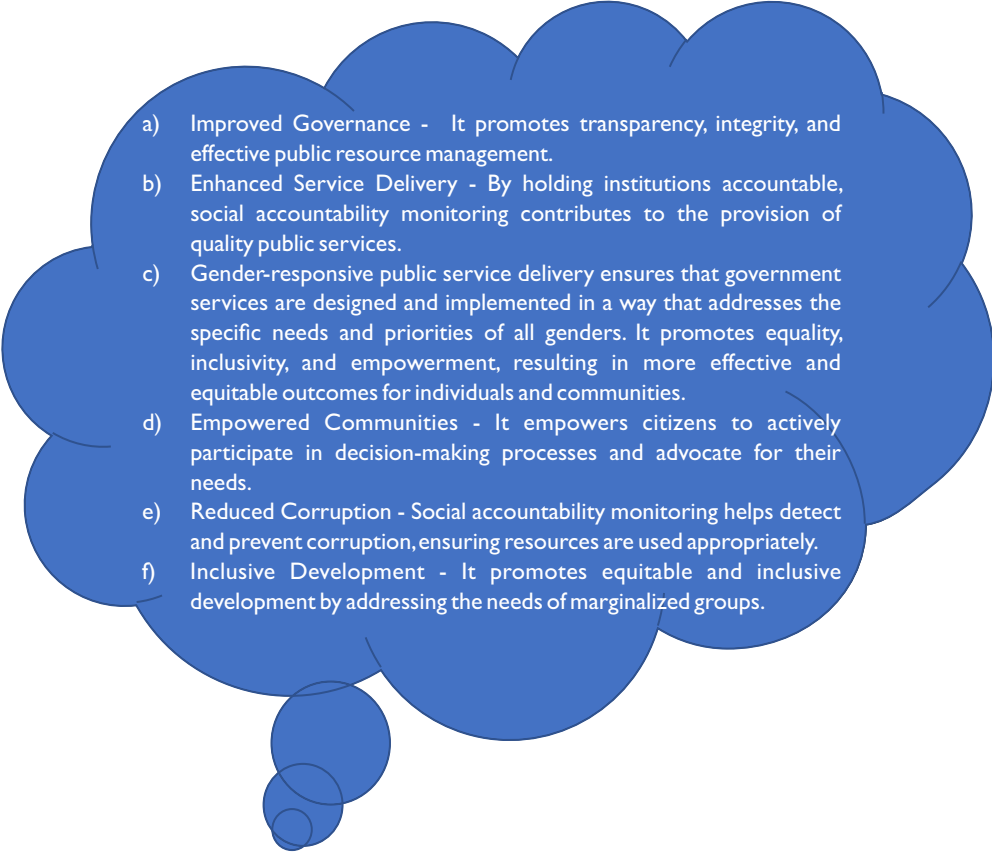
Social accountability monitoring is guided by several key principles that contribute to its effectiveness and impact;

- **Transparency** - Access to information and data promotes openness and accountability.
- Participation** - Meaningful citizen engagement ensures inclusive decision-making processes.
- Responsiveness** - Governments and institutions should be responsive to citizen feedback and address identified concerns.
- **Equity** - Social accountability monitoring should prioritize the needs and rights of marginalized and vulnerable groups.
- **Collaboration** - Effective social accountability monitoring requires collaboration and partnerships among stakeholders (White, 2017)



2.3.3.2. Benefits of Social Accountability Monitoring for women and youth

Social accountability monitoring offers numerous benefits for communities, particularly women and youth as depicted in the figure below;

- 
- a) Improved Governance - It promotes transparency, integrity, and effective public resource management.
 - b) Enhanced Service Delivery - By holding institutions accountable, social accountability monitoring contributes to the provision of quality public services.
 - c) Gender-responsive public service delivery ensures that government services are designed and implemented in a way that addresses the specific needs and priorities of all genders. It promotes equality, inclusivity, and empowerment, resulting in more effective and equitable outcomes for individuals and communities.
 - d) Empowered Communities - It empowers citizens to actively participate in decision-making processes and advocate for their needs.
 - e) Reduced Corruption - Social accountability monitoring helps detect and prevent corruption, ensuring resources are used appropriately.
 - f) Inclusive Development - It promotes equitable and inclusive development by addressing the needs of marginalized groups.

2.4. What is the importance of Women and Youth in Social Accountability Monitoring?

Reflection Exercise 2.4.1.



- ❖ What are women and youth an integral part of social accountability monitoring?
- ❖ Are there any local examples of women and youth involvement in social accountability monitoring in your locality?

Women and youth play a crucial role in social accountability monitoring for several reasons as alluded to by Johnson in his paper titled: *Social accountability: Definitions, approaches, and implications for local economic development*, (Johnson, 2019).

The following reasons are mentioned:


- Inclusive Representation - Their participation ensures diverse perspectives and voices are considered.
- Targeted Advocacy - Women and youth often face unique challenges that require specific advocacy efforts.
- Catalysts for Change - They can drive transformative change by advocating for transparency and accountability.
- Strengthened Democracy - Their engagement strengthens democratic processes and promotes citizen participation.

2.5. Chapter Summary

Understanding the definition, conceptual framework, key principles, and benefits of social accountability monitoring provides a solid foundation for engaging in effective monitoring processes. This chapter has highlighted the significance of local economic development, the definition and framework of social accountability, and the pivotal role of women and youth in driving social accountability monitoring initiatives. By embracing these concepts, you are equipped to contribute to transparency, accountability, and inclusive development in your community. In the next chapter, we will delve into various social accountability monitoring techniques and methodologies to expand your practical knowledge and skills.

Test Yourself Exercise

Answer the following questions;

- 
- a) Explain the concept of local economic development and discuss its significance within communities.
 - b) Define social accountability and discuss its relevance in the context of local economic development.
 - c) Identify and explain the key principles associated with social accountability monitoring.
 - d) Discuss the benefits of social accountability monitoring for individuals and communities.
 - e) What unique role can women and youth play in social accountability monitoring processes?

