



Public Hearing And Social Audit Implementation Guideline

Association of Community Radio Broadcasters Nepal

सामुदायिक रेडियो प्रसारक संघ, नेपाल

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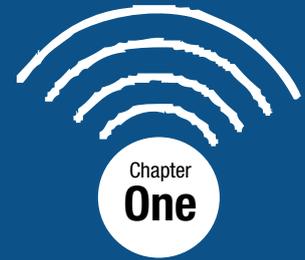


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Key Terminology

Governance	Function of Organization or Institution in accordance with defined acts, rules, regulations and conducts to attain the goals and objectives.
Accountability	In general, accountability refers to borne the responsibility of the activities carried out and its result; respond satisfactorily to the concern and issues raised.
Public Hearing	Public Hearing is an open discourse in public place or discussion process on the public concerns or themes/issues among the general public, stakeholders (right holders) and responsible officials (duty bearers) of organization and line agencies.
Social Audit	Social audit is a process in which all of the activities and performances of a service delivery agency are examined, assessed and analyzed with direct involvement and participation of a wide range of stakeholders to determine the extent to which the implementation of given plan, policy, program or project has contributed to overall socio-economic development. Social Audit is not merely a financial audit of the organization or institutions.
Community Radio	Community Radio is a local communication means established by the community and run at the community. These Community Radio are dependable source of information, communication and education for the local community people.
Facilitation team	A facilitation team formed to conduct Public Hearing by the organization from the responsible and capable people who are not directly linked in any decision making position directly.
Social Audit Team	A Social Audit Team formed by the organization to conduct Social Audit from the capable people who are not directly involved in the decision making role, or hired from outside by the organization as the independent Third Party
Target Group or community	Target Group or Community refers to those who are directly benefitted or served by the target of the Plan, Program or Project.
Stakeholder	Stakeholder is referred with directly or indirectly involved target group community, organizations or institutions and individuals with the concerned organization or programs.



Introduction

1. Introduction

Community Radios are the means of social transformation. Established by the community for the community and run by the community, community radios are the inevitable source of information, communication and education for the local people in the community. From the perspectives of respecting rights of people and taking actions for fulfilling it, Community Radios play a vital role in disseminating public or government agencies as well as social organization's work.

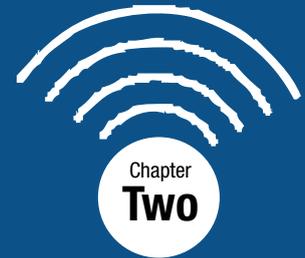
As an umbrella organization of community radios, Community Radio Broadcasters Association (ACORAB) Nepal has worked in the areas of governance and accountability in a planned and managed manner by enabling its member community radios to play the role effectively. Since the last couple of years, ACORAB has been organizing interactions with managers of Community Radios on adopting social accountability on the themes of roles of community radios, institutional rules and regulations of community radios for social accountability, formulation of work plan and its effective implementation etc. are included in the interactions. In addition, ACORAB has been providing capacity building support to the human resources of newsroom of Community Radios in producing

Human rights, rule of law and democratic practices are the compulsory key elements of a civilized society's public or social life. A Public or government and social service refers to the public or social work along with quality with moral and legal responsibilities. Public agencies represent the major organs of modern governance system; civil society forms the social and community organizations; and in a mixture of social and individual form organizations bear a legal individual entity. Such legal entities must follow the norms of governance and responsibly accountable towards stakeholders, head of agencies and controlling agencies.

Community Radio is a legal entity in itself in terms of community establishment. It plays a role of civic watchdog keeping eyes on every organizations, agencies and duty bearers in the society. By doing so, Community Radios inform communities about the organizations, agencies or officials (duty bearers) about their duty and accountability, warns beneficiaries and stakeholders, motivates and empowers them. Hence, governance and accountability are the important working areas of the Community Radio.

There are many tools and methods developed for the assessment, examination and evaluation of the effectiveness of governance and accountability. These tools and methodologies not only guides organizations and agencies in following the governance and accountability, it also helps to measure the norms and standards in following governance and accountability. Public Hearing and Social Audit are the important and well known methods adopted by the Community Radios in applying governance and accountability in its own, as well as in other organizations and agencies with wider public information and disseminations.

There is a need of basic information and concepts on applying Public Hearing and Social Audit tools and methods for ensuring institutional governance and accountability or measuring its application, assessment and evaluation. This implementation guideline is thus prepared for the staffs of Community Radio in understanding the concepts, stepwise implementation process and methods of Public Hearing and Social Audit as a simple facilitation handbook.



Basic Concept

2.1 Governance and accountability

Based on the scope of work, many institutional unit, entity, agency and structure exercises their authority in the society. State or government is responsible to borne the responsibility of public services. Such responsibilities of a state or government is assigned through constitution and laws. Even in a state of legally unassigned situation, public or government agencies or officials must accord high standard of public conduct and morality which is a universal phenomena of civilized society. In society, public or government officials are given the role of guardianship, hence it is natural to expect high standard of their conduct and morality. To borne such responsibilities and execute such guardianship roles with power and capability, it is called administrative or managerial rights or authority.

