AKADIMI
FOUNDATION
Advancing Health Sector Governance

Cultivate
Accountability

Goverance
GUIDE 1

Table of Contents

Acknowledgements

The guides on governance represent the collective effort and input of many experts in public health leadership, management, and governance associated with Management Sciences for Health under contract with USAID.

The five effective governing practices were identified based on insights shared from scores of governance leaders based in the US, Europe, Asia, Africa, and Latin America.

Finally, we thank all of the individuals and organizations striving to improve nonprofit governance all over the world. We hope the governance guides will serve as valuable resources for the continued support of good governance.

Introduction

Thank you for all that you do to improve the performance of your nonprofit. Good governing practices not only enable you to achieve more significant results in your work but also more sustainable results. Governance in the context of health and social welfare has come into sharper focus over the past decade. It is one of the essential factors in the pursuit of stronger nonprofits and greater beneficiary impact. There is an emerging body of evidence that shows effective governance improves organizational outcomes. Conversely, poor governance overall, and especially in the health sector, contributes to poor outcomes. It undermines the vitality of a nonprofit, making it less effective, less efficient, less equitable, and less responsive to the people it is intended to serve.

> **G**overnance is a collective process of making decisions to ensure continuous vitality and performance of organizations or health systems. Governance is (1) setting strategic direction and objectives; (2) making policies, laws, rules, regulations, or decisions, and raising and deploying resources to accomplish the strategic goals and objectives; and (3) overseeing and ensuring that the strategic goals and objectives are accomplished. Governance for health is governance done with the objective of protecting and promoting the health of the people served by a public or private organization.
>
> *Source: Management Sciences for Health, "How to Govern the Health Sector and Its Institutions Effectively." The eManager, No. 1, 2013*

Studies, roundtable discussions, and fieldwork by the Leadership, Management, and Governance (LMG) Project funded by the US Agency for International Development defined five governing practices as essential to the effective functioning of governing bodies:

- Cultivating accountability
- Engaging stakeholders
- Setting a shared strategic direction
- Stewarding resources
- Assessing and enhancing governance

This series of guides help you operationalize each of the five governing practices in your organization. You will have the opportunity to use the guides that explain each of the five practices; and a series of reading materials, case studies, tools, and resources.

We have also developed a separate training facilitator's handbook to help the facilitators deliver the governance enhancement training in a structured way and with maximum effectiveness.

Purpose and Audience for the Guides

THE SERIES CONSISTS OF FIVE GUIDES ON EFFECTIVE GOVERNANCE.

The primary users of these guides are community and business leaders who serve on a variety of governing bodies throughout North America. The guides are designed to help you implement the five essential governing practices in your organization. The contents of these guides are applicable to the public sector or government organizations and to not-for-profit or nongovernmental organizations (NGO) or civil society organizations. The Director or Head of a provincial health department or a district health office or a hospital or a health center and her/his colleagues in the governing body will likewise benefit.

Using these materials, members of governing bodies that direct nonprofits, social services and health sector enterprises will be able to adapt effective governing practices to their own settings, apply them, improve their governance and, in turn, the performance of their organizations.

The guides can be used as a self-study resource by the governance leaders or governing bodies to learn and apply the five governing practices.

You may start with taking some of the governance self-assessments that you will find in the appendices in the Guide for Continuous Governance Enhancement. This will help you assess your governing practices. You may then use the guide for the governing practice you identified most in need of enhancement. Alternatively, you may start with the guide on cultivating accountability, and then move on to the guides on engaging stakeholders, setting shared strategic direction, stewarding resources, and continuous governance enhancement, in that order. The practices are inter-related and build on each other. This sequence will allow you to benefit from the attributes of each practice. Learning and its application will be more effective if a structured training is organized.

> ▌ Questions may be directed to **info@govern.akadimi.org**.

Governance enhancement planning involves periodically assessing governing practices and continuously trying to improve these practices through regular governance assessments, governance orientation and education, building diversity in the governing body, cultivating essential governance competencies, conducting productive meetings, establishing governance policies, and using governance technologies like dashboard.

The primary purpose of enhancing governance is to improve the organizational performance. For this reason, the governance leaders working with the senior management and key stakeholders develop an action plan to improve two to three strategic measures of the organization's performance.

When the governance leaders see their governance decisions translating into higher organizational performance, they are included to consistently apply the effective governing practices. A virtuous cycle is set into motion, improved governance leading to better organizational performance, which in turn motivates the governance leaders to continuously enhance their governance.