3.0. Tools and Techniques for Social Accountability Monitoring

3.1. Introduction

This chapter focuses on various techniques and tools used in social accountability monitoring. These tools and techniques play a crucial role in empowering communities to actively engage in monitoring processes and hold public institutions accountable. By understanding and utilizing these techniques, women and youth can contribute to transparent, effective and inclusive local economic development. This chapter aims to provide an overview of the Citizen Charter, Citizen Report Card, participatory budgeting, gender responsive budgeting, Citizen Satisfaction Surveys, Citizens Service Centre (CSC), Community Score Cards and Integrity Pacts. Each tool will be explored in terms of its purpose, implementation, and potential impact. An explanation box is placed under the discussion of every tool, The boxes have simplified but elaborate explanations of the definition, use and importance of the tool to women and youth.

3.2. Objectives:

1. To familiarize yourself with the various tools and techniques in social accountability monitoring
2. To understand the purpose, methodology, and benefits of the various tools and techniques in social accountability monitoring.
3. To gain practical insights on how to implement these tools and techniques can work effectively in your local economic development context.
4. To recognize the potential impact of these tools and techniques in promoting good governance, citizen engagement, and improved service delivery using case studies from Africa and beyond.

3.3. Social Accountability Monitoring Tools

In the field of social accountability, various monitoring tools have been developed to empower citizens and promote transparency, accountability, and improved service delivery. This section explores some of these tools and their impact on enhancing citizen engagement and government responsiveness. The tools discussed include the Citizen Charter, Citizen Report Card, Citizen Budget, Citizen Satisfaction Surveys, Citizens Service Centre (CSC), gender budgeting and Community Score Cards. The explanation boxes will help you to explain the key issues to women and youth in your community.

3.3.1. Citizen Charter

The Citizen Charter is a technique that aims to enhance the accountability and responsiveness of public institutions to citizen demands and expectations (World Bank, 2017). It involves the development of a comprehensive document that outlines the rights and entitlements of citizens in

accessing public services. The Citizen Charter serves as a social contract between the government and citizens; ensuring transparency, efficiency and quality in service delivery (Gupta, 2016).

By monitoring the implementation of the Citizen Charter, women and youth can assess the performance of public institutions and advocate for improvements in service delivery. An example of a Citizen Charter is placed as Annexe I. The sample charter clearly shows the commitments by the municipality in terms of service delivery to its citizens. Citizens can then use the charter as a basis for monitoring and accountability by citizens.

Explanation Box for Citizen Charters

Citizens' charters are important promises made by the government or organizations to the people they serve. They ensure fairness and transparency by outlining the rights and services that everyone, including women and youth, should receive. For example, a citizens' charter can specify the quality of healthcare and how long someone might have to wait. It empowers people to demand what they deserve and holds the government or organizations accountable. Citizens' charters make services more accessible for women and youth and help create a fairer society where everyone's needs are met

3.3.2. Citizen Budget

The Citizen Budget technique focuses on enhancing transparency and public participation in the budgeting process (OECD, 2014). It involves translating complex budget documents and processes into accessible formats that are easily understandable for

citizens. The idea is to simplify issues, thereby encouraging informed participation by citizens from all walks of life and levels of articulation. Simple infographics can be used nowadays to produce a Citizen Budget.

Explanation Box for Citizen Budgets

Citizen budgets are important because they provide information about how the government spends money in your community. They are like special little books that show you where the money comes from and how it is used for projects and services like schools, hospitals and roads. By reading the citizen budget, you can see if the government is spending money on the things that matter to you, like education, local economic development and healthcare. If you think the government is not using the money wisely, you can ask questions and raise your concerns. Citizen budgets give you a chance to have a say in how the money is spent and raised and make sure it benefits everyone including women and youth like you. They empower you to be informed, hold the government accountable, and demand better services. By understanding the citizen budget, you can work together with others to ensure that the government uses money wisely and in a way that benefits the whole community.



Below is an example of a citizen's budget produced by the South African government. It involves abridged bite sized information of what the budget is about and citizens can use this to contribute their views on it.

MESSAGE FROM THE MINISTER



During the past 20 years we have made remarkable progress. We have reaffirmed government priorities and have implemented policies that contributed to the improvement in the living conditions of many people. These policies were robust enough to withstand shocks such as the global financial and economic crisis experienced in 2008 and 2009.

Since 1994, our economy has expanded by more than 80 per cent, generating resources that have made it possible for government to increase the provision of public services. Government has been able to extend among others, social grant payments to more than 15 million fellow South Africans, the majority of whom are children and our senior citizens.

Government has also built more than 2.7 million homes and has substantially increased the number of households with access to electricity, clean water and better sanitation. The bigger economy has also created jobs, clearly not enough of them to match the growing number of job seekers.

This year's budget continues to provide resources in support of social expenditure, job creation and infrastructure that will improve the living conditions of our people. Investments in infrastructure will also ensure that we reduce the cost to businesses of moving goods within South Africa and for export markets.

We provide more money for building houses, upgrading of roads and improving the quality of health-care and the facilities clinics and hospitals in which such care is provided.



**A Proud Nation:
20 YEARS
OF FREEDOM**

The South African economy has transformed over the past two decades. Despite the significant problems we continue to face, South Africa is today a healthier society, with greater access to economic opportunity and reduced levels of poverty.

SCHOOL NUTRITION

Since the school nutrition programme was taken over by the Education department in 2004, it has expanded and reach 6.2 million school children daily.

INFANT MORTALITY

The rate at which children under the age of 1 year die has dropped from 45 per 1000 live births in 1994 to 33 in 2012.

LITERACY

In 1996, 19.1 per cent of adults had received no schooling. In 2011 this number went down to 8.7 per cent.

HIV/AIDS

South Africa runs the world's largest antiretroviral programme, with over 500 000 new patients put on ARV annually.

IMPACT OF SOCIAL SPENDING

Social spending protects low-income households and is a tool to alleviate poverty.

SCHOOLS

Government will rebuild 433 schools in the next 3 years, 60 per cent of schools do not charge fees and as 2014, 8.8 million learners will have access to free education.

HOUSING

4 metros have been targeted for a new grant of R200 million per year to build their capacity to plan for integrated human settlements. Government has set aside R600.2 million in 2014/15 for provinces to upgrade sanitation infrastructure.

HOSPITALS

The money spent on clinics, hospitals and community facilities will increase to R14.4 billion in the 2016/17 year from R9 billion in 2012/13. Priority will be on refurbishing clinics and hospitals.

SANITATION IMPROVEMENTS

Over the next 2 years, R3.9 billion will be spent on upgrading the toilet system and R15.4 billion is for regional bulk infrastructure over 3 years.