In the case of social organizations, following the state's constitution and the laws, general members of the organization set such rights and authority based on the institutional by-laws and regulations. Such given rights and authority provides the concerned person with legal power and protection to carry forward the responsibility with accountability. Service is the outcome of the accountable duty bearing with high conduct. In the legal and trustworthiness ground, for the best institutional management, an accountable work performance is highly

Governance is an action to function own self in good manner in society or organization. In such functional process, communication and control is central (Open learn 2013). The concept of good governance is not narrowly defined as of the government's governance. It includes state and non-state both kinds of organizations. It does not limit with the line agencies or undertakings, rather it stretches in several levels. In governance, it is not a formal or ritual, rather important to follow rules and regulations with the objectives of achieving ends or goals of the organization. The acceptance and application of the decision depend upon the outcome of the collective discussions and participation, not merely by the force of power or rules. "The institutional governance refers to borne the responsibility to work for safeguarding everyone's interest of all members" (ACORAB 2012:4).

Accountability generally connotes to bearing responsibility of the activities performed and its results, respond satisfactorily to the concerns and issues raised. Accountability is the mutual and interrelationship among institutional ownership, participation, justice and authority the officials executing authority, executives or employees. The major contents of accountability are based on the scope of work, chain of command and communication and responsibility to provide information and responses are set while performing their duty by the officials, executives and employees within the organogram of the organization. In addition, accountability embraces important aspects such as controlling defaulters, abuse of authority, penalizing agency or officials and ensuring treatment and compensation.

"Universally set norms of accountability refers to predetermined goal, objective and outcome of the organization, scope of work, decision making function, monitoring and evaluation of the carried out actions....The key purpose of the accountability is to control the abuse of authority, corruption, confirming set standard procedures in utilizing resources and value of service on the legal ground, building trust; and keep formal balance and control between accountability and performance." (Bhattarai and Khanal 2070:54)

Governance and accountability have internal and external features. The internal aspect is related with the organization's objectives, means and resources, sharing of rights, limitations and balance of structures and rights. The external aspects includes other stakeholders, rights of the controlling agency, their areas of concern and limits. Thus, accountability of governance is assessed with the rule of law, financial good conduct (mobilization of public or group fund), policy and performance (achievement of objectives, commitment and aspirations), democratic exercises and moral ground. Many indicators and standard are developed to measure it. Public Hearing and Social Audit are important tools and methods to measure governance and accountability.

2.2 Public Hearing

Public Hearing is a formal meeting conducted at the community level. Such meeting gives an ample opportunity for the officials of the concerned organizations and general public to come together to exchange the information and experiences about the community level development work. Such meeting is open to all community people to participate. Public Hearing gives the platform for the common people to express their views, concerns and complaints in front of people's representative or officials. In addition, it is the opportunity to assess the quality of services, effectiveness, relevance through the eyes of beneficiaries and target people. In other hand, it is the opportunity for the officials and agencies to understand the experiences, satisfactions and view points of the beneficiaries about the services. Public Hearing is the important method to make Local Self-governance system for ensuring transparency, responsive, people's participation and accountability towards local people.

Public Hearing is a direct and open interaction process among the concerned stakeholders on public concerns and issues in a common forum. Public Hearing is 'a direct interaction process where the citizen can directly put on questions to the concerned officials and to find out the legal way out for the problem solving' (Care 2005:10).

It gives the opportunity to citizens and users to reach out the officials, put on their concerns and reactions, suggest way out and remedial options.

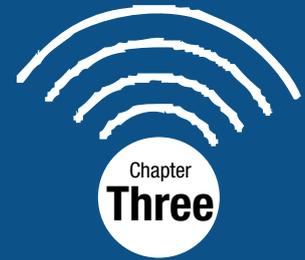
Public Hearing is contextually known as Citizen Hearing or Community Hearing, Citizen Court or Community Court. In any name called upon, Public Hearing is an open discourse to find out the positive and negative aspects and system of drawing appropriate conclusion.

2.3 Social Audit

Social audit is a process to examine, assess and analyze all of the activities and performances of a service delivery agency; it is a process to determine the extent to which the implementation of given plan, policy, program or project has contributed to overall socio-economic development with the direct involvement and participation of a wide range of stakeholders. Social Audit is not merely a financial audit of the organization or institutions, it is an informed process to public to find out the efficiency, economy, effectiveness and output and relevance to the social context and concerns. In other word, Social Audit is disclosure and dissemination to the stakeholders of implemented work related with decisions, income and expenditure in the context of social benefit, utility and concerns of people; and thereby to collect the feedback, reactions and the way out suggested by the stakeholders.

Government of Nepal, Ministry of Federal Affairs and Local Development (MoFALD) has adopted the Social Audit as the useful tools for establishing downward accountability. The ministry has defined the concept of Social Audit as " an assessment, analysis and evaluation work of contribution of entire socio-economic development of Plan, Policy, Program, Project implementation and service delivery " (MoLD 2067:2).

In the given period of time, by means of Social Audit, it can be factually identified, analyzed and evaluated that to what extent any given agency or office or organization could fulfill the social responsibility. It is an opportunity to all stakeholders and beneficiaries to review during the implementation or soon after the completion of work about the income and expenditure (investment), compliance of time table, applied technology, quality of items, comparison of achievements against planned goal and outputs in qualitative and quantitative way; and come up with lessons and corrective measures.



Public Hearing and Social Audit: Role of Community Radio

3.1 Community Radio: Need for active role

Community Radios refer to those radios established in the small geographical territory, not-for-profit, in operation with the motif of informing own community or engaged for increasing community participation. These Community Radios are established by the Community for the Community. Community means the group of people with common interest living in a geographical territory (for example municipality area, Village or District).

