

**Ministry of Finance**  
**Channel One Program Coordinating Directorate**  
**(COPCD)**

**Ethiopian Social Accountability Program**  
**(ESAP IDA20)**

**Scoping Study**

**To Assess The Policy, Operational Context, and Capacity Needs of**  
**Basic Service Sectors For SA Implementation and**  
**Institutionalization In ESAP3 Woredas**

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## I. Introduction

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Social accountability is an approach towards building accountability that relies on civic engagement. It consists of a broad range of actions and mechanisms that citizens can engage in to hold the state to account, as well as actions on the part of government, civil society, media, and other societal actors that promote or facilitate these efforts.<sup>1</sup>

The Ethiopian Social Accountability Program (ESAP) was introduced as a pilot during the first phase of the Protection of Basic Services project to test a small range of Social Accountability (SA) tools, approaches, and mechanisms in 80 Woredas. The objective was, “strengthened use of SA tools, approaches and mechanisms by citizens, Civil Society Organizations (CSOs), local government officials, and service providers as a means to make basic service delivery more effective, efficient, responsive and accountable.” Between 2011 and 2018, the second phase of the program ESAP 2 scaled up SA into 240 Woredas with a focus on the core basic social services sectors of health, education, water, agriculture (including the PSNP) and rural roads throughout the country using a range of SA tools and mobilizing more than 100 local CSOs as facilitators of SA. Building on the lessons from the first two phases of the program, the third phase (2019 – 2024) is designed with a focus on deepening and expanding SA while taking additional and more lasting steps toward institutionalization and sustainability.

ESAP 3 aims to scale up, sustain, and institutionalize Social Accountability in up to 417 Woredas with resources from two funding streams: financing from the Multi-Donor Trust Fund (MDTF) and allocations from World Bank/International Development Association (IDA). ESAP3 is underpinned by a theory of Change<sup>1</sup> that *‘a responsive government and engaged citizens lead to better quality service delivery.’* This rests on the idea that service delivery will improve if a transparent and accountable relationship is built between service users, service providers and affected government departments. The MDTF financed part of ESAP 3 was launched in 2019 with support from five Development Partners<sup>2</sup> (DPs) and is being implemented by VNG International as the Management Agency (MA) in partnership with CSOs.

The IDA-financed and MoF-executed component was officially launched in August 2021 and has commenced operations with the setting up of an SA coordination unit at MoF-COPCD as well as the recruitment and deployment of a Team Leader and two additional SA experts at MoF-COPCD and a total of 12 SA focal persons i.e., one in each of the 10 regional and two city administration BoFEDs. The recruitment of SA focal persons in remaining regions will follow subsequently. IDA20 ESAP activities so far included as well the preparation and approval of its annual action plan and budget for EFY 2014 and the delivery of the first capacity development and SA awareness training for its new SA experts, with technical support from the WB seconded SA Consultant.

Within the overall ESAP 3 project development objective to *‘Support the strengthening of SA system and mechanisms for enhanced service delivery in Ethiopia’*, IDA financing to ESAP 3 will primarily be used to:

- a) Takeover, institutionalize and sustain SA practice in the MDTF program Woredas based on a gradual handover time frame to be agreed on with the MA and,

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<sup>1</sup> World Bank, (2010)

<sup>2</sup> Austria, the European Commission, Ireland, Sweden, and the United Kingdom

- b) Build supply side capacities to open for and embed SA mechanisms and processes in their mandated service delivery and oversight roles and functions

Scaling and sustaining social accountability mechanisms in government is a long-term process that requires, among others, a favorable policy and legislative framework for citizen engagement, continuous capacity development work in SA approaches and tools as well as further strengthening already existing and functional public participation and oversight mechanisms and platforms.

To properly embark on its program operations, it has been found necessary to get a proper understanding of the project's policy and operational context, assess the various citizen engagement practices, mechanisms and structures in place and identify the capacity needs of the project implementers on the ground. Henceforth, ESAP IDA20 has commissioned this in-house scoping study. The findings of the scoping study were used as an input for elaborating ESAP-IDA plan and budget, EFY-2015.

