Slgp

Department for International Development

DFID CNTR: 00 0512A

SLGP Consultants' Report Number 215
(Original Number 419)

Community Scorecard Design and Implementation Assignment

by

Nick Chapman, Sunny Kulutuye, and Stella Amadi

March 2007

Table of Contents

List of Annexes

Acronyms/Abbreviations

CSC	Community Scorecard Survey
CSO	Civil Service Organisation
CT	Consultant Team
DFID	Department For International Development
ExCo	Executive Committee
FCT	Federal Capital Territory
FCTA	Federal Capital Territory Authority
FEEDS	Federal Economic Empowerment and Development Strategy
NAPEP	National Action Plan for Eradication of Poverty
SLGP	State and Local Government Programme
SP	Service Provider
ToR	Terms of Reference

1.0   SUMMARY

DFID has been supporting the Nigerian government at various levels to improve governance and enhance development impact of service delivery. In accordance with this, the State and Local Government Programme (SLGP), funded by DFID, has embarked on a range of measures to strengthen the planning capacity and accountability of government. One element of this is the development of scorecard instrument to assess performance of the Federal Capital Territory Economic Empowerment and Development Strategy (FEEDS). Three consultants (one international and two national) were recruited by DFID-SLGP to develop and manage the entire process. Separate agreements were reached with (i) a Service Provider (SP) to manage the field work and produce analysis of field results and (ii) to prepare a publicity campaign to sensitize citizens of the Territory to the survey.

1.1   Objectives of the assignment

- To assess the impact of FEEDS policy strategies in FCT communities, one-year after the publication of the document.

- To provide a rapid snapshot of the impact of FEEDS implementation in FCT communities, and through this to shape the update of the FEEDS document in 2008.

- To provide an insight into how ordinary people within communities assess the degree of change in the quality and availability of these services, and their satisfaction with the rate and direction of change over the past year.

- Provide an indication of community access, use and satisfaction with a range of basic services provided by government and the private sector under the FEEDS framework.

1.2   Activities undertaken

- Literature Review
- Consultations with sector representatives in the FCTA
- Consultations with other stakeholders
- Testing of tools on the field (four times)
- Production of questionnaire and satisfaction score sheets for field work
- Training for enumerators
- Collation and analysis of data from the field
- Drafting a main report with detailed tables, and a PowerPoint summary
- Presentation of findings to the executive council of the FCTA and other stakeholders

1.3 Outcomes and Recommendations

A total of 66 communities were sampled for the survey across the six area councils in FCT. In each community focal groups were interviewed and their opinions on a range of services, including health, education, transport, security, agriculture and welfare, collected. A total of 3,215 persons participated in the exercise from the 66 communities. The process led to the following outcomes:

- A set of tools (questionnaire and satisfaction score-grids) for administering community scorecards which can be adapted for use in Nigeria or elsewhere
- A handbook explaining the use of the questionnaire and the satisfaction score sheet
- Disaggregated baseline information on user satisfaction and service delivery in the FCT. This could prove very useful for future development planning in the FCT.
- An outline of policy recommendations drawn from the analysis of the scorecard results

1.4 Challenges

A standard satisfaction score sheet is known to make use of the smiley images to depict various levels of citizen satisfaction. In this particular exercise we observed that the members of the community had problems using the sheet because the smiley images were a bit confusing. We had to domesticate the score sheet by using portrait-sized photographs of a Nigerian woman's face wearing different facial expressions. The expression ranged from very satisfied (a broad smile) to very unsatisfied (a frown). The focus groups appeared to have less difficulty indicating their individual scores with the human face.

In the absence of one comprehensive list of communities in the FCT, we had to rely on the schools list from the education sector in order to provide a frame for the sample and selecting the communities we would work in. There are probably communities in the FCT with no basic education facilities. Such communities would have been left out of the exercise since they did not appear on the education sector list.

Using a local service provider offered a way to devolve the survey work. However, the capacity of the selected provider proved limited, and required substantial back up support from the consultant team in training, field supervision and data analysis.