Community Radio is a social service providing organization and they serve with not-for-profit purpose. Its main objective is to inform community people. The agencies working for the public interests are responsible for maintaining rule of law, respect human rights and democratic practices. Due to these facts, from the governance point of view, Community Radio has to set the example for other organizations working in the community. Hence, Community Radio is an accountable organization towards society and it has to borne social accountability towards stakeholders while carrying out its roles effectively.

Community Radio has an especial role in democratization, devolution of power and social transformation of the community. Thus, Community Radio has important role to overcome with the present hurdles faced by the community people, service delivery organization and campaigners of the public interest. In addition Community Radio plays important role in informing targeted audiences, educate and empower them and bring changes in the traditional practices in the community. In this context, Community Radio creates environment for public or social organizations working in the community to borne the accountability.

Community Radio needs to broadcast about the information of the organizations working in the community which affects common people's concern and interest. Whenever Community Radio finds that the community organizations' structure and behavior is discriminatory on the basis of caste, creed, color, religion or other aspects towards community members, such facts should be informed and disseminated. For such cases, Community Radio can broadcast news of the organization's general assembly or mass meeting, can broadcast live of the event. Community Radio can be involved in participating Social Audit and Public Hearing or disseminating information in public.

In promoting governance and accountability in the community, Community Radio can play vital and effective role by enforcing community organizations to implement social accountability appraisal and assessment in planned manner. For doing so, Community Radio has to plan in its organization work plan that how many times it will carry out Public Hearing and Social Audit of its own and how many times for other community organizations. In fact, Community Radio can play special role and helpful for other organization's to promote social accountability through Public Hearing and Social Audit.

3.2 Why should Community Radio perform Public Hearing and Social Audit for its own?

Community Radio is the promoting organization for the institutional governance of the community. Therefore, it has to show example for governance and accountability for others. Hence, Community Radio has to perform Public Hearing and Social Audit of its own. This is because:

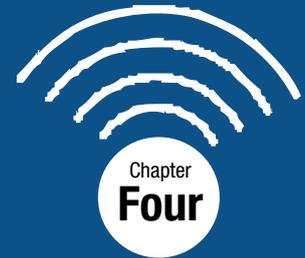
- To enhance ownership of Community Radio by informing members of the radio, users and audiences about the institutional development of radio;
- To address the complaints and reactions of audiences and news related issues through radio in practice;
- To show in practice that the radio is accountable towards community and audiences or stakeholders;
- To maintain transparency of institutional activities of radio;
- To safeguard radio and community from unnecessary doubts and comments;
- To ensure the participatory values of Community Radio in practice.

3.3 Why should Community Radio conduct Public Hearing and Social Audit of other organization or agency?

Community Radio should encourage, provide support and collaborate with other public or social organizations working in the community to perform Public Hearing and Social Audit in well organized manner. This should be done, because of:

- To assess the satisfaction of consumers and beneficiaries about the services and programs by testifying organization's and agency's institutional information's and data through open discourse

- To identify procedural weaknesses of delivery of services and programs, finding ways out and helping to create environment for the improvement on the future programs and services with quality and effectiveness for the organization and agency;
- To open up target groups' understanding, feelings and assessment about the organization's or agency's services and program details, resources, implementation process and outputs;
- To assess publicly about the irregularities and misuse of delivery of services and programs, and find out the alternatives for preventing such misuse in future,
- To identify the areas for improving relationship between service providers and service recipient and to create environment for trust building; and
- To support in increasing feelings of ownership of beneficiaries and consumers about the services and programs by enhancing its transparency, participation and flow of communication and information.



How to conduct Public Hearing ?

4.1 Legal provision of Public Hearing

Government agency or Non-Government Organization delivering services in the community are accountable towards consumers and beneficiaries. Therefore, such organizations and agencies are responsible to maintain cleanliness, transparency and relevant on its activities and thus accountable to conduct Public Hearing to address consumers', beneficiaries' and stakeholders' legal and thematic concerns and issues. Hence, for the head of such agency and organization conduction of Public Hearing is regarded as fulfilling one of the standards of Social Accountability. Beneficiaries, consumers or stakeholders raise questions through Public Hearing as exercising citizen rights and it is the duty of organization or agency to organize Public Hearing to ensure delivery of services and programs in transparent manner.

In Nepal, Public Hearing is provisioned by law for the service delivery and activities implemented by the government agency at the regional and local level. In the context of maintaining rule of law and justice, it is common practice in the legal field that while delivering justice in any legal dispute, the judiciary officer listens to both parties openly before taking any decisions. In our country's court system such tradition is developed for long time. Other than legal decision related hearing, we consider Public Hearing for other hearing activities. Public Hearing is legally accorded method for bearing accountability.

Good Governance management and operation Act 2064, article 30 states, "Public Hearing should be conducted by the service delivery agency's for the general public at the Regional, Zonal, District or local level agency head about the agency's work, activities to make open, transparent and relevant to the public and stakeholders, and address the concerns through the legal measures" Nepal Law Commission 2070: 17).

Non-Government Organizations carrying out service delivery have also some measures for social accountability towards users group, beneficiaries and stakeholders through its by-laws and regulations. Thus, Public Hearing is also one of measure to adopting accountability. Public Hearing is a legal accountability towards users and beneficiaries and a duty to perform for such organizations.

4.2 Preparation for Public Hearing

Community Radio should gather key information based on the annual work plan of the local government agency or social organization and prepare for the Public Hearing. Public Hearing is provisioned legally at least three times annually for the government offices. It is declared by Governance management and operation Regulation 2065 article 19. Similarly, in case of Non-Government Organization, Public Hearing should be performed at least one time annually to fulfill its commitment and accountability towards its users and beneficiaries. Therefore, Community Radio should gather information and feedback through Public Hearing and aware such agencies and organizations to borne their legal obligations.