Guide 1: Governing Practice—Accountability

Accountability means that organizations, associations and institutions are responsible for meeting the needs of the people whom they were created to serve and protect. Cultivating accountability is creating an environment in which governing actions are trustworthy, fair, inclusive and effective. In doing so, the governing body establishes itself as legitimate. Openness, transparency, and responsiveness are its key enabling factors. Cultivating accountability may be difficult to achieve, yet it has clear benefits.

Accountability exists when there is a relationship between two parties, and the performance of tasks or functions by one party is subject to the other's oversight, direction, or requests for information.

Accountability means ensuring that officials in public, private, and voluntary sector organizations are answerable for their actions and that there is redress when duties and commitments are not met.

Social accountability refers to a broad range of actions and processes that citizens, communities, independent media, and civil society organizations may use to hold public officials and public servants accountable. Social accountability is increasingly recognized by health institutions as a means of improving service delivery. Accountability tools include such varied resources as: participatory budgeting, public expenditure tracking, user or beneficiary report cards, community monitoring, social audits, public hearings, and community radio. These tools can contribute to improved governance and increased development effectiveness through better service delivery and empowerment.

When accountability is strengthened, the opportunity for corruption is diminished, and better results, such as responsiveness, equity, and efficiency, are positively affected. To explore the good governing practice of cultivating accountability, you will want to consider the principles and actions presented below:
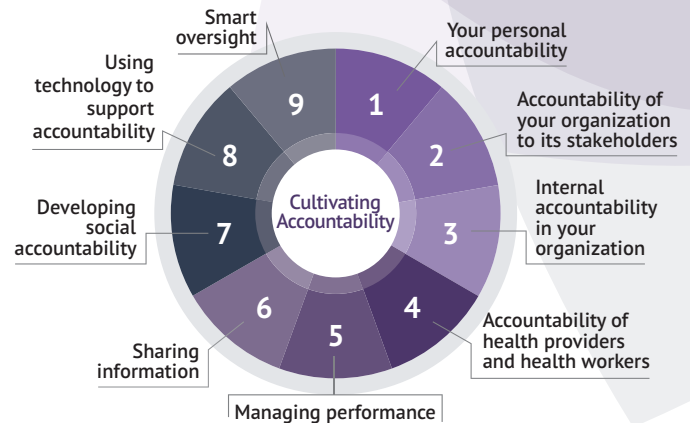
Cultivate Accountability: *Foster a facilitative decision-making environment based on systems and structures that support transparency and accountability.*

Principles underlying the practice	Governing actions you can take:
• Accountability • Transparency • Legal, ethical, and moral behavior • Accessibility • Social justice • Moral capital • Oversight Legitimacy	• Establish, champion, practice, and enforce codes of conduct that uphold the key governing principles. • Embed accountability in the governing institution by creating ways to share information and rewarding behaviors that reinforce the key governance principles. • Make all reports on finances, activities, and plans available to the public, and share them formally with stakeholders, staff, public monitoring bodies, and the media. • Set Expectations that other stakeholders share. • Establish oversight and review processes to regularly assess the impact and appropriateness of decisions made. • Establish a formal consultation process through which stakeholders may voice concerns or provide other feedback. • Sustain a culture of integrity and openness that serves the public interest.

Cultivating Accountability

To master this governing practice, those who govern and those who support good governance need to discuss and understand the following nine capabilities:

1. Your personal accountability
2. Accountability of your organization to its stakeholders
3. Internal accountability in your organization
4. Accountability of health providers and health workers
5. Managing performance
6. Sharing information
7. Developing social accountability
8. Using technology to support accountability
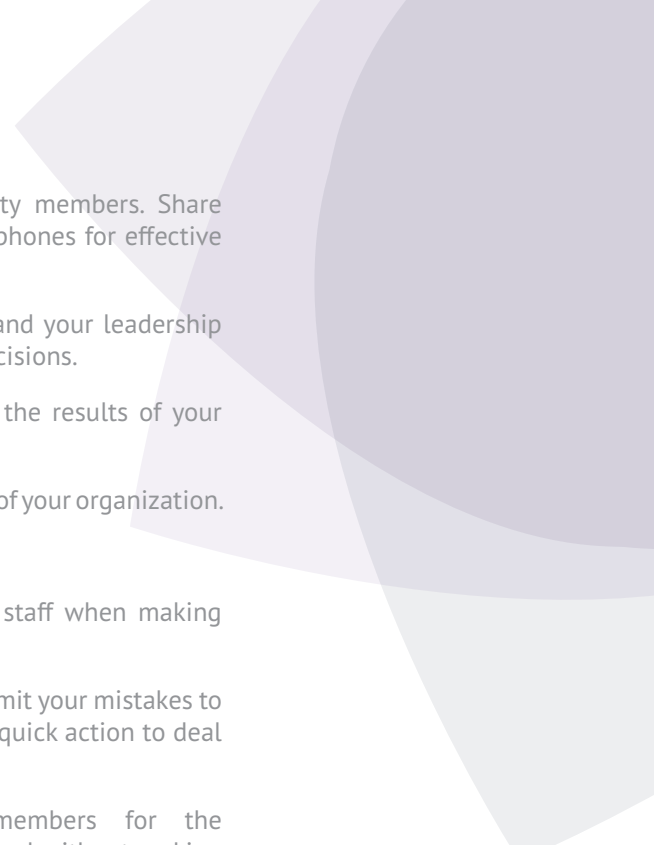9. Smart oversight