2.0   INTRODUCTION

2.1   Background to Work

The Federal Capital Territory (FCT) Economic Empowerment and Development Strategy (FEEDS) is a 3-year policy document formulated to guide development activities in the Federal Capital Territory. Its implementation started in 2005 and it is supposed to last until 2007. FEEDS is the FCTA's blueprint for poverty reduction and economic empowerment in the territory. FEEDS aims for people-centred development and is anchored on three basic strategic themes:

- Developing and Empowering People – including a focus on Education, Health, Employment and Security
- Building and Maintaining a Better Environment – Infrastructure, Housing, Roads, Water, Land Administration, etc
- Promoting Private Enterprise – Small and Medium Enterprises Growth, Attracting Investment, Public/ Private Partnerships etc.

The development of FEEDS involved consultations and participatory approaches with various stakeholders at Area Councils (FCT's Local Governments), the formal and informal sectors, and civil society. The prominent issues from the consultation are:

- Good quality affordable education
- Community health services
- Water
- Employment
- Feeder roads, and
- Access to land.

FEEDS has more than 100 policy targets across 23 activity areas, for which there are numerous strategies. FEEDS gives clear prominence to Monitoring and Evaluation, and has identified a Community Scorecard approach as being its preferred option for assessing progress towards implementation. It has already set up FEEDS Focal Persons Groups in communities with partner focal persons within the administration.

The State and Local Government Programme (SLGP), financed by the UK Department for International Development (DFID), has been supporting the FCTA on governance reform since 2003. SLGP's focus is to improve the capacity and competence of governments at all levels to improve service delivery to citizens, particularly the poor. Hence, it is therefore supporting this important initiative of the FCTA.

Slgp

Concurrently with the support on the Community Scorecard, SLGP is developing a Service Delivery Assessment process, for which FCTA is a pilot test environment. The Service Delivery Assessment will focus on Inputs, such as how many kilometers of roads have been built and how many boreholes have been sunk, compared to the commitments made. This will be measured internally by data gathering and document review. The Community Scorecard, on the other hand, focuses on Outcomes and Impact. Is it now easier to get healthcare as a result of interventions in that sector? Is it easier to get water and is it of a good quality? Do doctors now come to work when they should? Etc. It takes community-level service delivery facilities as the unit of analysis and thereby affords communities an opportunity to provide immediate feedback to the Administration. The two assessments will complement each other and give the Administration a rounded view of its FEEDS implementation.

The FCTA Community Scorecard Survey (CSC) approach has been developed based on models used by the World Bank and others. The Scorecard includes ratings that are depicted in pictures as well as words to aid understanding of some respondents who are likely to be illiterate.

2.2   Consultancy support

FCTA, with SLGP's support, engaged a team of consultants to help with the development of the Scorecard and oversee the pilot: 1 international and 2 local consultant hereafter referred as the Consultant Team (CT). The CT task was to develop and test the CSC tool, assist with the training, and provide a quality assurance role during survey execution, analysis and reporting (see ToR in Annex 1).

The inputs required were structured into three stages:

Phase 1
- Literature Review
- Confirm focus areas and indicators
- Agree on objectives and design of the Scorecard
- Design the Scorecard
- Agree on sample size and locations to be tested
- Advice on the technical details (including number of communities and conduct of focus groups)
- Manage and supervise a test of the Scorecard with a draft manual
- Prepare a budget for undertaking the exercise in the agreed communities
- Identify and report on steps that need to be undertaken prior to administering the scorecard.

Phase 2
- Finalise the plan for deploying the Scorecard, including the Terms of Reference for the survey company

Phase 3
- Provide an input to the work of the survey company
- Analyse the results provided by the survey company
- Facilitate a workshop to present the results
- Produce a final report on the work done.

- Work with the survey company to produce a handbook for the implementation of the Scorecard.

3.0   THE PROCESS FOLLOWED AND WORK DONE

The work on this project were planned and carried out as follows

3.1   Literature Review

The first part of this project involved studying the FEEDS document and other related documents to acquaint ourselves with the targets and strategies stated in the document. Various scorecard models were reviewed from India, West Africa and the USA. Of particular note, the World Bank has developed a similar Scorecard Model, and is introducing it to Nigeria. This model is more intensive and concentrates on one service area, such as primary schooling. But some elements of the methodology were adapted included the scorecard format and scoring[1].