Through News desk of Community Radio adequate information should be collected about the concerned agency's or organizations commitment for the service delivery or the programs. The key concerns or issues, information's can be collected through sample survey by identifying users and beneficiaries of the services and programs. By such information collection, the content for the Public Hearing is prepared.

Following are some of the necessary stepwise preparation work:

Step 1: Pre-Preparation

- Identifying stakeholders, service provider and beneficiaries
- Formation of Public Hearing Facilitation Team and the role division
- Provision of adequate budget and logistics
- Coordination and collection of information for the Public Hearing from Board members, staffs and other stakeholders
- Prepare necessary theme or indicators, information and data collections, analysis and draft report (Use Forms in Annex 1,2,3 and 4)
- Decide for Public Meeting (mass meeting) time, venue and participants and invitation

Step 2: Implementation of Public Hearing Meeting

- Opening session, introduction of participants and objective sharing
- Sharing code of conduct of Public Hearing (sharing simple rule)
- Presentation of summary report, open discussion, Questions and Answers and write up of consensus points
- Presentation of summary of the meeting's outcome and Closing

Step 3: Documentation and report preparation of Public Hearing

- Prepare of Public Hearing report, recommendations of the meeting and key actions (Use Form in Annex 4 and 5(a))
- Finalize with inputs and comments from concerned organizations on the draft report and provide report to all concerned
- Disseminate final report and broadcast

Step 4: Follow up of implementation of Public Hearing

- Include major actions in the organization's annual work plan and budget system
- Implement the annual work plan
- Review of implementation status of Public Hearing Report (In case of Community Radio, a report should be submitted to ACORAB annex 6(a) for the follow up).

4.3 Deciding Public Hearing Agenda, Venue and Date

The information about the decision of Public Hearing agenda, venue, date and time from the concerned agency or organization should be collected.

The theme/content of the Public Hearing is solely related with the job of the concerned Agency or Organization. In this context, following common contents are given:

- Details of services or programs from the agency or organization, in quantity and quality
- Problem faced by the agency or organization during the implementation;
- Complaints, feedback and reactions received through various medium related to performance of agency or organization, and summary of actions taken to address them
- Contents for informing about the current year program implementation an operation of Plan, project, program, budget which are of the interest of target community, beneficiaries and stakeholders,
- Details of service delivery in operation, expected services from the target community, beneficiaries or users and legal or judiciary limitation of the service delivery;
- Improvements or achievements in the previous year's Public Hearing recommendations, and
- Any important contextual themes

Thus, by prioritizing above themes and contents are decided for the Public Hearing. Information collecting by following these thematic areas, the information and program are broadcast to confirm the participation of users and beneficiaries in the Public Hearing. While broadcasting such information, the possible opportunity and benefits to the users and beneficiaries might be helpful for ensuring their participation in the Public Hearing.

4.4 Preparation for the Participation

In the Public Hearing, concerned officials of the agency or organization as organizer will be the host participants. Community Radio will flout the information for ensuring maximum numbers of staff or officials or members presence in the Public Hearing. The Public Hearing is open for all to participate, but it may not confirmed that even providing information through radio, participants will participate in the Public Hearing.

The agency or organization as organizer of the Public Hearing should invite key persons formally. For doing so, Community Radio can aware the agency or organization. In the context of government agency, Governance management and operation Act 2064, article 30 articulates "while conducting the Public Hearing, related to the theme and issues, the experts, stakeholders, representative of civil society and official of the local bodies should be invited" (Nepal Law Commission 2070:17) After sending off the invitation, it would be better that the reminder should be broadcast through radio. The radio can broadcast the theme or issues of the Public Hearing for the participants.

4.5 Conduction of the Public Hearing event

Conduction of the mass gathering (hearing event) is the main job of the Public Hearing. The event must be well managed. The Public Hearing Facilitation Team needs to prepare the summary of the report and distribute it to the participants before hand. The handout print out and distribution will be helpful to conduct the event and proper documentation.

The organizer agency or organization and radio should prepare jointly the program outline. For live broadcast of the Public Hearing program through radio, the organizer should jointly prepare the whole program outline together with radio in advance which will be helpful to conduct the program smoothly. In general, the Public Hearing event could be conducted by following the given steps:

- Announcement of the program kick-off,
- Informing program objective, outline, agenda, timetable and thumb rules,
- Orienting participants on the nature of questions addressed to the respective agency head or program head for the answers,
- Presentation on summary of contents or themes of the Public Hearing from the organizer (agency or organization)
- Additional information sharing from the civil society, media or experts on the theme or issues,
- Recording of the concerns, questions, complaints and suggestions expressed by the participants,
- Official responses or additional explanation from the representative of the agency or organization,
- Collection of the common commitment action points, disclosure and agreement,
- Documentation of suggestions, reactions and questions and answers, and
- Vote of thanks to participants from the organizer and moderator

It would be better that radio should assign program host/moderator and rapporteur for the documentation. After the completion of the program, a brief report should be prepared and documented. Such report can be used and presented in the next Public Hearing event as the reference material

[Note: The common agreed points of commitment should be documented based on the format of Annex 4, moderator of the program should present it and Rapporteur should prepare the report following Annex 5 (a) and submit it to the concerned agencies or organizations]

4.6 What Radio should do after the completion of the Public Hearing?

After the live broadcast of the Public Hearing event, the Radio should re-broadcast the program in suitable time of the local people. The major themes of the Public Hearing and events can be packaged in the radio news and aired. By analyzing and combining more than one theme or topics on the governance and accountability, the theme can be combined in other radio programs. In case of the absence of radio's regular program, the program can be aired on the especial occasions such as Law Day, Anti-Corruption Day, Civil Servant's Day, Social Service Day etc. as the special features and clips of the important themes of the Public Hearing.