### **1.1 Objectives of the Study**

- i. Identify/assess ESAP IDA 20's policy & operational context i.e. enabling laws, regulations, and work procedures to operationalize and gradually institutionalize social accountability in government work processes.
- ii. Identify, within basic public service provider sectors, institutional opportunities (structures and processes) that promote SA and challenges.
- iii. Based on findings (in 1 and 2 above), identify the capacity needs of basic public service provider sectors to embed Social Accountability practices in ESAP3 operational Woredas.

### **1.2 Scope and Methodology of the Study**

#### **Scope of the Study**

The study primarily focused on citizens engagement opportunities and practices in the five pro-poor sectors (i.e., health, education, water & sanitation, rural roads, and agriculture) and other pertinent organizations, having a bearing on public service planning, implementation and monitoring; including regional planning and development and civil service commissions, as well as regional councils.

Although the desk review covered all federal stakeholder organizations, the MoF task team made an in-depth discussion with MoH's Governance and Reform Directorate, which was followed by a series of consultations to find common entry points.

The study covered 11 regions, where consultations were made involving 66 Regional Sector Bureaus and 52 Woreda basic sector offices distributed over 17 woredas. A total number of 587 people participated in the study. The details of the study coverage are captured in table 1 below.

**Table 1: Coverage of the Scoping Study**

No.	Region	Sectors Covered		Number of Woredas Covered	Number of Facilities visited	Number of people consulted/ Interviewed
		Regional Level	Woreda level			
1	Addis Ababa	7	5	2	4	176
2	Afar	4	5	1	-	22
3	Amhara	2	11	2	4	49
4	Benishangul Gumuz	6	3	1	-	83
5	Diredawa	8	3	1	-	39
6	Gambella	3	4	1	1	15
7	Harari	5	1	1	2	39
8	Oromia	8	5	3	1	76
9	Sidama	5	5	1	-	12
10	SNNP	9	5	2	-	44
11	Somali	9	5	2	2	32
	Total	66	52	17	14	587

## Methodology

The study methodology involved desk review, key informant interview, focus group discussions and field visits. While the desk work involved **a review of secondary** sources that included proclamations, policy documents, regulations and strategic plans relevant to the purpose of the study, focus group discussions and key informant interviews were held with key federal, regional and Woreda stakeholders. Field visits were also made by regional study task teams to selected ESAP3 Woredas, sub-cities and service delivery facilities.

The number of sample Woredas in each region were determined based on the total number of ESAP Woredas in each region. Accordingly,

- Regions working with up to 50 ESAP Woredas covered 1 Woreda
- Regions with >50 and <100 ESAP Woredas covered up to 2 Woredas and
- Regions with more than 100 ESAP Woredas covered up to 3 Woredas; in their respective scoping studies.

The scoping study was organized in-house, where two separate task forces were set-up at MoF and regional levels with an elaborated ToR and data collection instruments. A two-day capacity development and training workshop was organized on the scope, methodology and data collection instruments of the scoping study at the start, i.e. in May 2022, that involved MoF-COPCD SA experts, regional BoFED Channel one coordinators and SA focal persons.

The fact that the scoping study was decided to be done in-house by MoF and BoFED experts that are in charge of coordinating and implementing the program was meant to develop internal staff capacity and ownership of the SA implementation process. This was indeed proved to be the case as the study brought together various sector experts together to discuss

options for SA implementation in the public service and served as well as an eye opener that allowed all involved to get a better understanding of their policy and operational context, connect with and explore opportunities for collaboration between sectors, and appreciate the potential entry points, constraints and challenges on the ground for SA implementation.

It must be noted, however, that the study has an inherent limitation as it was essentially meant to be exploratory in nature, capturing mainly the perspectives of service provider sectors and relying essentially on their informed perceptions and assumptions than data generated by a more extensive empirical evidence-based research. The fact that it was a rapid assessment conducted within a limited time space of 30-45 days, while covering almost the whole country, needs to be put in perspective while assessing the depth and breadth of this report.

To meet its intended objectives, the scoping study focused on exploring and finding answers to the following broad set of questions.