3.2   Consultation with Stakeholders

Several meetings were held with the SLGP team to discuss the objectives and tasks involved in the project. Also, discussions were held on the scope and level of resources available for the survey to guide the formulation of the instrument in terms of what to cover. In addition to the meetings with SLGP, the consultant team (CT) met with other stakeholders to discuss the objectives of the project and solicit their suggestions and inputs on the best way to design the instrument. More so, discussions were focussed on what should be covered in the instrument in line with the FEEDS targets and amount of resources available to SLGP for the exercise. Some of the other stakeholders consulted include:

- NAPEP
- Area councils
- FCT Administration
- World Bank
- DFID Governance Advisors

Annex 2 provides a full list of persons contacted.

3.3   Areas of Focus and Development of Draft Instrument

The outcome of the meetings and consultations formed the basis for the first draft copy of the instrument. This drew on an earlier Community Service Delivery Survey instrument that had been developed for Enugu State's SEEDS in 2006[2]. It was not possible to cover all the targets in FEEDS, but a significant proportion of the targets were included in the instrument. The following sectors were covered: Transport; Water and Sanitation; Energy; Agriculture; Social Welfare; Justice; Land and Housing; and Employment. In addition, a separate template was developed for Health and Education.

---

[1] The WB method is summarised in the PME Operational Manual produced by National Action Plan for Eradication of Poverty (NAPEP).
[2] CSDS Main Report, Enugu State Govt., June 2006

The following are the detailed issues arrived at from the various meetings and consultation with stakeholders which informed the drafting of the questionnaire.

3.4   Sampling

A sample size of 66 communities was selected for this exercise in FCT. The sample selection was a joint effort between the national consultants and the FEEDS Focal Persons (representatives of FEEDS in all the Area Councils).

3.5   Testing and reviewing of instrument

The instrument was tested four times in the course of designing it. The first test was with the FEEDS focal persons from all the Area Councils. The purpose of this first test was to help give meaning to the interpretation of questions by the people using their local language. The other three tests were conducted in three different communities. The communities are Chibiri in Kuje Area Council (1st November 2006), Kuduru in Bwari Area Council (8th November 2006) and Karu in Municipal Area Council (18th November 2006). At the end of each testing, the questionnaire was reviewed and amendments made.

3.6   Engagement of Service Provider

The consultant team assisted in the engagement of the Service Provider (SP) by developing the ToR, and the bidding assessment format and selection criteria. One of the consultant team participated in the review of expressions of interest.

3.7   Publicity

The activities performed under this include development of the content of the flyer for SLGP to produce.

3.8   Training of Enumerators and Supervisors

The recruitment of the enumerators and supervisors was mainly the duty of the SP. However, the consultant team found it necessary to become involved in the actual conduct of training of the enumerator as well as training the SP team on the use of the instrument.

3.9   Field Work

The SP handled the logistics aspect of the field work, while the consultant team was responsible for quality assurance in the field. The consultant team was involved in the field work, which lasted six days. During the field work, the consultant team moved from one community to another to oversee the different teams in the field, and was involved in mobilising the focal groups when mobilisation by the SP was poor.

3.10   Data Entry and Analysis

The international consultant was actively involved in the process of data entry and analysis. The SP undertook the actual data entry based on a template designed by the international consultant. The validation was done jointly and then the international consultant designed and led the table generation, with the help of the SP.

3.11   Report Writing and Dissemination

The SP developed a draft copy of the field results report. The consultant team then had to substantially revise this draft and work in close collaboration with the SLGP programme team to develop a more meaningful and clear interpretation of the results in relation to the FEEDS targets.

A preliminary presentation of results was made on 6th February 2007 to the FEEDS internal Focal persons to enable them give an insider interpretations to the results.

Also, one of the local consultant team members participated in the presentation of results to the FCT administration during EXCO and Town Hall meetings.