How to conduct Social Audit?

5.1 Legal Provision of Social Audit

Government agency or Non-Government Organization's service delivery is for the community and the delivery of services and program implementations should reflect the satisfaction of targeted community, users and beneficiaries and stakeholders. During the implementation phase, if local users, beneficiaries and stakeholders get opportunity to observe the work of government agency, office or Non-Government Organization's program and activities and feel that the work has been conducted in clean, transparent and relevant manner, in that case, they themselves will motivate others to replicate such programs. Such activities will be helpful in promoting governance and social accountability in real sense.

Therefore, Social Audit is regarded as one of the standard to meet the social accountability. Through the Social Audit, beneficiaries, users or stakeholders assess the inclusive and equitable development policy, plan, program planning, implementation and level of accountability to meet the interest of target group by the government agency or office based on the rule of law, act, regulations, guideline and procedures. Similarly, Non-Government Organizations conduct Social Audit to assess the implementation status and effectiveness of inclusive, equitable and positively discriminatory additional provisions for the disadvantaged group spelled out in its by-laws, regulations and policies.

In Nepalese context, Social Audit is made compulsory for the local bodies. Local Body Financial Administration Regulations 2064, rule 201 provisions "Local Body should conduct Social Audit of the implemented programs within one Financial Year within the four months time after the completion the Financial Year" (DDC Khotang, 2070:80). To enforce such provision in implementation, government of Nepal, Ministry of Federal Affairs and Local Development (MoFALD) has Local Body Social Audit Procedure-2067. In the procedure, article 6, section 15 directs "NGOs and other public organizations may use this procedure while conducting Social Audit...and Local Bodies should coordinate and cooperate to do so" (MoFALD 2067:9)

5.2 Preparation of Social Audit

Social Audit, like financial audit, is a method to assess accountability through monitoring and evaluation. Hence, the agency, office or organization committed for demonstrating social accountability through social audit should project as one of the key activities in its monitoring and evaluation work plan. Normally, Social Audit should be conducted within the period of first trimester, it is appropriate to in the plan accordingly.

The institutional capacity to fulfill the mandated social responsibility by the agency or organization through its implemented programs, project or activities and its social achievement or social responsibility should be considered basic indicators for the Social Audit.

to conduct Social Audit, the agency or organization should form a Social Audit Team from the individuals having capability to work on result-based planning, monitoring and evaluation or can hire separately as a Social Auditor. It is advisable that the team should have at least three persons (Coordinator and Facilitators or Social Auditor) to collate information, data and report based on organization's annual work plan, programs and activities and prepare indicators of social responsibility of the organization.

After preparing the draft indicators, together with agency's or organization's official and management, the Social Audit Team should finalize the indicators jointly. Before preparing the indicators, Social Audit Team should review the organization related documents in advance.

Based on the nature of agency or organization services, indicators of social responsibility can be defined. For example, the content of advocacy for protecting rights of the disabled people in the community and radio news, radio program, radio drama or public service announcement could be the indicators of the Social Audit for the Community Radio. Thus, by finalizing and based on the indicators, Social Audit Team proceeds for the Social Audit process.

To conduct the Social Audit, following procedures are necessary:

Step 1: Pre-Preparation

- Identifying stakeholders, service provider and beneficiaries
- Formation of Social Audit Team and the role division
- Provision of adequate budget and logistics
- Coordination and collection of information for the Social Audit from Board members, staffs and other stakeholders
- Prepare necessary theme or indicators, information and data collections, analysis and draft report (Use Forms in Annex 1,2,3 and 4)
- Decide for Public Meeting (mass meeting) time, venue and participants and invitation

Step 2: Implementation of Public Meeting for the Social Audit

- Opening session, introduction of participants and objective sharing
- Sharing code of conduct of Public Meeting (sharing simple thumb rule)
- Presentation of summary report, open discussion, Questions and Answers and write up of consensus points
- Presentation of summary of the meeting's outcome and Closing

Step 3: Documentation and report preparation of Social Audit

- Prepare of Social Audit report, recommendations of the meeting and key actions (Use Form in Annex 4 and 5(b))
- Finalize with inputs and comments from concerned organizations on the draft report and provide report to all concerned
- Disseminate final report and broadcast

Step 4: Follow up of implementation of Social Audit

- Include major actions recommended by the Social Audit Report in the organization's annual work plan and budget system
- Implement the annual work plan
- Review of implementation status of Social Audit Report (In case of Community Radio, a report should be submitted to ACORAB annex 6(b) for the follow up).

5.3 Key themes/ contents for analysis in Social Audit

There is often confusion regarding the process of Social Audit and Financial Audit. In addition to the financial aspects, Social Audit assesses the organization's, office's or agency's service delivery, plans' or programs' effect and satisfaction to users, beneficiaries and stakeholders. The assessment of satisfaction is not merely based on the individual feelings rather it is based on the objective indicators. Therefore, Social Audit Team needs to analyze the following aspects:

Economic aspect

The comparison of service delivery, plan or programs total investment and output evaluates the economic or financial aspect. In Social Audit, the economic return or financial benefit of service delivery, plan or program is identified. The assessment is totally based on the perspectives of beneficiaries or users, so the analysis of service, plan or programs are totally compared with to what extent such activities could create employment, poverty reduction, increase in wage, social security or value addition or not.

