TOOL 3.16

Community Scorecard Tool

» **GOAL:** To gather community perspectives on, and empower community members to make changes to, gender issues. (Can be used to evaluate other issues, and can be used for employees, or to evaluate services, for instance, in the community.)

» **TARGET UNIT:** Community Engagement

Scorecards (SC) are participatory monitoring mechanisms that can help companies to facilitate a participatory dialogue with communities. Scorecards are a process for gathering perspectives, as well as empowering participants to make suggestions for improvement and how to implement those suggestions.

Scorecards were developed in the public sector to support dialogue between public service providers and users, but they can be an effective tool in the private sector to help companies and communities understand each other's perspectives and priorities, and to develop collaborative, often low-cost solutions.

In a private sector context, scorecards can:

- Give companies and communities an opportunity to reflect on a given community issue
- Give companies and communities an opportunity to identify what positive community relations and development would look like, and ways to achieve those improvements
- Provide a forum for discussion and exchange between companies and communities, and an opportunity to use this forum to agree on changes
- Create a forum to monitor the extent to which changes have been implemented and to assess and collect feedback on the change process
- Strengthen buy-in, transparency, communication, and accountability between the company and community

What Do Scorecards Involve?

Generally, the scorecard process involves a series of focus group discussions (FGDs) in which different groups discuss and evaluate a set topic (for instance, 'gender equality in the community') by discussing and identifying what good performance on this issue means to them and coming up with their own specific indicators, and then rating their community accordingly. Once a range of FGDs have been conducted, participants from different groups come together to compare and discuss findings, and come up with a final agreed rating and plan for improvement.

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Scorecards have traditionally taken place in person, but in 2020, IFC began piloting virtual scorecards. This included a mix of virtual 'rooms'—including some participants who were able to gather in person, a remote facilitator, and some additional participants who were participating remotely from quarantine.

Scorecards are a good alternative to traditional surveys because they allow participants to define the metrics, rather than being limited to the questions being asked by assessors. Not only do they give management a more authentic view of what matters to participants, but they also invite them to come up with solutions. This can lead to more innovative ideas, as well as inviting investment in implementing their own suggestions. Scorecards are meant to be an iterative process that get repeated at six month or yearly intervals to track improvements and make any necessary adjustments.

Detailed Guidance on Implementing a Scorecard:

Below are detailed steps on implementing a scorecard.[62] Additional resources providing detailed implementation guidance can be found at the end of the section. The following steps are adapted from World Bank guidance.

1. **Preparation:**

a. **Identification of facilitators:** Trained facilitators are an important component of a successful scorecard. Facilitators may be external to the company, or internal facilitators may be trained. But it is important that facilitators are perceived to be impartial and able to conduct an objective and confidential (non-attribution of what happens within any focus group) scorecard process. Some companies may choose to have an external facilitator conduct the initial scorecard process, while simultaneously training internal facilitators for follow-up scorecards. To promote impartiality, internal facilitators should include both men and women, from both staff and management, working together for balanced facilitation.[63]

b. **Identification of subject and scope:** What will be the specific subject and scope of the scorecard exercise? It is important that the scope be clearly defined—too broad a mandate, and it will be difficult to narrow down criteria and recommendations. In the case of gender, sample subjects could be 'How can [company name] contribute to preventing GBVH in the community?' or 'How can the community development programs offered by [company name] serve to empower women and girls?'

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62 Based on World Bank, "How-To Notes, Rapid Feedback: The Role of Community Scorecards in Improving Service Delivery."

63 IFC has developed several additional tools on how to ensure that training and learning programs are gender inclusive. For additional reading on this, see IFC, *Gender Supplement: Guide to Training: Setting the Standard for the Design, Delivery, and Evaluation of Learning Programs in Emerging Markets*. Washington, DC: IFC, 2020. Also see IFC, Gender Responsive Training Methods: A Guidance Note, Washington, DC: IFC, 2021.

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c. **Stratification of participants:** Once the topic has been defined, identify key participant groups. In assessing gender equality in the community, for instance, it would be important to get both men's and women's perspectives. Groups can be formed based on other factors such as age, gender, economic status, profession, health status, minority status, and so forth.

d. **Preliminary information gathering:** Facilitators should make sure that they have current, up-to-date information regarding community relations policies and programs as well as social investment strategies, and if possible, gender-disaggregated data on the current gender equity status within the community. Having this information at hand will help facilitate discussions.

e. **Awareness raising:** Facilitators should coordinate communication with community members to ensure that staff are aware and informed about the upcoming scorecard process.