4.0   OUTCOMES

The exercise was successfully accomplished and all targets in the ToR were met. The instruments (general questionnaire, health and education questionnaire and the three different scorecards) have been designed and successfully used for the FCT survey. The results were analysed both on area council, focus group and sectoral basis. The following were the documents produced by the consultant team:

- Final copy of Instrument used for the field work
- An Excel analysis sheet with the data and tables
- A Survey Handbook containing the Field Manual
- This Consultant report

The following website provides documentation related to the above: http://mail.fireflyuk.net/users/devonnick/FCTA_Scorecard_Survey/

5.0   RECOMMENDATIONS AND OUTSTANDING ISSUES

5.1   Training and Field Methods

- Enumerators training to be held minimum of five days with at least two practical field tests
- FEEDS targets should form part of the training for enumerators and supervisors
- Field manual should be produced before field work to help guide the field process
- Data entry persons should be involved in the training to give them better understanding of the instrument
- The FEEDS focal persons should also be involved in the training throughout
- More targeted publicity should be adopted. Once the communities have been selected, publicity emphasis should be focused on them for meaningful impact
- On the general smiley chart the two years should be clearly demarcated
- The enumerators and supervisors should have experience in field survey and data collection techniques. Statisticians from the various ministries could be engaged to conduct the field work since they are used to data collection.
- Basic university education should be a minimum qualification for enumerators and supervisors

- The Service Provider (SP) should be recruited based on practical experience and not based on profile or CV. There should be mock presentation by the SPs before final selection. Alternatively, the field work should be coordinated using experienced consultants in place of hiring an SP.

5.2 Costs

The FCTA scorecard has proved a fairly costly exercise, totalling some N25m (or $200,000). By way of comparison, the previous comparative community services delivery survey in Enugu State (with a larger sample of 200 communities interviewed over a month) with a similar field methodology cost around N11m ($70,000). There are various reasons for this, but the main ones were that in Enugu the work was largely executed by the Government. Statistical Service, while in FCTA a consulting firm was used for the fieldwork. The publicity campaign in FCTA was much larger and contracted to a private company. The cost and level of consultancy support was roughly the same.

6.0 NEXT STEPS

One of the first steps after the completion of the reports is the result dissemination workshops. The coverage of the dissemination workshop will depend on the resources and time available to the SLGP team. Basically, results should be circulated among donor agencies, CSOs and key government ministries and departments. The results of the survey could be hosted on the web.

FEEDS implementation advocacy based on the results of the survey is to be carried out relevant ministries, agencies and departments in order to influence implementation strategies.

Furthermore, planning for the second survey should start immediately. All basic data needed for the exercise especially for the sampling should start now.

7.0 REPORT AGAINST TOR

The ToR gives the following required outputs:
- A suitable Community Scorecard agreed by all stakeholders
- A suitable company that can administer the Scorecard process, selected through an open and transparent process
- A Budget for administering the Scorecard in selected communities
- A Technical Blueprint for identifying suitable software for managing the data
- Documented procedures for administering the Scorecard, including a user Manual

The ToR was generally followed, apart from the following:
- A Data Management Consultant was foreseen in the original ToR to provide a short input of three days to develop a 'blueprint' for the data analysis. It was decided for this first survey that a simpler approach could be followed, using a spreadsheet approach and the pivot tables function. For future rounds, the option of developing a customised database for data entry and tabulation could be pursued if required.

Slgp

- The international consultant's contract was extended from 35 days to 37 days to allow an improved report to be delivered. This was largely because the draft report produced by the SP needed substantial editing.
- The assignment was scheduled to start in October 2006 and a scorecard produced by January 2007. There were delays in tendering for the service provider so that the fieldwork took place in January rather than in December. The survey report was completed in early March 2007.
- Details of the Budget for administering the Scorecard are available from SLGP, who managed the financial aspects.

Annex 1

Terms Of Reference

Developing A Community Scorecard For The Federal Capital Territory Administration

Introduction

The Federal Capital Territory (FCT) was designated Nigeria's capital in 1976 to replace Lagos, which had been the nation's capital since independence in 1960. The FCT is equidistant from all corners of the country and is a symbol of Nigeria's unity. It is the seat of government power.