This guide presents a number of activities that may be implemented to achieve each of these nine capabilities. Resources to support these activities are provided in the Appendix of this guide. In the following sections of the guide, "you" should be interpreted as "you the leader who governs"—working with your governing body and the senior management team to achieve the mission of your organization.

I. YOUR PERSONAL ACCOUNTABILITY

Good governance is a group process. For group decision-making to be effective, each person must be personally responsible for her or his own work, behavior, and results. When you are personally responsible, you take ownership of situations, challenges, and strategies and see them through to completion. To help achieve personal accountability, several actions may be considered, such as those listed below.

You are accountable to the people and communities you serve. To demonstrate this, the following actions are important to consider.

1. Take ownership of your decisions. Accountability begins with your own thinking, attitudes, and beliefs about taking personal ownership of your decisions and their outcomes and consequences.
2. Be consistent in your public and private behavior. Practice what you preach.
3. Openly listen when beneficiaries, stakeholders, community members, or staff offer perspectives that are different from your own.

4.   Interact openly and candidly with stakeholders and community members. Share information with community members and workers. Use mobile phones for effective dissemination of information.

5.   Answer questions from stakeholders and community members, and your leadership team, and welcome constructive feedback on your actions and decisions.

6.   Accept responsibility for your actions, and accept ownership of the results of your decisions.

7.   Accept responsibility for the future direction and accomplishments of your organization.

8.   Openly explain the reasons for your decisions.

9.   Demonstrate a sense of responsibility to the beneficiaries and staff when making decisions.

10. Avoid making excuses and blaming others for mistakes. Openly admit your mistakes to stakeholders, community members, and health workers, and take quick action to deal with the consequences of a mistake,

11. Provide explanations to stakeholders and community members for the underperformance of your ministry department or organization, and without making excuses.

12. As a public official, civil servant, public manager, director, or a trustee, you are in a fiduciary relationship or a relationship of trust with your stakeholders. You have a duty to act visibly, predictably and understandably from their perspective.

Of these actions, which two or three are the most important in your situation and why? What should you do to improve your capacity to take these priority actions?

II. ACCOUNTABILITY OF YOUR ORGANIZATION TO ITS STAKEHOLDERS

Governance leaders are responsible for their own personal behavior and commitments, and must also ensure that their organization is accountable to stakeholders, such as patients, communities, elected politicians, and public and private purchasers and providers of health services. To help ensure this organizational accountability to stakeholders, consider the actions listed below:

1.   Establish, champion, practice, and enforce codes of conduct that uphold the key governance principles and demonstrate the legitimate authority of the governance leadership.

2. Embed accountability into your organization by creating mechanisms for sharing information and rewarding behaviors that reinforce key governance principles.

3. Make all reports on finances, activities, plans, and performance available to the public, and share them formally with stakeholders, staff, regulatory bodies, and the media.

4. Set expectations that other stakeholders share.

5. Establish oversight and review processes (internal and external monitoring and evaluation by committees) to continuously assess the impact and appropriateness of decisions made.

6. Encourage stakeholder participation in the development of accountable and sustainable health services.

7. Establish a formal consultation mechanism (open forums, open meetings, etc.) through which constituencies may voice concerns or provided their feedback.

8. Sustain a culture of integrity and openness that serves the public interest.

9. Clarify to your stakeholders the behavior they should expect of you and your staff and the criteria by which you may validly be judged.