Social and Empowerment aspect

In Social Audit, it is reflected that to what extent Service, plan or program could be able to promote local people or target communities involvement, participation or activity in the social forum or. Also, in the aspects of empowerment, to what extent the service or programs of the agency or organization could flow the information, how it helped to increase the participation level, whether it helped to safeguard the rights of the target community or not, and whether it helped to bring improvement and changes in the policy formulation or not, such analysis should be carried out. The qualitative or quantitative contribution on empowerment to target community should be clearly analyzed. The social aspect such as health and education and contribution by the service, plan or program in the lives of target community should be incorporated in the Social Audit.

Environmental aspect

The Social Audit should capture the answers to the contribution or negative impact towards environmental protection and usage by the results of services, plans or programs. It should capture environmental protection in theoretical or practical level. It should also capture the impact in terms of checking out environmental pollution. These can be the basis of assessing output, outcome and impact of the services, plans or programs delivery. By conducting social audit and related to environmental aspects, its contribution can be reflected for protecting traditional heritage PATI PAUWA (public resting place), rivers and rivulets, water sprouts, ponds etc. and its utilization, recreation and protection from the pollution should be minutely assessed.

5.4 Necessary document and processes for the Social Audit

The Social Audit Team should follow the following procedures while completing the Social Audit:

Document Review

Social Audit Team (Social Auditor) should study and review the government agency's or offices related acts, regulations, procedures, guidelines and their goal, objective, periodic and annual work plan and social responsibility outlined in the Citizen Charter and their services. In the case of Non-Government Organization and social or community organizations, their respective by-laws, rules and regulations, plan and program, targeted output and resource allocation and mobilization etc. should be critically examined.

Targeted social achievement, work performance, results and impact related documents, data and information, related reports and review of the previous year's social audit report should be reviewed based on the indicators and note taking, tabulation and analysis should be carried out.

Observation and Discussion

Social Audit Team should secure the facts and information by observing the services received by the users and beneficiaries. For this purpose, field observation, interview with users, beneficiaries and stakeholders or group discussion can be conducted for information or data collections.

Preparation of Draft Report

By collecting necessary facts and data, Social Audit Team needs to prepare draft report for the public meeting for Social Audit. The draft report should be prepared following Annex 5 (b).

Finalize the report by incorporating feedback

The draft report prepared by the Social Audit Team should be distributed to the concerned agency, office and organization for the comments and feedback. If the report is related to the partner organization or donor agency, it must be send to their offices for their official feedback and comments. After compilation of the comments and feedback, the Social Audit Team should finalize the draft and submit the report to the concerned agency and organization.

5.5 Organizing the Public Meeting for presenting initial Social Audit report

The initial Social Audit Report should be presented in the public meeting, it is a very important task. The Social Audit Team needs to prepare the summary of the report as handouts before conducting the Public Meeting. program. The major points should be prepared as the handouts and shared it to the participants for the discussion purpose.

The organizer office or organization and radio should jointly prepare the outline of the program. If the whole program is intended for the live broadcast, the organizer must sit together with radio for the smooth conduction of the program. Normally, following procedures are conducted for the effective public meeting:

- Announcement of the program kick-off,
- Informing program objective, outline, agenda, timetable and thumb rules,
- Orienting participants on the nature of questions addressed to the respective agency head or program head for the answers,
- Presentation on summary of themes of the Social Audit from the organizer (agency or organization)
- Additional information sharing from the civil society, media or experts on the theme or issues,
- Recording of the concerns, questions, complaints and suggestions expressed by the participants,
- Official responses or additional explanation from the representative of the agency or organization,
- Collection of the common commitment action points, disclosure and agreement,
- Documentation of suggestions, reactions and questions and answers, and
- Vote of thanks to participants from the organizer and moderator

It would be better that radio should assign program host/moderator and rapporteur for the documentation. After the completion of the program, a brief report should be prepared and documented. Such report can be used and presented in the next Social Audit as the reference material.

[Note: The common agreed points of commitment should be documented based on the format of Annex 4, moderator of the program should present it and Rapporteur should prepare the report following Annex 5 (b) and submit it to the concerned agencies or organizations]

5.6 Implementation and dissemination of Social Audit Report

After the completion of Social Audit, the Social Audit Team should submit the report to the concerned agency and the agency should follow the possible recommendations with improvement actions. Dissemination of the Social Audit Report is an important job. For doing so, the report should be submitted to the concerned agency or organizations, interested agencies and stakeholders. It is advised to organize an event for the report dissemination function where report is provided to all, further discussions and experience sharing can be carried out and widely disseminated through radio to the maximum extent to make it public.

5.7 What should radio do after the Social Audit?

In case of Social Audit conducted for the radio, the concerned radio is responsible for all the above mentioned steps, processes and information to be provided to the Social Audit Team. In addition, the management team of the radio can work together with Social Audit Team (Social Auditor) for preparing indicators and themes of social audit, hence make the social audit work cost effective and efficient. Radio could collect the reactions, comments and suggestions in advance from its users, beneficiaries and stakeholders, thus help to reduce the time taken for the Social Audit process.

After completion of the Social Audit, it is better that radio to deliver the program based on the outcome of the social audit such as institutional results, best practices, qualitative aspects and areas for improvement as news or in other radio formats. Such information flow from the radio helps the service delivery agencies and organization's work more transparent, accountable to people and increase citizen pressure.