SOCIAL GRANTS



The social assistance programme is government's most direct means of combating poverty. Over the past decade, the number of social grant beneficiaries has doubled from 7.7 million in 2003/04 to 15.8 million in 2013/14. Increases in social grant values will be as follows:

	2013/14	2014/15
STATE OLD AGE GRANT	1 200	1 100
STATE OLD AGE GRANT OVER 75s	1 200	1 200
WAR VETERAN GRANT	1 200	1 370
DISABILITY GRANT	1 200	1 300
FOSTER CARE GRANT	850	850
CARE DEPENDENCY GRANT	1 200	1 300
CHILD SUPPORT GRANT	200	210

Source: International Budget Partnership (2014)

3.3.3. Citizen Satisfaction Surveys

A citizen satisfaction survey is a questionnaire-based survey that is used to collect data on how satisfied citizens are with the services provided by their local government like public services, infrastructure and governance (Smithson & Verkuilen, 2018; Thompson et al., 2019). These surveys aim to identify areas for improvement, enhance transparency, and hold public officials accountable.

3.3.3.1. Importance and implementation of Citizen Satisfaction Surveys:

Citizen satisfaction surveys hold significant importance in promoting social accountability and contributing to community transformation. Scholars have highlighted several key benefits of these surveys, emphasizing the role they play in improving services, enhancing accountability, fostering inclusive decision-making, and promoting transparency (Grimes et al., 2020; Rahman, 2018).

Explanation Box for Citizen Satisfaction Surveys

Undertaking citizen satisfaction surveys is important because it allows the voices of women and youth to be heard and their opinions to be considered. It is a way of finding out how satisfied people are with the services they receive from the local government. To conduct a citizen's satisfaction survey, people ask questions to individuals in the community and record their answers. The questions can be about healthcare, education, water or any other important services. By gathering this information, decision-makers can understand what is working well and what needs improvement. This helps them make changes that benefit everyone. Citizen satisfaction surveys give power to women and youth by giving them a chance to express their thoughts and feelings. It ensures that their needs are taken into account and that services can be made better for everyone in the community.

Annexe 2 shows a simple citizen satisfaction survey questionnaire focusing on local economic development issues in particular. Please note that issues can be adapted to suit your advocacy focus.



Group Exercise 3.3.1.

- ❖ Using the template in Annexe 2, undertake a mini-Citizen satisfaction survey.

3.3.4. Citizens Service Centre

A Citizens Service Centre (CSC) is a centralized facility or office that aims to enhance the delivery of public services and serve as one-stop-shops for citizens, consolidating multiple services under one roof and streamlining service delivery to reduce bureaucratic hurdles (Lee & Johnston, 2019). These centres offer a range of services including identity documents, permits and licenses, social

improve the citizen experience by providing convenient and efficient access to government services (Linder, 2017). CSCs

welfare programs, tax-related matters and information dissemination, tailored to the specific needs of the community (UNDP, 2016). Utilizing technology and digital platforms, CSCs enable citizens to access services online, reducing physical visits and paperwork (Bertot et al., 2017).

Explanation Box on Citizens Service Centre

The Citizens Service Centre is a special place where women and youth can go to get help and support. It is important because it gives you a voice and helps you solve problems in your community. At the Centre, you can talk to friendly people who listen to your concerns and provide information and services. They can help you with things like getting identification documents, accessing healthcare, finding job opportunities and understanding your rights. The Centre empowers you by giving you knowledge and tools to improve your life and make positive changes in your community. It is a safe and welcoming space where you can find support and work together with others to build a better future for yourself and your community.

An Example of a successful CSC is adapted from Rwanda in the story box below;

In Rwanda, the government has implemented a highly effective Community Score Card (CSC) model called the "One Stop Centre" (OSC). The OSCs are innovative centres that bring together multiple government services under one roof, making it easier and more convenient for citizens to access them. These centres have revolutionized service delivery by reducing bureaucracy, eliminating the need for citizens to visit multiple offices, and saving them valuable time and effort.

At the OSCs, citizens can access a range of services, including registration, business licensing, land-related services, and civil registration. By consolidating these services, the OSCs have simplified administrative processes and made them more efficient. This has not only improved the overall citizen experience but also enhanced citizen satisfaction with the government's service delivery. The implementation of OSCs in Rwanda is a testament to the government's commitment to providing effective and citizen-centric services. The streamlined processes and improved access to services have had a positive impact on local economic development by facilitating business registration and supporting entrepreneurs in starting and operating their businesses more efficiently.

Overall, the success of the OSCs in Rwanda highlights the importance of integrated service delivery models in enhancing citizen satisfaction, reducing bureaucracy, and promoting local economic development. By providing various services under one roof, the OSCs have become a valuable resource for citizens, contributing to the country's overall progress and development.

Adapted from World Bank. (2017). Rwanda - Rapid Results Approach in One Stop Center Implementation. Retrieved from <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/304611502541855164/rwanda-rapid-results-approach-in-one-stop-center-implementation>

The example above highlights the positive impact of CSCs in Africa, showcasing a successful model that has improved service delivery, reduced bureaucracy, and enhanced citizen satisfaction. In Zimbabwe, plans have been mooted to have such centres in place soon.



3.3.5. Community Score Cards

Community Score Cards are participatory tools that engage citizens in the assessment and monitoring of public services to promote accountability and improve service delivery. These scorecards empower communities to evaluate the quality, accessibility, and effectiveness of public services and hold service providers accountable for their performance (Rifkin & Pridmore, 2020). The key features of Community Score Cards include citizen

engagement, information sharing, and dialogue between service users, service providers, and other stakeholders (Rifkin & Pridmore, 2020). Through a structured process, citizens assess the quality of services, identify gaps and challenges, and propose solutions for improvement (Gaventa & McGee, 2013). They cover a wide range of services, such as education, healthcare, water and sanitation, and infrastructure (Islam et al., 2018).

Explanation Box on Community Score Cards

To get a good understanding of the process of undertaking community score card work, imagine you and your women and youth community members have a special sheet of paper called a "community score card." This paper helps you talk about things that you like or do not like about your community and services offered. First, you gather together with other women and youth in the community and ask them questions about what they think. Then, you write down all their answers on the score card. After that, you show the score card to the people who take care of the hospital. They listen to your ideas and use them to make things better, like fixing broken equipment or improving the services they provide. This way, everyone's opinions are heard, and the hospital becomes a better place for the community to get the care they need!

Annexe 3 gives a simplified implementation flow chart of the Community Score Cards process.