The FCT was administered by a Ministry of the Federal Capital Territory until 2005 when the ministry was abolished. The Federal Capital Territory Administration (FCTA) was created to make administration of the territory more effective and free it from the bureaucracy associated with operating within a ministry environment. FCTA has the dual responsibility of administering the Federal government's seat of power, as well as delivering services such as education, healthcare, land administration and waste management. These latter responsibilities are similar to those that a state or municipal government would have.

Despite the splendour of Abuja, the capital city, poverty is rife within the territory. Educational attainment is low, there is inadequate housing, water supply is insufficient and unemployment levels are high. FCTA recognises the need to confront these challenges and have made considerable progress since the new administration of Mallam Nasir el-Rufai came into office in 2003.

FCTA published its FCT Economic Empowerment and Development Strategy (FEEDS) in September 2005. FEEDS is the FCTA's blueprint for poverty reduction and economic empowerment in the territory. FEEDS aims for people-centred development and is anchored on three basic strategic themes:

- Developing and Empowering People – including a focus on Education, Health, Employment and Security
- Building and Maintaining a Better Environment – Infrastructure, Housing, Roads, Water, Land Administration, etc
- Promoting Private Enterprise – Small and Medium Enterprises Growth, Attracting Investment, Public/ Private Partnerships etc.

The development of FEEDS employed a consultative and participatory approach that involved the consultation of Area Councils (FCT's Local Governments), the formal and informal sectors and civil society. The recurring priority issues from the consultation are:

- Good quality affordable education
- Community health services
- Water
- Employment
- Feeder roads, and
- Access to land.

FEEDS has more than 100 policy targets across 23 activity areas, for which there are numerous strategies. FEEDS gives clear prominence to Monitoring and Evaluation and has identified a Community Scorecard approach as being its preferred option for assessing progress towards implementation. It has already set up FEEDS Focal Persons Groups in communities with partner focal persons within the administration.

The State and Local Government Programme (SLGP), financed by the UK Department for International Development (DFID), has been supporting the FCTA on governance reform since 2003. SLGP's focus is to improve the capacity and competence of governments at all levels to improve service delivery to citizens, particularly the poor. It is therefore supporting this important initiative of the FCTA.

Concurrently with the support on the Community Scorecard, SLGP is developing a Service Delivery Assessment process, for which FCTA is a pilot test environment. The Service Delivery Assessment will focus on Inputs, such as how many kilometres of roads have been built and how many boreholes have been sunk, compared to the commitments made. This will be measured internally by data gathering and document review. The Community Scorecard, on the other hand, will focus on Outcomes and Impact. Is it now easier to get healthcare as a result of interventions in that sector? Is it easier to get water and is it of a good enough quality? Do doctors now come to work when they should? etc. It will employ community-level service delivery centres or facilities as the unit of analysis and thereby afford communities an opportunity to provide immediate feedback to the Administration. The two assessments will complement each other and give the Administration a rounded view of its FEEDS implementation.

The National Bureau of Statistics is currently undertaking a very large Core Welfare Indicators Questionnaire (CWIQ) survey which will provide results at state, but not community, level. While this would help to enhance the availability of data for planning purposes, FCTA wants a process that is community-driven and owned, and which provides continuous feedback that can be used to shape governance. This, it feels, is more useful than a snapshot in time which the CWIQ survey and Service Delivery Assessment processes provide.

FCTA, with SLGP's support, now wishes to engage experienced and competent consultants to help with the development of the Scorecard. The feedback will be community-based and will enable the Administration to assess the impact of its FEEDS implementation at community level. The Community Scorecard approach has been developed by the World Bank and successfully used in some African countries, including the Gambia. The consultant is encouraged to study samples of scorecards that have been deployed in similar environments. The Scorecard should be developed with ratings that are depicted in pictures as well as words, as many respondents are likely to be illiterate.

The Consultants are expected to devote about one consultancy day to a literature review of other scorecards (such as those in use in the Gambia and Miami in the USA), Citizen Scorecards in India and Latin America, the Servicom Index, the Kenya Bribe Payers Index and the Convention for Business Integrity ratings methodology. The literature review will provide valuable context for the work required for the FCT Scorecard.