2. Focus Groups:

a. For each focus group, facilitators will ask participants to discuss and evaluate the company for the selected question. For instance, facilitators would invite participants to have a focused discussion around what gender equality in the community means to them, and how they define it. Participants will suggest criteria and then vote to identify their five to eight most important criteria upon which to evaluate the impact of the company. In the case of gender equality, for instance, sample criteria might include:

    i. Participation / inclusion of women and girls in community consultations

    ii. Encouragement of women's participation and leadership in community development committees

    iii. Availability of training opportunities for local women and girls

    iv. Availability of employment opportunities for women and girls

    v. Measures to prevent and reduce GBVH in the community

    vi. Development projects that are tailored to the needs of women and girls

b. Once criteria have been proposed and selected, participants evaluate how well the company is doing on each of these criteria, on a scale of 1 (Very Inadequate) to 5 (Very Good). Scores will be tabulated and an average score for each criterion calculated.

c. Once scores have been identified for each criterion, facilitators should encourage a discussion about potential solutions or ways to improve each issue. Ideally, solutions should focus on low-cost solutions, where feasible—for instance, identifying ways to change processes and policies rather than big infrastructural actions, like building new

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facilities. Of course, recommendations should reflect community priorities and needs, but a range of suggestions, including lower and higher cost items, can increase the likelihood that the company can agree on a range of recommendations to implement.

d. Focus groups will be replicated among various community groups and also with the company team that is in charge of community relations. Within the company, the discussion—identifying criteria and voting on corporate performance—will serve as a reflection and evaluation of its own performance, as well as a broader discussion about the topic (for example, what makes gender-responsive community engagement).

FIGURE 3B | Sample Scorecard Focus Group Recording Template

	SCORES						
CRITERIA	**5** **Very Good**	**4** **Good**	**3** **OK**	**2** **Inadequate**	**1** **Very Inadequate**	**STRENGTHS/ WEAKNESSES**	**PROPOSED ACTIONS FOR IMPROVEMENT**
1. Encourage women's participation							
2. Measures to prevent GBVH							

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3. Exchange Meeting:

a. Once both community and company focus groups have been conducted, the next step is to bring together representatives from both sides in an 'exchange meeting.' In this meeting, representatives from each focus group should have the opportunity to present their criteria and rating, as well as proposed recommendations.

b. The exchange meeting discussion should lead to a final recommended action plan that can be agreed upon by representatives of both the community and company. A sample action plan is included below.

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FIGURE 3C | Sample Scorecard Exchange Meeting Action Plan

Proposed Actions	Who should lead on making changes?	Who should support work on changes?
1. Community consultations are carried out with a gender balance of minimum 40% women, and there are also separate consultations with women and girls	Company	• Community leaders • Women's cooperatives
2. Special transport provisions and childcare are offered to women who come to community consultations to facilitate their participation	Company	• Community leaders • Women's cooperatives
3. The grievance mechanism includes clear provisions to respond to any cases of GBVH. It is made available in the local language(s) and is also shared in community meetings that include at least 50% women.	Company	• Community leaders • Community Development Committees
4. Women can make complaints through communication channels that are adapted to their needs, and they can report to female officers	Company	• Community leaders • Community Development Committees
5. The company actively prevents GBVH against women and girls in the community through sensitization campaigns targeting both community members and company/EPC employees	Company	• Local service providers • Women and youth associations • Community leaders
6. The company supports local vocational training facilities to offer scholarships for girls	Company	• Training facilities • Youth associations
7. The company's community development project to support economic empowerment of youth includes girls in a meaningful way by tailoring activities to their specific needs and training both boys and girls on gender equality and sexual and reproductive health	Company	• Local service providers • Women and youth associations • Community leaders • Families of the youth

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4. Follow-up:

Following the scorecard, it is key that there are clear lines of accountability and action to ensure that the recommendations are followed up and acted upon. Scorecards should be followed up at agreed intervals, for instance, every six months or year. The power of the scorecard is in the participant ownership and its ability to change the corporate environment, as well as participant satisfaction by giving them a voice and stake in improvements. To capitalize on this, there needs to be clear and sufficient follow-up on the recommendations, as well as a follow-up scorecard to capture change over a prescribed period of time.

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