10. Establish a strategy based on a comprehensive and balanced understanding of the health needs of your population.

11. Establish goals and standards against which the strategy and performance may be managed and judged.

12. Disclose credible information about the strategy, goals, standards, and performance to the public and stakeholders.

13. Establish mechanisms to investigate whether you and your staff have met the standards, goals, and targets expected of you.

14. Establish a process under which you and your staff are required to defend your actions, face questions, and explain yourselves to the public and stakeholders.

15. Establish a process under which those who are responsible, including yourself, are held accountable for falling below the standards expected or are rewarded for achieving or exceeding the standards.

Of these actions, which two or three are the most important to your situation and why? What should you do to improve the capacity of your organization to take these priority actions?

III. INTERNAL ACCOUNTABILITY IN YOUR ORGANIZATION

Health care is a labor-intensive sector. Leaders who govern must create workplace conditions in which internal stakeholders are proud of their work and are enthusiastic in their willingness to continuously improve access to high quality services. The actions below can help you enhance and expand the accountability of staff in your nonprofit or public sector organization. Remember, practicing accountable behaviors is everyone's responsibility – the governing body, management, and staff. In addition, the governing body's role is oversight and to make sure that there is internal accountability in the organization.

1. Ensure the free flow of information internally in the organization.

2. Create an environment in which acting with greater accountability is rewarded and something that is not to be feared.

3. Keep fear to a minimum and encourage risk-taking when and where necessary.

4. All staff should be supported in their work by the senior leadership, their direct supervisors, as well as their peers, their immediate work team.

5. Goals or tasks are clear to all employees.

6. Managers have access to data and information in order to make sound decisions.

7. Managers and staff have sufficient resources to be able to succeed.

8. Managers and staff know to whom they're accountable and for what.

9. Performance and targets achieved are monitored in a transparent manner, using a process under which managers and staff may explain their decisions and justify their actions.

10. Results are measured and explained to internal and external stakeholders.

11. There are consequences for nonperformance or underperformance as well as rewards for excellent performance.

Of these actions, which two or three are the most important in your situation? For these two or three actions, what factors are most likely to frustrate their successful accomplishment, and how can you remove them? What should you do to improve your support of employees in your organization, without duplicating management's role or micro–managing?

IV. ACCOUNTABILITY OF HEALTH PROVIDERS AND HEALTH WORKERS

A unique sub-set of employees or internal stakeholders are the clinicians (physicians, nurses, nurse midwives, pharmacists, laboratory technicians) and public health workers. Effective governing bodies are skilled at listening to these health providers and workers to assess how well the system is working and to define innovative and cost effective strategies for performance improvement and nonprofit strengthening. Actions to be more accountable to health providers and workers and to make them accountable include:

1. Be willing to admit mistakes and learn from your mistakes. Set an example for health providers and workers to follow.

2. Encourage health workers and heads of health facilities to share both successes and challenges.

3. Ensure managers provide timely, clear, and specific performance expectations and feedback to health workers and heads of health facilities.

4. Ensure that the performance of health workers is regularly reviewed. Ensure the performance of health facilities is regularly assessed and findings are explained to the stakeholders. Ensure the used medicines and medical supplies is regularly reviewed.

5. Ensure any underperformance is discussed with the concerned health worker and the head of the health facility. Recognize and praise excellent performance of a health worker or a facility.

6. Set the standards of behavior for health workers and heads of health facilities. Encourage beneficiaries to assess whether these standards are being met.

7. Establish a process for community members and stakeholders to ask questions of health workers, the head of the health facility, and members of the hospital board or health center management committee. In response, health workers, the head of the health facility and the governing body should explain their decisions and actions to the community.

8. Ensure clear goals are set for health workers and heads of health facilities and they are supported in achieving these goals.

9. Ensure that health workers and heads of health facilities have sufficient resources to succeed.

10. Establish a system of rewards for health workers who meet established standards. Set up a transparent process for dealing with health workers who do not meet the standards.

What two or three actions can you take working with your management team to enhance the accountability of workers and managers in your organization?

V. MANAGING PERFORMANCE

Those who govern should avoid the temptation to micromanage. However, management should develop and use "performance dashboards" or "balanced score cards" that document how well the organization is doing to achieve a handful of key indicators of success or essential measures of progress to your plans.

Important activities for the governing body to consider are:

1. Formulate a clear mission, and strategy to achieve it.

2. Develop an explicit measurement strategy to measure your progress to mission.

3. Ensure measures for all strategic and operational objectives are identified.

4. Ensure key users of measures are involved in the design and development of indicators.

5. Ensure measures are developed with users of measures in mind. Each user should be able to get a clear picture of performance with sufficient detail.