Slgp

Scope Of Work

A number of priority targets in FEEDS are input-type targets, such as Improving Revenue Generation, to be delivered internally by the administration. The FEEDS Focal Persons Groups have therefore focused the Community Scorecard assessment on those things that directly affect people in communities. Nine broad areas have been selected, with the potential issues of focus in each identified. These are:

Health
- Quality of staff
- Overall satisfaction with the service
- Availability of required medicine
- Quality of drugs
- Proximity to health facilities
- Availability of emergency care
- Availability of doctors and nurses
- Staff discipline
- Cleanliness of hospital environment
- Waiting time to see a doctor or nurse
- Support on HIV/AIDS, Malaria and other diseases
- Bribery and Corruption
- Suggestions for improvement on all the above

Education
- Quality of staff
- Overall satisfaction with the service
- Enrolment
- Proximity to schools
- Teacher to Pupil ratio
- Furniture and equipment
- Access to textbooks and notebooks
- Availability of school bus
- Quality of infrastructure
- Free meal support programme
- Scholarships for indigent people
- Ratio of girls to boys
- Adult education and vocational training
- Bribery and Corruption
- Suggestions for improvement on all the above

Sports and Social Welfare
- Quality of staff
- Overall satisfaction with the service
- Support to and rehabilitation of disabled persons
- Employment issues of disabled persons
- Availability of sporting and recreational facilities
- Care for the elderly
- Bribery and Corruption
- Suggestions for improvement on all the above

Slgp

Water
- Quality of staff
- Overall satisfaction with the service
- Access to potable water
- Availability of water
- Quality of water
- Proximity to source of potable water
- Cost of water
- Efficiency of metering and bill distribution
- Operation, maintenance and security of water installations
- Bribery and Corruption
- Suggestions for improvement on all the above

Environment
- Quality of staff
- Overall satisfaction with the service
- Sanitation in the Federal Capital City – availability of waste bins, public toilets and satisfaction with cleaning service
- Traffic Management – traffic lights, decongestion and management of traffic hazards such as abandoned cars
- Bribery and Corruption
- Suggestions for improvement on all the above

Access to Justice
- Quality of staff
- Overall satisfaction with the service
- Operation of customary courts
- Response to distress calls on emergency numbers
- Efforts at rights education and enlightenment
- Ease of receiving pensions from FCTA
- Bribery and Corruption
- Suggestions for improvement on all the above

Housing
- Quality of staff
- Overall satisfaction with the service
- Availability
- Affordability, including support to home ownership
- Quality
- Demolition of illegal structures
- Bribery and Corruption
- Suggestions for improvement on all the above

Employment
- Quality of staff
- Overall satisfaction with service
- Support to skill acquisition and entrepreneurial training
- Access to finance

- Access to workspace
- Support to access paid employment
- Bribery and Corruption
- Suggestions for improvement on all the above

Agriculture
- Quality of staff
- Overall satisfaction with service
- Access to farmland
- Timeliness of fertilizer distribution
- Quality of fertilizer received
- Cost of fertilizer
- Bribery and Corruption
- Suggestions for improvement on all the above

The consultants will be required to confirm or refine these areas of focus with FCTA and other stakeholders prior to commencing the development of the scorecard. The consultants will support the development of the Community Scorecard process in FCTA through provision of training for FEEDS Focal Persons, designing the Scorecard, designing the data gathering processes, designing the analyses templates and report templates, and writing and facilitation of a final workshop to evaluate and review the work done.

FCTA currently lacks in-house capacity to undertake the exercise and it is planned that the management of the exercise would be outsourced, once the tool and methodology are developed. However, the in-house FEEDS Focal Persons will assist in data gathering and the external FEEDS Focal Persons will help facilitate the focus groups.

Inputs
The work will be carried out by four consultants. The lead consultant may be an international consultant experienced in the development of Community Scorecards or similar tools, or an equally experienced national consultant. The work will also require an international or national consultant with experience in data management and processing and the use of surveys. Two local consultants will be required. The local consultants would need to be familiar with the FCT and have experience of community participation in performance monitoring. It would be an advantage for the local consultants to be familiar with the Hausa language.