- What citizen participation avenues are available in service providing basic sectors ESAP-IDA could connect with?
- What major citizen engagement laws, regulations and directives are available in the public service that the project could build on?
- What public participation platforms and structures exist in the public service through which citizens can articulate their service demands and priorities?
- What are the factors that can enhance and/or deter citizen-state engagement in the delivery of basic public services?
- Which of the commonly known SA tools and mechanisms are already in use by public service delivery organizations?
- What are the capacity constraints and gaps public service providers often face to foster citizen engagement for improving public services and;
- What SA interventions and measures can ESAP-IDA take to expedite citizen-state engagement for improved basic public service delivery?

## **II. Overview of Citizen Engagement Policies and Practices**

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The prevailing Ethiopian policy and legal framework is conducive for the participation of citizens in the affairs of local development. Article 89 (sub-article 6) of the Ethiopian Constitution states in this regard that “government shall at all times promote the participation of the People in the formulation of national development policies and programs; it shall also have the duty to support the initiatives of the people in their development endeavors”.

Similarly, article 50 (sub-article 4) states, that “adequate power shall be granted to the lowest units of government to enable the people to participate directly in the administration of local affairs.”

Ethiopia’s Ten Years Development Plan (2021-2030) expresses the strong commitment of government towards fostering citizen engagement in development in declaring the objectives of the plan as;

- ‘Creating an enabling environment where every citizen would become the owner and beneficiary of the development endeavor by ensuring the quality and accessibility of basic social services and the provision of infrastructure.’
- ‘Ensuring competent, independent, and quality civil service system by building the capacity of the government and establishing good governance.’
- ‘Building strong and inclusive institutions that would ensure peaceful society, access to justice and upholding the rule of law and human rights.’

A cursory review of public participation strategies, institutional arrangements and current practices strongly indicate the extent to which citizen participation in public service delivery is given importance by the government. A closer look at how this policy intent of the government translates in to action in the five basic sectors can be summarized as follows.

### **Education**

The participation of the public in managing public schools has been a cardinal aspect of the Ethiopian education policy over the years. At present, one of the major platforms for citizen engagement in the education sector is the structure called Parent-Student-Teacher-Association (PSTA), which is formed with an objective of:

- Enhancing participation of the community in educational work by strengthening the relationship between parents and the school
- To make schools conducive teaching-learning environments
- To help make the relationship between teachers and students based on disciplinary and educational grounds so as to enable teachers to closely observe the problems faced by students and provide adequate psychological and academic support

PSTA members are selected by the community and meet periodically (every month) at their respective school compounds. The Education Sector Development Plan VI (ESDP) (2020/21 – 2024/25) reported that 100% of schools have an active PSTA, and 100% of schools are developing and implementing a quality school improvement plan. The ESDP VI proposes establishing PSTAs at classroom level at all schools as one of the activities to maximize community participation in primary education.

## Health

One of the strategic directions of the Health Sector Transformation Plan II (HSTP) (2020/21 – 2024/25) is ensuring community engagement and ownership. The Women Development Army (WDA) structure has been the primary and widely known, community engagement mechanism in the health sector. WDA was scaled up to almost universal coverage in agrarian settings and partial coverage in urban settings.

Reports from MoH indicate that in recent years, the functionality of these structures has shown signs of decline - WDA leaders did not demonstrate model behaviors, low capacity and acceptability among WDA leaders, low acceptance by community members, overdependence on the WDA structure has resulted in underutilization of other community resources, including those of men, religious leaders, etc. This new strategic direction under HSTP II (2021-2025) focuses on ensuring active participation and engagement of the community in planning, implementation, monitoring and evaluation of health and health related activities.

According to the HSTP II, in the period MoH will design, test, and scale up alternative community engagement options for the Health Extension Program and health service delivery and introduce innovative motivation mechanisms for community volunteers. The other promising initiative MoH has taken in ensuring good governance in the health sector is its current use of the ‘community scorecard’ at primary health care facilities to regularly measure the responsiveness of the health system and community satisfaction, and to identify priority areas within the health sector. The initiative has taken lessons from experiences of the ESAP program and was launched in 2017/18. The initiative plans to increase the proportion of primary health care facilities implementing Community Scorecard from 61% to 90% by 2024. According to MoH’s 2013 EFY annual performance report, CSC training was provided to 236 health care workers and management staff and CSC implementation started in 102 new Woredas. At the end of 2013 EFY, CSC implementation is reported to have reached 707 Woredas across the country.