Community Score Cards have demonstrated their effectiveness in improving service delivery and accountability in various countries and contexts. An example from Uganda is cited in the story box below.

Story Box - The effectiveness of Community Score Cards

In Uganda, the Community Score Card approach was successfully used to improve local economic development in the Kabale district. The initiative focused on addressing issues such as job creation, access to markets, and the development of entrepreneurial skills (Okello et al., 2021). Through the use of scorecards, community members, including women and youth, were able to voice their concerns and provide feedback on economic development programs and services.

The implementation of Community Score Cards in Kabale resulted in positive outcomes. Local government officials and development partners used the feedback gathered from the scorecards to design targeted interventions. These included providing business training and support, improving market infrastructure, and establishing cooperative societies to enhance access to markets and finance.

This real-life example highlights the effectiveness of Community Score Cards in empowering communities and involving them in the decision-making processes related to local economic development. It demonstrates the importance of participatory approaches in addressing community needs and fostering sustainable economic growth.

Adapted from Okello, D., Munyambonera, E., & Nkurunziza, S. (2021). Utilization of community scorecard for improved local economic development in Kabale district, Uganda. Journal of African Studies and Development, 13(1), 1-10



Group Exercise 3.3.1.

- ❖ Using the template in Annexe 3, undertake a mini Community Score Card session for a service focusing on Local economic development.

3.3.6. Public Procurement Monitoring

Public Procurement Monitoring refers to the systematic and independent oversight of the procurement process to ensure transparency, fairness, and accountability in public procurement. It involves the monitoring of various stages of procurement, including planning, bidding, contract award and contract implementation, to detect and prevent irregularities, corruption, and inefficiencies

(OECD, 2018). Effective monitoring mechanisms play a crucial role in promoting good governance, preventing fraud, and optimizing the use of public resources. Indeed, Public Procurement Monitoring can be implemented at a local level by communities to monitor local economic development in their localities. One good example of this is from Nigeria as illustrated in the story box below.

Story Box on BudgIT Nigeria

Public procurement monitoring is being utilised by rural communities in Africa. One such example is the case of BudgIT, a Nigerian organization that empowers citizens to track public procurement processes. BudgIT implemented a project called "Tracka" that focused on rural communities in Nigeria.

In rural areas of Nigeria, community members, including women and youth, were trained by BudgIT to monitor public projects and track the funds allocated for those projects. They used various tools and methods, including social media platforms and community engagement sessions, to gather information, document project progress, and report any irregularities.

Through their monitoring efforts, these communities were able to hold public officials accountable and ensure that public resources were used effectively and transparently. They raised awareness about project implementation timelines, budgets, and quality standards. By actively engaging in public procurement monitoring, these rural communities were able to address issues such as substandard infrastructure, embezzlement of funds, and delayed project delivery.

The BudgIT example demonstrates how public procurement monitoring can empower poor rural communities in Africa to actively participate in decision-making processes, promote transparency, and ensure that public resources are used for the benefit of the community.

Adapted from BudgIT (n.d). "Tracka." Retrieved from <https://tracka.ng/>



How can women and youth groups undertake public procurement monitoring of projects and programmes in their localities? The explanation box below helps to guide you on how to do this.



Explanation Box on Public Procurement Monitoring

Imagine you and your friends have an important job called "keeping an eye on how the local government spends money to improve our community." This means we will check if the money is being used wisely for things like building schools, improving markets, and creating job opportunities. First, we gather together and learn about the projects and how much money is allocated for them. Then, we form a group with others, including women and young people like us. Together, we visit the project sites and see if the work is going well and if the money is being used properly. We ask questions, take pictures, and write down any concerns we have. After that, we share our findings with the government and other important people. They listen to us and take action to fix any problems. By monitoring how the money is spent, we make sure our community gets the best benefits, like better jobs, improved businesses, and more economic opportunities for everyone

3.3.6. Citizen-led Public Expenditure Tracking Surveys (PETS)

Citizen-led Public Expenditure Tracking Surveys (PETS) are an important tool in promoting transparency, accountability, and good governance in public expenditure management. PETS enable citizens to actively

monitor the flow of public funds, track their allocation and utilisation, and assess the effectiveness and efficiency of public expenditure in various sectors (World Bank, 2018).



Explanation Box for Citizen-led Public Expenditure Tracking Surveys (PETS)

Imagine you and your friends have a special task called "following the money" to make sure it is used wisely for the betterment of our community. This is done through something called Public Expenditure Tracking Surveys or PETS. First, we gather together and learn about the projects that the government says it will fund to help our community, like building schools or improving roads. Then, we visit these project sites and keep a close eye on how the money is being spent. We ask questions, take notes and even take pictures to document everything. We also talk to the people involved in the projects to understand their experiences. After gathering all the information, we share it with the government and other important people. They listen to our findings and take action if they find any problems or misuse of funds. Through PETS, we ensure that the money meant for local development truly benefits our community, creating more jobs, better infrastructure, and opportunities for everyone to thrive.

3.3.8. Citizen Report Card

The Citizen Report Card is a participatory tool that enables citizens to evaluate and provide feedback on the quality and efficiency of public services (Gaventa & McGee, 2013). In a way the citizens report card builds on the standards drawn and agreed upon in the citizen's charter. Citizens are given the chance to assess whether the agreed standards have been met or not. It involves systematic surveys and assessments conducted by citizens to rate their satisfaction with various aspects of public service delivery, such as health care, education, or infrastructure. The collected data is then analysed and shared with relevant stakeholders, including public officials and service providers, to drive improvements and promote accountability. The Citizen Report Card empowers citizens to voice their opinions, assess performance, and demand better services.

Explanation Box for Citizen Report Card

The Citizen Report Card is a tool that allows people, including women and youth, to share their opinions and experiences about local services such as healthcare, education and infrastructure development in a simple and understandable way. It is like a report where community members write or draw pictures to express what they like or don't like about the services in their area. By using this tool, people can discuss things that impact their daily lives, like job opportunities, access to markets, and support for local businesses. The feedback collected through Citizen Report Card is then shared with government officials and decision-makers, who can gain insights into what needs improvement in the community. This process helps ensure that local economic development efforts prioritize the needs of the people and allocate resources appropriately. By participating in Citizen Report Card exercises, women and youth can have a voice in shaping their community's development and creating better opportunities for everyone.



A simple example of a citizen scorecard tool can be seen below.