6. Ensure that the customer or health service user perspective is kept in mind throughout the measurement process.

7. Ensure that the performance information is used to refine programs and policies.

8. Ensure the performance measures are periodically reviewed and revised.

9. Ensure performance is measured and reported disaggregated by gender and other demographic groups.

10. Ensure the skills of managers and employees are developed in selecting and using meaningful measures to support their decision-making.

11. Ensure employees are involved in selecting and implementing measures.

12. Improve managers' and employees' perception of the value of measuring performance.

Identify two or three steps that, with your organization's senior leaders, you will take to cultivate a culture of performance measurement in your organization.

VI. SHARING INFORMATION

Effective governance decision makers need information that is accurate and timely, covering the right issues, and presented in formats that are easy to understand and use. Effective governing bodies establish a positive partnership with health managers and clinicians to define exactly what should be the minimum dataset that will inform all concerned about how well the organization is performing on the following core dimensions:

- People using services
- Costs of services used
- Vacancies among health workers
- Beneficiary satisfaction
- Health worker satisfaction
- Medicine and supply stock-outs
- Death rates

These are several activities that may be undertaken by the management and staff and ensured by the governing body, to make wise use of information and cultivate a culture of accountability.

1. Publish relevant information and make it accessible.

2. Present information in simple and readily comprehensible language and formats appropriate for different stakeholders.

3. The information should retain the detail and disaggregation necessary for analysis, evaluation, and participation.

4. Publish timely and accurate information.

5. Make information available in sufficient time to permit analysis, evaluation, and engagement by relevant stakeholders.

6. Provide information during the planning phase, as well as during and after the implementation of policies and programs.

7. Manage information to keep it up-to-date, accurate, and complete.

8. Grant access to information to those who are affected by decisions, transactions, or the work of your organization. This could include a wide range of internal and external stakeholders: employees, patients, citizens, shareholders, suppliers, and NGOs.

9. Local laws governing access to information, if they have been enacted in your situation, will help you establish a framework for citizens and civil society to access information about your organization's health services.

10. Performance measures and financial statements should be shared with the public and all other stakeholders. Information about budget, spending, and outcomes should be shared.

11. Internal transparency, i.e., transparency within your organization, is as important as transparency with external stakeholders. Internal transparency increases employee loyalty and collaboration.

12. Use of modern information and communication technologies facilitates wider and more effective dissemination of information.

What two or three actions can you take with management to help share information with the public and other stakeholders so that stakeholders may more effectively engage with and best use your organization's services?

VII. DEVELOPING SOCIAL ACCOUNTABILITY

The governance of public sector and nonprofits owes a duty to engage with, to inform, and to be accountable to a broad array of external stakeholders in local, state, or national society. Effective governing bodies do not hide from public scrutiny; rather, they proactively design sensible engagement strategies and performance reporting with these groups.

Social accountability refers to a broad range of actions and mechanisms that beneficiaries, citizens, communities, media, and civil society organizations may use to hold public officials and public servants accountable. These mechanisms contribute to improved governance and increased nonprofit effectiveness through better health service delivery and empowerment.

Social accountability in the delivery of health services may be strengthened by using several of the mechanisms listed below. Descriptions of these mechanisms are provided in the Appendix.