## Water & Sanitation

In the water sector, one of the main citizen engagement mechanisms are the WASH COs (Water and Sanitation Committees) established at every single water point more than 100,000 water schemes are reported to be available in the country at the moment. Establishment of WASHCOs started in 2004, with the launch of a program based approach for WASH. This program adopted a demand-driven approach where communities participate from the planning to the operation and maintenance of Water facilities. The program also considers community ownership and management of the improved WASH facilities as important strategies for enhancing the impact and sustainability of the program’s interventions. WASHCOs are established by communities with the help of promoters, one at each water scheme consisting of 7 members of mostly influential people. These groups receive training in three phases – covering planning, implementation and operation and maintenance. WASHCO takes responsibility to develop a plan for their water scheme, choose the type of technology (hand dug well, hand pump...), manage funds including government subsidy provided for capital expenditure, mobilize resources, procure goods and services as required and complete and submit inventories and physical and financial reports.



## Civil Services

The main policy goal of the sector is to build a competent, independent, and free civil service system, build the capacity of the government and increase the satisfaction of citizens by establishing good governance in the provision of public services. In an earlier - public/citizen wing approach – every institution was required to establish its own beneficiary group, from which it collects inputs.

The practice was criticized for lack of proper understanding and knowledge of the policies and strategies of the sector, lack of capacity, lack of motivation and readiness by the sector to receive feedback as an input, and lack of a properly managed process. There is no mention of this structure in the current strategic/policy document. The current five-year strategic plan (2021-2025) has ten core strategic objectives, among which the following two appear to be key for citizen engagement interventions.

- ***Improving citizen satisfaction***- providing service to the customer in accordance with the Service Delivery Standard Charter, responding appropriately and promptly to citizens' complaints; & *measuring the level of service satisfaction of the citizen every two years using an independent survey.*
- ***Building model service delivery institutions*** - by strengthening the executive capacity of the government, improving the quality and efficiency of services provided to citizens; establishing award systems and multiplying model institutions; supporting government services electronically; establishing toll-free telephone lines to receive comments/tips from the public; and establishing an outsourcing system for government activities; etc,

## Planning & Development

The Ministry of Planning and Development (MoPD) is the key government institution mandated by law to provide the necessary policy analysis, guidance, and support for the country's economic, social, demographic, spatial, environmental, and institutional development. Its principal duties and responsibilities are the preparation and coordination of medium and long-term national development plan and conducting periodic evaluations and monitoring of development plans. The Ministry is also responsible for appraising, reviewing, selecting, and prioritizing public development projects to effectively ensure that the overall administration and management of public development projects do accelerate the social and economic development of the country as per our medium and long-term national development goals and targets.

Similarly, it carries out the monitoring and evaluation (M&E) of public development projects, and organizes best practices observed in development project implementation and ensures experience sharing practices across different sectors. One important opening for citizen engagement practice, such as the ESAP initiative, is the practice of developing local development plans which fall under their mandate and that need further exploration at regional and Woreda levels.

### III. Key Findings

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#### ***3.1 Potential anchoring points for citizen engagement work in basic public service provider organizations:***

Providing citizens with a space to participate in the planning, implementation and monitoring of public services is becoming an important characteristic feature of citizen engagement practices worldwide. This practice is observed to be creating opportunities for governments to ensure value for money in delivering public services and fostering trust and collaboration between citizens and local governments. It was observed during the scoping study that this is as well the case in the Ethiopian public service where many departments in basic service delivery sector bureaus consider public mobilization as a cardinal aspect of their work.

This was particularly the case for sectors that rely on mobilization of citizens to deliver their mandated tasks such as the construction and maintenance of public works as well as Water and rural roads, where full-fledged units are set up to coordinate citizen mobilization activities. In a good number of sectors, the public relations and planning departments are entrusted with citizen engagement tasks, particularly in areas where citizens are convened to share organizational plans, implementation reports and are provided space to express their needs and concerns on the state of service delivery. At the Federal level such community engagement activities are strategically managed and coordinated by governance and reform directorates such as the case with MoH which is currently guiding and coordinating the citizen engagement work the ministry promotes using the Community Score Card (CSC) as the main SA tool for improved basic health service delivery.