Citizen Scorecard: [Government Department/Service]		
Performance Indicator	Score – 1 is the lowest score and 5 is the highest. A score of 1 signifies weak performance, whilst 5 shows and excellent score.	Comments on performance
1. Transparency of Budget Allocation and Utilization		
- Clarity of budget documentation		
- Accessibility of budget information		
2. Community Participation in Local Economic Development		
- Opportunities for public input and engagement		
- Inclusion of marginalized groups in decision-making		
3. Promotion of Local Entrepreneurship		
- Support for local businesses		
- Access to resources and training for entrepreneurs		
4. Infrastructure Development and Maintenance		
- Quality of infrastructure projects		
- Timeliness of maintenance and repairs		
5. Job Creation and Employment Opportunities		
- Number of jobs created		
- Access to diverse employment opportunities		
Overall Assessment of Council's Performance		

Source: Authors' rendition

Please note that the table format provided here is just an example, and you can modify it to fit your specific requirements. The performance indicators, scores and assessment ratings should be based on the relevant criteria and context of the local economic development issues being evaluated.



3.3.9. Gender Responsive Budgeting



Gender-responsive budgeting (GRB) is an approach to budgeting that aims to promote gender equality and address the different needs and priorities of women, men, girls and boys. It involves analysing how government budgets and policies impact gender equality and then making deliberate efforts to allocate resources in a way that promotes gender equality and social inclusion.

Gender-responsive budgeting recognizes that budgets have differential impacts on different genders. It seeks to identify and address gender gaps in resource allocation, program design and policy formulation. The process involves conducting gender analysis to understand the specific needs, challenges, and priorities of different genders in society. By integrating a gender perspective into budgeting, governments can identify areas where gender inequalities exist and take action to rectify them. This may involve allocating funds for initiatives that promote women and youth's empowerment, improve access to healthcare and education, address gender-based violence, and enhance economic opportunities for women.

Explanation Box for Gender Responsive Budgeting

Gender budgeting is a way to make sure that everyone, including women and young people get a fair share of resources in their community. It means looking at how money is being spent by the local government and making sure it helps everyone equally. For example, it could mean investing in projects that create job opportunities for women and young people or providing training programs to help them start their own businesses. It also means making sure that services like healthcare and education are accessible and affordable for everyone, regardless of their gender. By using gender budgeting, communities can work towards creating a fairer and more inclusive economy, where everyone has a chance to thrive and succeed. It is about making sure that women and young people are not left behind and that their needs and aspirations are taken into account when decisions about money are made.

Stories from Zimbabwe

One success story of gender-responsive budgeting in Zimbabwe is the implementation of the Women's Entrepreneurship Development Programme (WEDP) by the Ministry of Women Affairs, Gender, Community Development, Small and Medium Enterprises Development. The WEDP is a result of gender-responsive budgeting efforts that aimed to support women's economic empowerment and entrepreneurship. Through the WEDP, women in Zimbabwe have received targeted financial and technical assistance to start and grow their businesses. The program has provided training, mentorship, and access to credit facilities, enabling women entrepreneurs to access resources and markets that were previously limited to them. This has led to the establishment of successful women-led enterprises, increased income generation, and job creation within communities.

3.5. Social Accountability and Natural Resource Governance at Community Level

Social accountability empowers communities to actively participate in decision-making and ensure responsible natural resource governance. Through initiatives like community monitoring and dialogues; communities can voice concerns, monitor activities and advocate for sustainable practices. They use tools like participatory mapping to evaluate extractive industries and government agencies. Social accountability raises awareness about environmental degradation and social impacts, and demands transparency in revenue management. Communities play a role in policy formulation and implementation, protecting their interests and ensuring natural resource revenues benefit local development. Social audits are the essential social accountability tool used for this.

Explanation Box for Social Audits for Natural Resource Governance

Social audits are like our way of keeping an eye on how our natural resources are being managed. We, as a group of women and young people, come together to make sure that the people in charge are taking care of our land, water, forests, and other precious resources. We visit the places where resources are being unearthed and used and see if it is being done in a fair and responsible manner. We ask questions and gather information to find out if everyone is following the rules and if our rights are being protected. Then we tell the local government and others what we found so that they know if changes are needed to make things better. Social audits help us make sure that our natural resources are being used wisely for the benefit of our community and future generations.



**SOCIAL
ACCOUNTABILITY**

The Marange Diamond fields case study tells a good story of how social accountability tools can be used to ensure good natural resource governance.

Stories from Zimbabwe

The Marange diamond fields in Zimbabwe faced social and environmental challenges due to mining. Social accountability initiatives were implemented by community-based organizations and civil society groups to address these issues. They aimed to ensure fair benefit sharing, minimize environmental impacts, and meet community development needs. Communities actively collected data on degradation, pollution and social impacts; engaging with mining companies and officials to advocate for improved practices and revenue transparency. These initiatives resulted in increased environmental regulation enforcement, improved revenue management and accountability. Communities successfully advocated for community development programs funded by diamond revenues, addressing infrastructure, education, healthcare, and livelihoods. The Marange example demonstrates the importance of social accountability in natural resource governance, empowering communities to voice concerns, influence decisions, and secure development benefits.

Adapted from Mutisi, M., & Mukwena, N. (2019). Diamonds in Marange, Zimbabwe: A case of conflict diamonds. In F.Z. Zengeni (Ed.), Natural Resources Management in Southern Africa: Towards Sustainable Development (pp. 69-86). Springer.

3.6. Chapter Summary

In conclusion, this chapter has shed light on a diverse range of techniques and tools utilized in social accountability monitoring. These tools hold immense importance in empowering communities to actively participate in monitoring processes and ensuring the accountability of public institutions. By familiarising with and employing these techniques, women and youth can make valuable contributions to fostering transparent, effective, and inclusive local economic development.



Test Yourself Exercise

Answer the following questions;

1. What is the purpose of the Citizen Charter in social accountability monitoring?
2. How does the Citizen Report Card empower communities in holding public institutions accountable?
3. Explain the role of Citizen Satisfaction Surveys in enhancing service delivery?
4. What is the significance of the Citizens Service Centre (CSC) in promoting transparency and citizen satisfaction?
5. How do Community Score Cards contribute to community engagement and collaborative problem -solving in social accountability monitoring?