Human Resources of radio may get opportunity or can play the role of Social Auditor for conducting Social Audit to other offices, agency or organization. In such cases, radio may take responsibility institutionally and mobilize its human resources for conducting social audit. Since the radio is involved for conducting social audit, during the preparation of draft report, feedback, comments and suggestions from the target community about the services and programs can be incorporated; and communication channel of radio can be useful in this regard. For doing so, pre-information and consensus from the concerned agency or organization is necessary.

Radio can prepare comparative analysis of Social Audit reports of the agency and organizations working in the community and broadcast news or programs. It will be helpful for raising importance of the social audit and its continuity which enables to the people's empowerment process.



Annexes



Annexes 1

Community Organization : Self-Evaluation Chart

Community Radio/.....Organization:

Address: Date of Self-evaluation:.....

S.N.	Indicators/ Theme or contents	Current Status				Remarks
		Excellent (1)	Needs Improvement (2)	Needs immediate Improvement (3)	Reasons for the Immediate Improvement (3)	
(a)	Legality, participation and ownership					
	Renewal and update of legal criterion including registration, taxation, licensing					
	Openness and non-discrimination in membership					
	Periodicity of term of office of the authorities and renewal of authority					
	Inclusion and participation at various level					
	Institutional communication sharing mechanism with the members					
(b)	Governance					
	Separation of authority and sharing responsibility					
	Defined role and responsibilities of officials, departments and employees					
	Hierarchy of decision making process					
	Institutional periodic plan with budget forecast					
	Internal communication flow mechanism					
	System of monitoring, supervision and evaluation					
	Finance and accounting system					
	Audit and other institutional oversight mechanism					
	Operation regulatory system					

S.N.	Indicators/ Theme or contents	Current Status				Remarks
		Excellent (1)	Needs Improvement (2)	Needs immediate Improvement (3)	Reasons for the Immediate Improvement (3)	
(c)	Public relation and information dissemination to outsiders					
	Institutional flow of information medium for the public					
	Declared means of social accountability mechanism					
	communication complain disposal mechanism					
	Collaboration with other social accountability oversight entity					
	Institutional measures to satisfy right to information of outsiders					
(d)	Program formulation, planning, implementation, feedback					
	Ensuring people's participation in program formulation					
	People's participation in program implementation					
	Encourage local people's voice in program implementation and operation					
	Timely program implementation and completion					
(e)	Finance, resource mobilization and transparency					
	Maintaining institutional financial resources as per target (internal, external and others)					
	Provision of budget and resources on time for program implementation					
	Timely financial audit of organization or program or project					

S.N.	Indicators/ Theme or contents	Current Status				Remarks
		Excellent (1)	Needs Improvement (2)	Needs immediate Improvement (3)	Reasons for the Immediate Improvement (3)	
	Timely Public Hearing, Social Audit conducted of Organization, program or project					
	Outcome or impact of organization or program investment to the society (employment, health, education, information etc.)					
(e)	Social and empowerment aspects					
	Information shared with the target group or community					
	Advocacy and dissemination of best practices of target community (success story)					
	Respect of contribution or dissemination of leadership role or collective efforts to safeguard the rights by the target community					
(f)	Environmental aspect					
	Positive role played by the organization or program in environmental protection and management					

Note: To make it efficient and time saving, it is advised to keep maximum 5 indicators in each topics/themes. It is better to keep key indicators and criterion with priority. This Self-Evaluation Chart is a mirror in itself for Board members, staffs and stakeholders involved to score themselves about their organization or program which gives suggestions required to act immediately

S.N.	Indicators/ Theme or contents	Current Status				Remarks
		Excellent (1)	Needs Improvement (2)	Needs immediate Improvement (3)	Reasons for the Immediate Improvement (3)	
	<p>a. What are the major achievements of this period of this organization or program (any 3) {In case of Public Hearing of the specific program}</p> <ul style="list-style-type: none"> • 1 • 2 • 3 					
	<p>b. What are the major challenges of this organization or program (any three) {In case of Public Hearing of the specific program}</p> <ul style="list-style-type: none"> • 1 • 2 • 3 					
	<p>c. What are the lessons learn by the organization or program {In case of Public Hearing of the specific program} (learning: It can be drawn in a form of conclusion of organization's strength and area for improvement)</p> <ul style="list-style-type: none"> • 1 • 2 • 3 					
	<p>d. In coming days, how to improve this organization or program In case of Public Hearing of the specific program} (future strategies or suggestions)</p> <ul style="list-style-type: none"> • 1 • 2 • 3 					
	<p>Instruction to the Facilitator: How to administer the Self-Evaluation and with whom?</p> <p>This Self-Evaluation Chart is a tool for collecting organizational and program specific information. The Board members, staffs, local beneficiaries or target audiences or stakeholders may individually or in group (as per the situation) can fill up the chart. The Chart can be modified according to the specific program or organization nature. To fill up the Self-Evaluation Chart, the Facilitator can assist and guide, but attention should be given that the scoring must reflect their point of views and consensus. The facilitator should bring the consensus from the group discourse/discussion and put it forward for the presentation in the preliminary report.</p>					

Annexes 2

Program implementation Review Form Useful for both Public Hearing and Social Audit purpose

Current year:

Community Radio/..... M:

Review Period:From: To:

(a) Program Review

SN	Planned programs	Physical		Financial		Completion time frame		Reasons for not completing	Remarks
		Target	Progress	Target	Progress	Target	Progress		
1									
2									
3									

(Note: Fill up number, event or persons for the physical target and progress. Facilitator/Audit Team can fill up such information/ data with the record and report of the organization. More detail information, data can be obtained during field observation, discussion and interview.)