1. Participatory budgeting

2. Public expenditure tracking

3. Citizen report cards

4. Community score cards

5. Social audit

6. Citizen charters

7. Public hearings

8. Community radio

Which two or three of these mechanisms are appropriate in your situation? Which mechanisms can your organization use to make health service providers more accountable to the communities they serve?
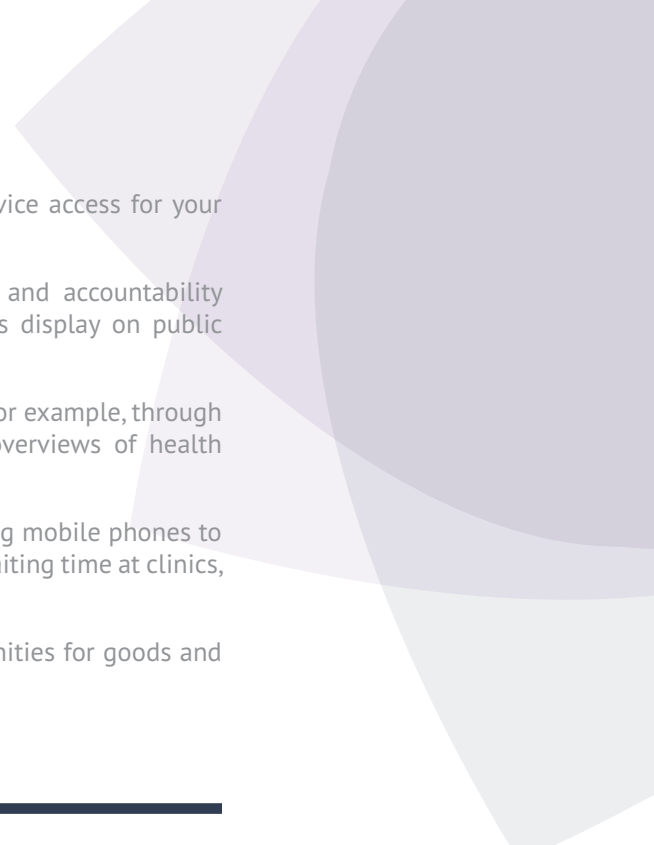
VIII. USING TECHNOLOGY TO SUPPORT ACCOUNTABILITY

New communication technologies are increasingly available to support: (1) the engagement of internal and external stakeholders; (2) a two-way flow of timely and accurate ideas, insights, and information among stakeholders for planning and performance monitoring; and (3) the prompt celebration of progress as against plans to show appreciation for the work and results achieved.

Governing body members should familiarize themselves with various eHealth and mHealth technologies available in the market. eHealth is the use of information and communication technologies for protecting, promoting, or restoring health, for example, for treating patients, conducting research, educating the health workforce, tracking diseases, or monitoring public health. mHealth is the use of mobile and wireless devices to improve health outcomes, health care services and health research.

Of the activities listed below, which two or three are the most important in your situation?

1. Use mobile phones and other modern information and communication technologies for promoting transparency, cultivating accountability, and engaging with stakeholders.

2. Use data generated or transmitted via these technologies to enhance performance accountability.

3. Use mobile phones and other eHealth strategies for monitoring service delivery, and rapidly collecting data and evidence for evaluation purposes.

4. Use modern technology for knowledge exchange and capacity development of health workers in providing service in a transparent and accountable way.

5. Use mobile phones and eHealth strategies to assess health service access for your organization's hard-to-reach populations.

6. Use mHealth and eHealth strategies to improve transparency and accountability in health care through health information management and its display on public websites.

7. Facilitate citizen-led public accountability using mobile phones, for example, through SMS-based applications that generate frequent and detailed overviews of health worker attendance.

8. Involve citizens in the monitoring of health services, such as using mobile phones to report on the availability of medicines and vaccines, stock-outs, waiting time at clinics, health worker payments, functionality of equipment, etc.

9. Use eProcurement to publish contract and procurement opportunities for goods and services.

In which two or three practical ways can your organization use technology to make health services more transparent and accountable to health service users?

IX. SMART OVERSIGHT

Good governance is shaped by, and also shapes, good leadership and management of organizations and programs. While micromanagement by governance leaders erodes the morale and effectiveness of managers, effective governance does need to protect and enhance the mission and the assets entrusted to the governing body. Leaders who govern have a duty to monitor the organization's plans and performance. This oversight role is critical and essential.

Of the activities listed, below, which two or three are the most important in your situation? How can you best accomplish them?

---

1. Remain mission focused.

2. Make sure that policies are followed and implemented.

3. Oversee and ensure that your organization or department meets its legal obligations.

4. Evaluate performance of health leaders and health managers on a regular basis.

5. Make sure that adequate internal controls are in place.

6. Monitor the financial health of your organization. Look at its financial sustainability, i.e., the financial capacity of your organization to continue its activities in the future and to expand activities to keep up with population growth and with the additional demands created by the epidemiological situation.

7. Build your organization's long-term ability to mobilize and allocate sufficient and appropriate resources (manpower, technology, information, and funding) for activities that meet the health needs of your communities.

8. Use actual financial data for planning, oversight, and evaluation.

9. Set up and monitor key financial indicators.

10. Assess and minimize risk, i.e., ensure that your organization or department maintains a good financial standing, that it is audited in a professional way, and that warning signs are pursued when something is wrong.

11. Govern in constructive partnership with health workers and health managers, recognizing that your effectiveness and their effectiveness are interdependent.