4.1 Introduction

The successful implementation of social accountability monitoring in local economic development requires a practical and systematic approach. This chapter provides a step-by-step guide for implementing social accountability monitoring, along with practical guidance on data collection and analysis. Additionally, it explores the importance of mobilising and organising community members and creating platforms for dialogue and collaboration to enhance the effectiveness and impact of monitoring efforts.



Reflection Exercise 4.1.1.

- ❖ You have been selected as a Social and Economic Justice Ambassador (SEJA) to undertake social accountability monitoring work in your locality.
- ❖ What methods would you put in place to;
 - Arouse interest in social accountability issues in the community?
 - What platforms would you use to engage key stakeholders on issues of social accountability monitoring?

4.2 Objectives

1. To provide a step-by-step guide for implementing social accountability monitoring in local economic development.
2. To offer tips for effective data collection and analysis during the monitoring process.
3. To highlight the significance of mobilizing and organizing community members in social accountability monitoring.
4. To emphasize the need for creating platforms that facilitate dialogue and collaboration among stakeholders in local economic development.

4.3. Step-by-step guide for implementing social accountability monitoring:



Social accountability monitoring is crucial for promoting transparency, accountability, and citizen participation in public resource management. To ensure effective implementation, a step-by-step guide is essential. This section outlines key steps for successful monitoring:

Steps for Practical Social Accountability Monitoring

Identify the focus

Determine the specific areas of public resource management or local enterprise development that you want to monitor, such as budget utilization, project implementation, or public procurement.

Define objectives and indicators

Clearly state the objectives of your monitoring efforts and identify measurable indicators to assess progress & impact. For example, the objective could be to ensure transparent and accountable use of public funds, and

Select appropriate monitoring tools

Choose the appropriate social accountability monitoring tools that align with your objectives and the context. Examples include citizen report cards, community scorecards, or public expenditure tracking surveys.

Build partnerships and networks

Collaborate with like-minded organizations, community groups, and stakeholders to enhance the effectiveness and impact of your monitoring efforts. Strengthen partnerships with local authorities, civil society

Develop a monitoring plan

Create a detailed plan that outlines the timeline, activities, responsibilities, and resources required for your monitoring initiative. This plan should include data collection methods, community engagement strategies, and advocacy actions.

Collect and analyze data

Implement the monitoring plan by collecting relevant data through surveys, interviews, observations, or document reviews. Ensure data accuracy, confidentiality, and proper storage.

Analyze and interpret data

Use appropriate data analysis techniques to interpret the collected data and identify patterns, trends, and issues. Analyze the data in relation to the predefined indicators and objectives.

Communicate findings

Prepare clear and concise reports summarizing the findings of your monitoring activities. Use data visualization techniques, such as charts or graphs, to present the information in a user-friendly manner.

Advocate for change

Utilize the findings and evidence from your monitoring efforts to advocate for policy reforms, improved resource allocation, and enhanced transparency and accountability. Engage with relevant stakeholders, policymakers, and duty-bearers to influence positive change.

4.4. Mobilising and organizing community members

Mobilising and organizing community members is crucial for effective social accountability monitoring and fostering collective action towards accountable governance. Below is a story of how a community managed to put in place strategies to mobilise and organise community members. Going through it will show you how to mobilise and organise communities for social accountability purposes.

In a vibrant community, determined women and youth united with a vision: to protect our rights and amplify our voices in managing public resources. Our journey began with raising awareness. We organized workshops, engaging meetings, and reached every household. Through colourful drawings and lively songs, we spread our message. Embracing technology, we connected on social media, bridging gaps far and wide.

Unity became our strength. Community-based organizations and coalitions formed, focused on social accountability. Together, we shared information, coordinated activities, and amplified our voices. Our networks bloomed, nurturing ideas and dreams.

Seeking support from local leaders, we gained credibility and legitimacy. Their endorsement sparked hope in more community members. We knew change meant including all. Marginalized groups – women, youth, persons with disabilities, and ethnic minorities – were empowered. We mentored, built capacity, and created safe spaces for their talents to shine.

Our story continues, we are already making a difference. We raise awareness, build networks, engage leaders, and empower the overlooked. Our community grows stronger, resilient, and equipped to hold leaders accountable for public resource management. This tale of collective action shapes our destiny, forging a brighter future for all.

4.5. Creating platforms for dialogue and collaboration

Creating platforms for dialogue and collaboration is essential for fostering constructive engagement, promoting inclusive decision-making and facilitating joint efforts towards accountable governance.



Community meetings and forums - Organize regular community meetings or forums where community members can come together to discuss issues related to public resource management. Provide a space for open dialogue, information sharing, and deliberations on monitoring findings and strategies for improvement (World Bank, 2014).

Multi-stakeholder platforms - Establish multi-stakeholder platforms that bring together representatives from government, civil society organizations, community members, and other relevant stakeholders. These platforms facilitate dialogue, coordination, and collaboration among different actors to address governance challenges collectively (Transparency International, 2021).

Joint planning and decision-making - Encourage participatory planning and decision-making processes that involve community members, duty-bearers, and other stakeholders. This can be done through participatory budgeting, community-driven development initiatives, or collaborative project planning (World Bank, 2014).

Information sharing and feedback mechanisms - Develop channels for sharing information, including monitoring findings, project updates, and budgetary information, with community members and duty-bearers. Establish feedback mechanisms that allow community members to provide inputs, raise concerns, and seek responses from duty-bearers (UNDP, 2017).

Collaboration with media - Engage with local media outlets to amplify the voices of community members and promote transparency and accountability. Collaborate with journalists to cover monitoring activities, share findings, and highlight success stories or challenges in public resource management (O'Brien, 2013).

In conclusion, this chapter highlights the importance of a practical and systematic approach to implementing social accountability monitoring in local economic development. The step-by-step guide provided is a valuable resource for organizations and individuals seeking effective engagement in this process. By offering practical guidance on data collection and analysis, the chapter equips readers with the necessary tools to successfully monitor and evaluate social accountability initiatives. Moreover, the chapter emphasizes the significance of mobilizing and organizing community members, as their active involvement is crucial for fostering ownership and sustainable change. Creating platforms for dialogue and collaboration enhances the effectiveness and impact of monitoring efforts by promoting open communication and collaboration among stakeholders. This approach cultivates trust, transparency, and inclusivity in local economic development initiatives. By adhering to the principles and guidance outlined in this chapter, stakeholders can work towards achieving greater accountability and responsiveness in local economic development. Ultimately, this chapter serves as a roadmap for practitioners, providing practical insights and strategies to promote social accountability and drive positive change in local economic development.