(b) Information on Qualitative Aspects (The information needs to be obtained from the responsible officials, stakeholders and beneficiaries separately and prepare summary to include in the preliminary report. These information are useful sample (example) for the facilitators only. For example, if the Public Hearing of the Local Body is conducted, by Procedure 2067, Citizen Report Card and Exit Poll must be taken basis for conducting the Public Hearing.)

- **Beneficiaries** (Clients) satisfaction on the quantity and quality of the program or services
 - √ To what extent, there is/was the people's participation in program operation and service delivery?
 - √ To what extent, the public concern or issues were taken consideration in the program implementation and service delivery?
 - √ Was there any efforts for remedial actions toward public complaints associated to program implementation or service delivery?
- Problems faced during the program implementation
- Positive output or results from the program implementation or service delivery
- Unintended negative aspects of program or service delivery
- Other aspects
- Recommendations/Suggestionsoptions for improvement or problem solving.....

Annexes 3

Details of Income-Expenditure Table Useful for Public Hearing/Social Audit

Community Radio/..... Address:.....

Current year:.....

Period: From: To:

SN	Particulars	1st Quarter	2nd Quarter	3rd Quarter	FY_Total
1. Income					
Internal					
External					
Other resources					
2. Expenditure					
3. Saving (+/-)					

(Note: Income-Expenditure Summary Table should be prepared related to organization as a whole for the Social Audit purpose; and for the specific program for Public Hearing purpose-program should be referred)

- a. Status of financial target and progress of the organization or program:
- b. Trend of financial expenditure of the organization or program: ratio or status of under and over expenses
- c. Status of resource mobilization of the organization or program (time bound): (On time or time overrun)
- d. Status of the rational expenditure or compliance issue of the organization or program: Does the investment of the program or service delivery meet the real need of the beneficiaries?
- e. Other details:

Annexes 4

Action Plan (for Recommendation Implementation) Form For the Follow up Action of Public Hearing/Social Audit Report - useful for both

Community Radio/..... Address:

Year:

Date:

SN	Major action points/ actions for the improvement	Timeframe and Responsibility		Responsibility of the organization or agency	Remarks
		Timeframe	Responsibility		
1					
2					
3					
4					
5					
6					
7					

(Note: 1. The Facilitator/Social Audit Team for the Public Hearing/Social Audit will prepare the information based on Annex 1, Annex 2, Annex 3 and other details and prepare Preliminary Report to present in the Public Meeting. 2. Based on the priority, major five points should be recorded with the proper responsibility and timeframe. It will make easy to track down the progress later on and easy to carry out the responsibilities by the individual or the agency or organization.

Annexes 5 (a)

Public Hearing Report - template

.....(Office, Agency or Organization name)
 Venue and Date
 Duration of the program (Hours/Minute).....

Report presentation (Year/Month):.....

Public Hearing Facilitator/Team (name):.....

1. Introduction:				
2. Objective of Public Hearing:				
3. Services and Social Responsibility of the Office/Organization:				
4. Major themes/areas of Public Hearing:				
(a) Themes/Contents (current)	Target	Progress	Identified problems and weaknesses, complaints of participants and recommendation	Responses of the officials or suggestions in brief
(b) Themes/Contents (Previous)	Target	Progress	Identified problems and weaknesses, complaints of participants and recommendation	Responses of the officials or suggestions in brief
5. Facts, Information and Data Analysis: (Annex 1, 2, 3, 4 and the summary of preliminary report and analysis)				
6. Strength, Challenges, problems faced during implementation and coping strategies of the organization or the program:				
7. Conclusion and suggestion for future program effectiveness: (refer to Annex 4 Action Plan)				
References				

Annexes 5 (a)

Social Audit Report - template

..... (Office, Agency or Organization name)
 Venue and Date
 Duration of the Report.....

Report presentation (Year/Month):.....

Social Auditor/Social Audit Team (Name):.....

1. Introduction:					
2. Objective of Social Audit:					
3. Services or social responsibility of the Agency or Organization:					
4. Previous year's major services or working area (details)					
(a) Major services or social responsibility area	Target	Progress	Identified problems and weaknesses	Recommendation of Social Audit	
(b) (Current year) Status of Social Responsibility					
Major services or social responsibility area	Indicator	Target	Progress	Identified problems and weaknesses	Recommendation of Social Audit
5. Facts, Information and Data Analysis: (Annex 1, 2, 3, 4 and the summary of preliminary report and analysis)					
6. Strength, Challenges, problems faced during implementation and coping strategies of the organization or the program:					
7. Conclusion and suggestion for future program effectiveness: (refer to Annex 4 Action Plan)					
References					

Annexes 6 (a)

Summary report of the Public Hearing Report Review Form for the purpose of ACORAB

SN	Community Radio	Date and Major theme of Public Hearing	Strengths	Areas for Improvement	Remarks
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					

Analysis and Conclusion:

Recommendations:

Reported by:.....

Date:.....

Annexes 6 (a)

Summary report of the Public Hearing Report Review Form for the purpose of ACORAB

SN	Community Radio	Date and Major theme of Public Hearing	Strengths	Areas for Improvement	Remarks
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					

Analysis and Conclusion:

Recommendations:

Reported by:.....

Date:.....

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