For the two or three most important oversight actions, answer the following three questions:

1. What are the obstacles leaders who govern are likely to experience in the oversight process?

2. How might those obstacles best be removed or reduced by the governing body?

3. What are two or three practical ways to help ensure the successful accomplishment of smart governance oversight?

Appendix: Transparency and Accountability Tools

ACCREDITATION

Accreditation is a formal process conducted by an external agency that examines all aspects of the functioning of an organization. The examination is conducted using specific, pre-defined standards that address all dimensions of organizational performance, and which are designed to create uniformity in organizational operations. Accreditation may be a requirement for government grants or entry into a profession. Accrediting agencies are sometimes accredited by a government agency in either the executive or judicial branch. Moreover, accreditation decisions take on a quasi-legal status and may be subject to judicial review because of their impact.

BENEFICIARY SCORECARD

The community scorecard is a tool used for the assessment, planning, monitoring, and evaluation of service delivery. The community scorecard is very useful to local governing bodies, such as boards of a hospital, or a community health center or county health department.

It is a participatory, community-based monitoring tool that enables the assessment of health services provided by the organization. It is used to inform beneficiaries about available services and to solicit their opinions about the accessibility and quality of these services. Its use can increase social and public accountability and the responsiveness of health workers and facility staff. To implement a beneficiary scorecard in your community, take the following steps:

1. Develop a scorecard:
   a. Organize beneficiaries into one or more discussion groups.
   b. Ask each group to identify performance indicators for the health services the community receives.
   c. Ask each group to score each indicator and give reasons for the scores.
   d. Ask each group to develop their own suggestions on how to improve the services, based on the performance criteria they have identified.

2. Health workers and other facility staff conduct a self-assessment:
   a. Help the health workers and facility staff to develop a self-evaluation score card.
   b. Hold a session with them to develop performance indicators.
   c. Ask them to score each indicator and give reasons for the scores.
   d. Discuss possible solutions to problems identified.

3. Convene a joint meeting between the beneficiaries and the health staff:

   a. With the facilitation assistance of health council members, each group presents its indicators and scores.

   b. Reasons for the scores are discussed.

   c. The health staff give feedback and respond to the scores provided by the community members.

   d. All participants discuss and agree on possible solutions.

4. Follow-up

   a. Record scorecard results and announce the results to the community and to the health staff.

   b. Use scorecard results to improve the community's experience with health services.

   c. Ensure the implementation and follow-up of the solutions agreed upon.

   d. Involve community-based organizations in the scorecard initiative.

   e. Repeat this scorecard exercise on a periodic basis.

Sample scorecard for a community health center

No.	Indicators (in order of importance)	Maximum score	Score at the baseline	Score after 6 months	Reasons for giving a specific score
1.	Availability of female staff	10			
2.	Night duty	10			
3.	Behavior of staff	10			
4.	Availability of medicines	10			
5.	Waiting place	10			

BENEFICIARY REPORT CARDS

Beneficiary report cards are participatory surveys that solicit user feedback on the performance of public services. They can significantly enhance public accountability through the media coverage and civil society advocacy that usually accompanies the process. They are used in situations where data, such as user perceptions on quality and satisfaction with public services, are absent. By systematically gathering and disseminating public feedback, citizen report cards serve as a useful medium through which citizens may credibly and collectively comment on the performance of public institutions and advocate for change.

PARTICIPATORY BUDGETING

Participatory budgeting is broadly defined as a mechanism or process through which service users participate directly in the different phases of budget formulation, decision-making, and monitoring of budget execution. Public budgeting can be instrumental in increasing public expenditure transparency and in improving budget targeting. Since it is a useful vehicle to promote civic engagement, public budgeting has been referred to as a school of citizenship.

SOCIAL AUDIT

Social Audit is a process that collects information on the resources of an organization. The information is analyzed and shared publicly in a participatory fashion. The central concern of a social audit is how resources are used for societal or community objectives. Most social audits when properly done have these outcomes: produce information that is perceived to be evidence-based, accurate and impartial; create awareness among beneficiaries and providers of local services; improve citizens' access to information concerning government documents; act as a tool for exposing corruption and mismanagement; permit stakeholders to influence the behavior of the government; and monitor progress and help prevent fraud by deterrence.

CITIZEN'S CHARTER

A citizen's charter is a document that informs citizens about the: entitlements they have as users of a public service; standards they can expect for a service (time frame and quality); remedies available for non-adherence to standards; and procedures and costs and charges for a service. The citizen's charter aims to improve the quality of services by publishing standards that users can expect for each service they receive from a government. The charter entitles users to an explanation and, in some cases, compensation if the standards are not met. If citizens are well informed about their rights as clients of public services and about existing complaint mechanisms to voice grievances, they can exert considerable pressure on service providers to improve their performance. The standards to which service providers commit themselves are useful yardsticks for monitoring and evaluating service delivery.