5.1. Summary

Throughout this handbook, we have explored the significance of social accountability monitoring in promoting transparency, accountability and citizen participation in public resource management. Social accountability monitoring serves as a powerful tool for holding governments and public institutions accountable, ensuring the efficient and equitable utilization of public funds, and fostering citizen engagement in decision-making processes.

By implementing social accountability monitoring, individuals and organizations can actively contribute to improving the governance of public resources. This monitoring process enables them to identify inefficiencies, detect corruption, and advocate for policy reforms that promote transparency, integrity, and equitable resource allocation.

5.2 Call to action for women and youth to reclaim their space in economic governance:

It is crucial to recognize and address the gender and age disparities that exist in economic governance and decision-making processes. Women and youth; as important stakeholders; have unique perspectives and experiences that must be included to achieve inclusive and sustainable development.

ZIMCODD calls upon women and youth to reclaim their space in economic governance by actively participating in social accountability monitoring initiatives. Through their involvement, they can contribute to shaping policies and programs that address their specific needs and priorities. By amplifying their voices and actively engaging in monitoring processes, women and youth can promote gender-responsive and youth-friendly approaches to public resource management, fostering more inclusive and equitable societies.

5.3. Summary of key points and recommendations:

In summary, this handbook has provided practical guidance on implementing social accountability monitoring. We have highlighted key steps, such as identifying the focus, defining objectives and indicators, selecting appropriate monitoring tools, building partnerships and networks, developing a monitoring plan, collecting and analysing data, communicating findings, and advocating for change.

To ensure effective social accountability monitoring, it is essential to:

- Identify the Focus: Determine the specific area or issue for monitoring.
- Define Objectives and Indicators: Clearly define goals and measurable indicators.
- Select Appropriate Tools and Techniques: Choose suitable monitoring tools.
- Design the Monitoring Framework: Develop a comprehensive framework with roles, methods, and timelines.
- Collect Data: Gather information ethically using surveys, interviews, etc.
- Analyse and Interpret Data: Use appropriate methods to analyse and understand the findings.
- Communicate and Disseminate Findings - Summarise and share results with stakeholders.

- Advocate for Change - Use findings to push for improvements and engage decision-makers.
- Monitor Progress and Follow-up - Continuously track implementation and reassess if needed.
- Foster Learning and Capacity Building - Promote knowledge sharing and skill development among stakeholders.



Annexe I - Citizen Charter: Municipality of XYZ

Right to Quality Public Services

- We commit to providing timely and efficient public services to all citizens.
- We strive to maintain high standards of service quality in areas such as healthcare, education, infrastructure, and public safety.

Transparency and Accountability

- We are dedicated to transparency in our operations and decision-making processes.
- We ensure that information related to budget allocation, service delivery, and project implementation is readily available to the public.
- We hold ourselves accountable for the responsible utilization of public funds.

Citizen Participation and Engagement

- We value citizen participation in local governance and decision-making processes.
- We encourage active involvement of citizens through public consultations, town hall meetings, and feedback mechanisms.
- We promote inclusivity by engaging marginalized groups and considering their perspectives in decision-making.

Access to Information

- We are committed to providing accurate and accessible information to citizens regarding public policies, procedures, and entitlements.
- We aim to improve communication channels, including the use of digital platforms, to ensure efficient information dissemination.

Grievance Redress Mechanism

- We have established a responsive and efficient mechanism for citizens to report grievances and seek redress.
- We ensure that complaints and feedback are addressed promptly and transparently.
- We strive to continuously improve our grievance redress system based on citizen feedback.

This snapshot of the Citizen Charter by the Municipality of XYZ demonstrates our commitment to transparency, accountability, and citizen-centric service delivery. We encourage all citizens to use this Charter as a basis for monitoring our performance and holding us accountable for our responsibilities. Together, we can build a vibrant and inclusive community that meets the needs and aspirations of all our residents.

Note: This is a fictional example, and the name "Municipality of XYZ" is used for illustrative purposes.



Annexe 2 - Citizen Satisfaction Survey: Local Economic Development

Thank you for participating in this survey. Your feedback is valuable in helping us understand and address local economic development issues. Please take a few moments to answer the following questions. Your responses will remain confidential.

Section 1: Demographic Information

1. Age: _____
2. Gender: _____
3. Education Level: _____
4. Residential Area: _____

Section 2: Evaluation of Local Economic Development

Please rate your satisfaction with the following aspects of local economic development on a scale of 1 to 5, where 1 represents "Very Dissatisfied" and 5 represents "Very Satisfied."

5. Availability of Job Opportunities: []
6. Small Business Support: []
7. Infrastructure for Business Development: []
8. Local Market Accessibility: []

Section 3: Economic Development Feedback

9. What specific improvements or changes would you like to see in our community's local economy? Please provide your suggestions or comments below:

10. Are there any particular sectors or industries that you believe should receive more attention or support for economic growth? Please share your thoughts below

Section 4: Additional Information

11. How did you hear about this survey? _____
12. Would you be interested in participating in future surveys or focus groups related to local economic development? _____

Thank you for your participation in this survey. Your feedback is greatly appreciated!

Annexe 3; Community Score Card

Community Score Card Process Diagram



Source: *The Community Score Card Toolkit: CARE, 2013, p.11.*

Phase 2: Conducting the Score Card with community—Main Steps

Issue	Priority	Reasons
The health centre is always very dirty.	High	"When we come to a dirty health centre, it makes us feel more sick."



Indicator	Score					Reasons
	Very bad = 1	Bad = 2	OK = 3	Good = 4	Very Good = 5	
Cleanliness of the health centre.						

Phase 3: Conducting the Score Card with service providers—Main Steps

Issues	Indicator
"The community leaves litter in the grounds of the health centre."	Cleanliness of the health centre.
"There is not always water to wash the floors and clean the bed linen".	



Indicator	Score					Reasons
	Very bad = 1	Bad = 2	OK = 3	Good = 4	Very Good = 5	
Cleanliness of the health centre.						





Adapted for Care International, Community Score Card Toolkit, 2013

Annexe 4 – Integrity Pact Template

Agreement between [Government/Contracting Authority] and [Bidder/Contractor]

1. Introduction

1.1. Purpose

The purpose of this Integrity Pact is to ensure transparency, integrity, and accountability in all stages of the procurement process.