In the education sector, the interface with citizens is managed through school improvement and supervision directorates that have considerable potential to serve as future anchoring points for social accountability work in the sector.

From the various consultative discussions held in the regions, it appears that there are a wide range of opportunities to make use of such focal units to serve as an interface between service delivery organizations and the public in playing a more organized and predictable role of channelling information to citizens on their service rights and entitlements, and avail regular platforms through which citizens can have access to information on government response to their service complaints and requests. This requires, among others, designing capacity development interventions for sectors in organizing and facilitating such citizen-state dialogue.

#### ***3.2 Citizen engagement laws, regulations and directives and the extent to which they are being translated to action***

Engaging citizens for development requires putting the required laws, regulations and operational standards in place and ensuring that these laws and regulations are enforced. In this regard, it was observed that there are various operational procedures, manuals and directives in place in each of the sectors reviewed. Among these include;

- Public Service Management Proclamation,
- Integrated Community Based Participatory Planning Guide and Manual,
- Health service management guidelines,
- Council guideline for public participation
- Civil service directives on civic participation in Kebele and Woreda

- School Administration, Organization, Community Participation and Finance Directive.
- Development Army Plan
- Education Management Framework
- Inclusive Education and Support Guideline and School Improvement Framework which is designed to develop more inclusive educational system.
- Community-Facility Forum Directive
- Health Sector Social Accountability (HSSA) Implementation Strategy
- Managerial Accountability in Primary Health Care System (MAPs),
- Implementation Guideline on Accountability Development Program, and
- Community Scorecard Implementation Guideline,

Fundamentally, these laws and regulations were observed to promote the importance of community participation and ownership in development. This is an opportunity SA initiatives can build on, to enhance accountability and state responsiveness.

Among the key issues raised with regard to such laws and procedures were;

- The question of enforceability,
- Updating them to meet the emerging and ever-growing needs of citizens, and
- Properly disseminating these laws and regulations so that citizens can understand their rights, actively participate in and adequately benefit from their effective implementation.

### ***3.3 State of public participation platforms and structures***

There are various structures and community participation platforms within which citizens can participate to improve public service delivery. The various community participation platforms reported in this regard include:

- Education Development Army
- Health Development Army
- Parent Teacher Student Associations (PTSAs) at school level
- School health platforms
- Parent-Association at Woreda (sub-city and city levels)
- WASH committees

These public participation platforms were observed to be instrumental in the management, planning and monitoring of public services. In addition, numerous cases and practical examples were reported where these structures served as effective and helpful channels for resource mobilization for service improvements across basic service sectors that resulted in concrete service improvements, such as

- Construction of and furnishing school facilities and class rooms
- Maintenance of water points
- Improvements in the supply of medicines
- Improvements in community participation in hygiene and sanitation work

- Improvements in community behaviour towards going to the health facilities for treatment (mothers delivering in health centres in particular)
- Improvements in student achievement and ethics
- Provision of educational materials to underprivileged students, through resources mobilized by local communities
- Improvement in water supply for low-income groups
- Improvements in community use of toilets in rural areas
- Periodic road maintenance done by community, and
- Huge conservation efforts including covering mountains with forests

This is notwithstanding the fact that direct attribution of these changes to SA is often difficult to establish and requires rigorous research.

While these results are indeed significant in improving the delivery of basic services and fostering collaboration between service users and providers, it is perhaps important to ensure that the manner in which community resources are mobilized and their execution should be done in a transparent and accountable manner, including in ensuring that the mobilized resources are utilized for the intended development purposes. Introducing a social accountability element in this significant resource mobilization effort could go a long way in fostering a mutually trustful and credible relationship between citizens and local governments.

It appears that ESAP-IDA is well positioned to introduce SA elements in the functioning of these public participation platforms by providing hands-on support for regional and Woreda basic sector bureaus and offices to strengthen their collaborative work with already existing public participation platforms, with some adjustments where needed, in such areas as organized, deliberate and regular feedback is provided to citizens' on their service complaints and demands.