Lead Consultant
Phase 1
- Literature Review
- Confirm focus areas and indicators
- Agree on objectives and design of the Scorecard
- Design the Scorecard
- Agree on sample size and locations to be tested
- Advice on the technical details (including number of communities and conduct of focus groups)
- Manage and supervise a test of the Scorecard with a draft manual
- Prepare a budget for undertaking the exercise in the agreed communities

- Identify and report on steps that need to be undertaken prior to administering the scorecard.

Phase 2
- Finalise the plan for deploying the Scorecard, including the Terms of Reference for the survey company

Phase 3
- Provide an input to the work of the survey company
- Analyse the results provided by the survey company
- Facilitate a workshop to present the results
- Produce a final report on the work done.
- Work with the survey company to produce a handbook for the implementation of the Scorecard.

The Data Management Consultant will perform the following tasks:
- Literature Review
- Recommend and agree on an appropriate approach to data processing, including suitable types of software
- Produce a 'Technical Blueprint' of what the software must be able to do
- Assist in the selection of a suitable supplier
- Work with the supplier to ensure quality in training

The Local Consultant will do the following:
- Literature Review
- Facilitate meetings to confirm focus areas
- Assist in the identification of participating communities
- Assist in the selection of the survey company and the training of Focal Persons that will work with them
- Oversee the start of the use of the Scorecard in communities
- Liaise with in-house FEEDS Focal Persons and the FEEDS Focal Persons in the communities
- Assist the other consultants in all areas of their work
- Assist with the testing of the tool in communities before it is outsourced
- Supervise the implementation of the process by the survey company
- Contribute to the final report on the work done and the handbook.

Phase 1

Consultant	Travel Days	Literature Review	Days In Field	Report	Total
Lead International	2	3	13	0	18
Local Consultant 1	0	3	10	0	13
Local Consultant 2	0	3	10	0	13

Phase 2

Consultant	Travel Days	Remote Work in the UK	Days In Field	Report	Total
Lead International	0	3	5	0	8
Data Management	0	0	3	0	3
Local Consultant 1	0	0	10	0	10
Local Consultant 2	0	0	5	0	5

Phase 3

Consultant	Travel Days	Remote Work in the UK	Days In Field	Report	Total
Lead International	2	3	5	1	11
Local Consultant 1	0	0	7	0	7
Local Consultant 2	0	0	2	0	2

Expected Outputs
- A suitable Community Scorecard agreed by all stakeholders
- A suitable company that can administer the Scorecard process, selected through an open and transparent process
- A Budget for administering the Scorecard in selected communities
- A Technical Blueprint for identifying suitable software for managing the data
- Documented procedures for administering the Scorecard, including a user Manual

Timing
The assignment is expected to commence during October 2006 and the first scorecard should be produced by January 2007.

Reporting
The consultants will report to the Special Adviser on Information and Strategy to the FCT Minister and the SLGP NEEDS Adviser.

Annex 2

Persons Consulted

- Special Asst to FCTA Minister: Amina Salilu

- Zainab Oladapo (Focal person)

- FCTA Ministry of Health: Waziri Ahmadu, (Secretary), Mohammed Idris (Focal Person)

- FCTA Water Board: Eng. Ali Director, Bunmi Olowokere (Focal Person)

- FCTA Director of Environment Board: Hajia Hadiza Abdullahi

- FCTA Abuja Enterprise Agency: (Halima Wali-Inuwa)

- DFID Richard Butterworth (Governance Advisor), and Graham Gass (Social Advisor)

- FCTA Social Development Secretariat: Kelvin Ike

- FCTA Satellite Towns Development Agency: Niyi Kahinde, Asst Director

- Federal Office Special Asst President MDGs: Dr. Dauda, Lawal Aboki and Dan Rogger

- FCTA Education Secretary and Focal persons: Bolanle Onagoruwa,

- FCTA Justice Development and Peace Commission

- World Bank: Foluso Okunmadewa and Lanrye Olaniyan