1.2 Parties

This agreement is entered into between:

- [Government/Contracting Authority]: Name and contact details
- [Bidder/Contractor]: Name and contact details

2. Commitments

- 2.1 Commitment to Ethical Standards: Both parties commit to maintaining the highest ethical standards and conduct throughout the procurement process.
- 2.2 Compliance with Laws and Regulations: Both parties shall comply with all relevant laws, regulations, and policies governing the procurement process.
- 2.3 Prevention of Corruption: Both parties pledge to prevent corruption, bribery, collusion, and any other unethical practices during the procurement process.
- 2.4 Cooperation and Information Sharing: Both parties agree to cooperate and share relevant information to facilitate transparency and accountability.

3. Roles and Responsibilities

3.1 Government/Contracting Authority Responsibilities:

- Ensure transparency in the procurement process.
- Provide necessary information and documents to the bidder.
- Enable independent monitoring and oversight.
- Take appropriate action on reported violations.

3.2 Bidder/Contractor Responsibilities:

- Comply with the terms and conditions of the tender.
- Disclose any conflicts of interest.
- Maintain confidentiality of sensitive information.
- Cooperate with independent monitors and provide necessary information.



4. Independent Monitoring

- 4.1 Appointment of Independent Monitors: Independent monitors shall be appointed to oversee the procurement process and ensure compliance with the Integrity Pact.
- 4.2 Monitor's Responsibilities:
 - a. Assess fairness and transparency of the process.
 - b. Review tender documents and bid evaluations.
 - c. Report any irregularities or violations.
 - d. Provide recommendations for corrective actions.

5. Reporting and Communication

- 5.1 Reporting Mechanism
A reporting mechanism shall be established to enable the monitors, bidders, and the government/contracting authority to exchange information, concerns, and feedback.
- 5.2 Reporting Violations
Bidders and monitors are encouraged to report any violations or suspected breaches of the Integrity Pact promptly.

6. Final Report

- 6.1 Final Report Preparation
The independent monitors shall prepare a final report documenting their observations, findings, and recommendations.
- 6.2 Dissemination of Final Report
The final report shall be shared with the government/contracting authority, bidders, and other relevant stakeholders to promote transparency and accountability.

7. Amendments and Termination

- 7.1 Amendments
Any amendments to this Integrity Pact shall be made in writing and agreed upon by both parties.
- 7.2 Termination
This Integrity Pact may be terminated by mutual agreement or in case of material breach by either party.

8. Governing Law and Dispute Resolution

- 8.1 Governing Law
This Integrity Pact shall be governed by the laws of [Jurisdiction].
- 8.2 Dispute Resolution
Any disputes arising from this agreement shall be resolved amicably through negotiation or mediation.

[Signatures]

Please note that the actual content and structure of an Integrity Pact may vary depending on specific requirements and jurisdiction.



Annexe 5: Social Audit Tool Questionnaire

Social Audit Tool: Program/Service Assessment Questionnaire

Program/Service Information:

- a. Name of the program/service: _____
- b. Date of assessment: _____
- c. Location of assessment: _____

Program/Service Objectives:

- a. What are the stated objectives of the program/service? _____
- b. Are the objectives clearly communicated to the beneficiaries?

Accessibility and Reach:

- a. How accessible is the program/service to the intended beneficiaries?

- b. Are there any barriers or challenges in accessing the program/service?

Beneficiary Satisfaction:

- a. How satisfied are the beneficiaries with the quality of the program/service?

- b. Are their needs and expectations being met? _____

Transparency and Accountability:

- a. Is there transparency in the implementation of the program/service?

- b. Are there mechanisms in place to hold service providers accountable?

Efficiency and Effectiveness:

- a. How efficiently is the program/service being delivered? _____
- b. Are the resources being optimally utilized? _____
- c. Is the program/service achieving its intended outcomes? _____

Equity and Inclusivity:

- a. Does the program/service reach all sections of the target population?

- b. Are there any marginalized or vulnerable groups being left out?



Stakeholder Engagement:

- a. How effectively are stakeholders engaged in the planning and implementation of the program/service? _____
- b. Are there opportunities for beneficiaries to provide feedback and contribute to decision-making? _____

Financial Management:

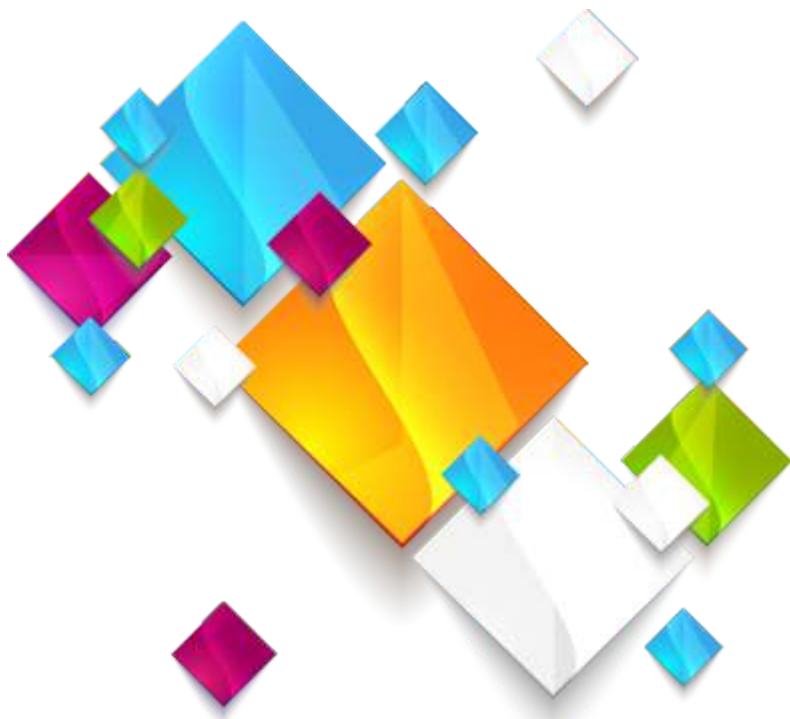
- a. Are the financial resources allocated to the program/service being used effectively? _____
- b. Is there transparency in financial management? _____

Recommendations:

- a. Based on the assessment, what are the key recommendations for improving the program/service? _____
- b. How can the identified issues and challenges be addressed? _____

This is just a sample tool, and it can be customized and expanded based on the specific context and objectives of the social audit





Towards Socio-Economic Justice