PUBLIC HEARINGS

Public hearings are formal meetings at the community level where local officials and beneficiaries have the opportunity to exchange information and opinions on community affairs. A typical example is public hearings on community budgets. These meetings are open to the general public and are therefore an important tool for beneficiaries to raise their concerns in front of leaders and bureaucrats, on the one hand, and an important feedback mechanism for officials to gain a better understanding of the citizens' experiences and views, on the other hand.

E-GOVERNANCE

E-Governance is the use of information and communication technologies with the aim of improving information and service delivery, encouraging beneficiary participation in decision-making, and making government more accountable, transparent, and effective.

References and Resources

TRANSPARENCY

Tools to support transparency in local governance. 2004. A publication by United Nations Human Settlements Programme (UN-Habitat) and Transparency International, Nairobi, Kenya

Anti-Corruption Resource Centre. Good practice in strengthening transparency, participation, accountability and integrity. http://www.u4.no/publications/good-practice-in-strengthening-transparency-participation-accountability-and-integrity/

ACCOUNTABILITY

Social accountability tools and resources are available on South Asia Social Accountability Network (SasaNet) website at Examples of Successful ICT Use for Social Accountability (1library.net). They are also on the Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP) at http://www.ansa-eap.net/.

ActionAid. 2011. Accountability – Quality and Equity in Public Service Provision. Promoting Rights in Schools: a participatory framework for citizen engagement in quality, inclusive public education | ActionAid International

Ringold, D., et.al. 2011. Citizens and Service Delivery: Assessing the Use of Social Accountability Approaches In Human Development Sectors. The World Bank, Washington, DC.

McNeil, M. and Malena, C., eds. 2010. Demanding Good Governance: Lessons from Social Accountability Initiatives in Africa. The World Bank, Washington, DC.

Björkman, M., and J. Svensson. 2009. "Power to the People: Evidence from a Randomized Field Experiment on Community-Based Monitoring in Uganda." The Quarterly Journal of Economics, 124(2):735-769.

Want to Learn More?

GOVERNANCE GUIDES AND HANDBOOKS FROM OTHER ORGANIZATIONS

1. Health NHS Board
    http://www.leadershipacademy.nhs.uk/discover/the-health-nhs-board/

2. Good Governance Institute
    http://www.good-governance.org.uk/publications/

3. Healthcare Quality Improvement Partnership
    Good-Governance-Handbook.pdf

4. Institute of Healthcare Improvement
    http://www.ihi.org/resources/Pages/Tools/HowtoGuideGovernanceLeadership.aspx

5. Governance Center of Excellence
    2.1 - GuidetoGoodGovernance.pdf (gbachc.ca)

6. IPPF Code of Good Governance
    http://www.ippf.org/resource/IPPF-Code-Good-Governance

7. IPPF Governance Handbook
    http://www.ippf.org/resource/Welcome-Board-governance-handbook

8. Center for Healthcare Governance
    Guide to Good Governance for Hospital Boards | AHA Trustee Services

9. CDC Local Public Health Governance Performance Assessment
    http://www.cdc.gov/nphpsp/documents/final-governance-ms.pdf
    http://www.cdc.gov/nphsp/documents/governance/07_110300-gov-booklet.pdf

10. WHO
    Microsoft Word - 1 Governance_reformatted.doc (globalhealthlearning.org

11. MSH Pharmaceuticals and the Public Interest: The Importance of Good Governance.pdf
    Strengthening Governance in Pharmaceutical Systems - Management Sciences for Health (msh.org)

12. Effective Governance for Quality and Patient Safety in Canadian Healthcare Organizations
    Governance for Quality - HSE.ie

13. Governance Guide for Primary Health Organizations
    Cluster Gov Guide v16 2018 (nhs.wales)

14. Good governance guide helping local governments govern better
    Search results (governanceinstitute.com.au)

15. Good Governance Institute of Australia
    Search results (governanceinstitute.com.au)

16. Good governance guide for public sector agencies
    Governance of WA government boards and committees (www.wa.gov.au)

17. Practical Guide to Collaborative Governance and Training Manual
    Collaborative Governance: An introductory practice guide | Platform C

18. ELDIS
    http://www.nchl.org/

19. DIY committee guide
    Board Support for Nonprofits - BoardSource