### ***3.4 Enabling and restraining factors for citizen participation in the delivery of public services***

An attempt was made during the scoping study to identify mechanisms, operational procedures and mind-sets on the supply side that foster or restrain citizens' willingness to hold local governments accountable for their decisions and actions. It was interesting to note in this regard that most of the respondents did not address this question, perhaps due to the fact that this has been traditionally a 'no-go zone' both for service providers and user communities. However, according to the report from some of the regions that responded to this question, the following issues were raised as enabling and restraining factors for citizens engagement in the delivery of public services.

#### ***Enabling Factors***

- ✓ The use of Citizens' Charter that clearly specifies service standards, as well as the rights and obligations of the service providers and users.
- ✓ Availability of comment logs and complaint boxes where service users can express their opinions and concerns.
- ✓ Use of brochures and posters to make the community aware of their service rights and duties
- ✓ The CSC experience of MoH at health centres (Customer Service Index, Motivated, Competent and Compassionate (MCC), and Town Hall Meeting (THM))
- ✓ Availability of Grievance Redressing Focal Persons at regional level
- ✓ CSO structures supporting PTSC to hear and respond to community complaint,

- ✓ Availability of toll-free phone numbers in some cities
- ✓ Availability of various consultation forums where citizens can air-out their service complaints and grievances
- ✓ Proper design and follow-up of service development projects by some bureaus

***Restraining factors***

- ✗ Poor motivation of service provider staff due to low pay and limited career development opportunities, to be attentive to citizens' demands
- ✗ Failure of service providers to adequately respond to citizens' frequent requests and service complaints, resulting in loss of hope and trust on service providers
- ✗ Lack of awareness of citizens on their service rights and entitlements
- ✗ Assumption by some Woreda officials that to be questioned by citizens undermines their authority.

***3.5 The extent to which public service providers are familiar with and use SA mechanisms and tools***

Regarding SA tools and mechanisms currently in use by front line public service organizations, it was observed that most public service provider organizations have adopted the Citizen's Charter as a service management tool. This appears to be the result of the various civil service reform efforts undertaken by the government to improve service delivery over the past two decades. The challenge is perhaps on how to broaden the scope and use of the citizens' charter as a ***social accountability tool*** i.e. a tool that includes proper follow-up that services are actually provided as per the set standards and there is a platform where service providers give feedback to citizens on the state of service delivery implementation.

In addition, the community score card (CSC) was observed to be the most frequently used in the health sector, as a result of the on-going health sector improvement program where this SA tool is adopted by MoH. This SA tool is currently used in 720 Woredas involving 2324 Health Centres which could be considered as a major breakthrough in embedding SA in government systems.

A good number of regions reported the use of participatory planning and budgeting tool, perhaps alluding to the PFM initiatives and observable gains made by the government, including budget literacy, transparency and pre-budget discussion interventions of the FTA program. Participatory planning and budgeting requires a separate level of intervention and allocation resources to be at the discretion of local communities for service improvements and has been practiced in various municipalities in many countries, bringing actual service improvements for disenfranchised sections of communities, in particular. It could be one option to explore in future SA programming, particularly in urban centres of the country.

It appears that there is a need to build on these tools which are currently used in service delivery organizations in a manner that is tailored to the specific nature and needs of the various sectors using the tools. This demands a closer look into the specific needs of each sector and developing operational manuals on a case-by-case basis. Regional sector bureaus are best positioned to do this with ESAP-IDA's support, building on ESAP-MDTF and MoH experiences so far.

### ***3.6 Capacity constraints and challenges public service providers face to foster citizen engagement for improved service delivery***

When assessing the challenges and capacity constraints service provider sectors are currently facing to effectively engage citizens in the planning, implementation and monitoring of public services, the following key gaps and limitations were identified:

- ✦ A good number of rules, directives, procedures and regulations are out-dated, failing to reflect the current state of awareness of the society and recent sectorial development strategies.
- ✦ Lack of leadership awareness and clarity, in some cases, on existing service delivery regulations, directives and rules.
- ✦ Unavailability of independent units/ focal persons at some sector offices and bureaus to coordinate community engagement works, apart from the existence of public relations departments.
- ✦ Lack of awareness of some service providers on the benefits of involving citizens in service delivery planning, implementation, monitoring and decision-making to meet their own improved service delivery outcomes and set targets.
- ✦ Citizens' lack of awareness on their service rights and including the existence of some avenues in the public service delivery organizations where they can present their demands and concerns.
- ✦ Insufficient supply of resources and budget as well as limited infrastructure and service facilities, often leading to mismatch between the actual demands of citizens and planned programs, putting service providers under severe constraints and pressure and limiting their capacity to sufficiently address critical service needs of user communities.
- ✦ The problem of turnover of skilled staff and sector leaders, that is often caused by, limited salary, benefit packages and career development opportunities in the civil service.
- ✦ Lack of commitment of service providers to engage citizens, often manifested by negligence, boredom and indifference to citizens' requests.
- ✦ The culture of inquiry and bold questioning among society not yet developed to the desired level.
- ✦ Problems related to inadequate and disjointed use of the various public participation platforms, often leading to duplication of resources and efforts.
- ✦ Inadequate system of rewards for responsive staff and sanctions against poor performers, limiting the willingness and commitment of service providers to effectively serve citizens.
- ✦ Problems related to implementation and enforcement of regulations and operation procedures in public service provider institutions, including failure to comply with set service standards and guidelines.
- ✦ Poor internal control measures that often fail to ensure prudent use of resources.
- ✦ Some council members lacking the required capacity to discharge their respective oversight roles and responsibilities.
- ✦ Disruption of basic services in some Woredas (including ESAP Woredas) affected by conflicts and displacement.

## **IV. Conclusion and Recommendations**

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### **4.1 Conclusion**

The scoping study underscored the existence of a conducive policy and legal environment to promote citizen engagement in the delivery of basic public services. The launching of ESAP-IDA as a supply-led SA intervention in the five basic service sectors portrays the commitment of the government to translate these enabling policy and legal frameworks in to concrete action that contributes to improved basic service delivery, while further strengthening an accountability relationship between public service providers and citizens. Notwithstanding this fact, it must be emphasized that there is still a huge gap between the positive policy and strategic intent of the government and the actual state of public service delivery on the ground. This is largely explained by the enormous resource and implementation capacity constraints Woreda local administrations are currently faced with, particularly for capital projects that could meaningfully address the repeated service improvement requests and increasingly growing demands of citizens. This requires proper attention by policy decision makers.

Enhancing government responsiveness to citizens' service demands and requests requires a collaborative engagement between both supply and demand side actors that builds on an open mind-set of recognizing and appreciating problems on both sides-based on a clear understanding of the incentives and disincentives of both supply and demand side actors- This requires, among others, developing a problem solving approach and harnessing the capacity of potential change agents for transparency, accountability and effectiveness along the state-society divide. In this regard ESAP-IDA is well positioned to make capacity and skill development interventions for basic service provider organizations and equally important, for public accountability structures, Woreda and regional councils in particular.

Social accountability demands a collaborative approach between sectors and cannot be left to a single project or organization. It is more about building on existing initiatives and reforms for public service improvements and development outcomes every service provider organization is currently working to achieve. Given the enabling policy framework and the commitment of the government, ESAP-IDA appears to be best placed to 'connect the dots' for an accountable and effective public service delivery in the country.

### **4.2 Recommendations**

- a) Regional sectors should be involved in the planning, implementation and monitoring of SA programs in their respective areas of thematic engagement, as the services are provided on the frontline, while the major sectorial budget allocations are made in the regions. These interventions should inform and add quality to the regional planning, budgeting and resources allocation process, of course in alignment with their regional development priorities. A prior consultation process with regional sector bureaus to target Woredas would be an advantage here.
- b) Woreda and Regional Councillors have the legal mandates to ensure that the executive branches of the government comply with the laws, regulations and directives of the government. This includes, among others, ensuring that local basic service providers comply with set government standards and entitlements in the delivery of basic services. Social Accountability initiatives, structures and processes

at the local level should strengthen and build on these legally mandated structures as the intention is to make conventional accountability structures deliver their mandates effectively and not to replace them. ESAP-IDA can support this process by planning and implementing custom made capacity and system development interventions to councillors, speakers and standing committee members.

- c) There is a need to streamline the various public participation platforms with a view to minimize duplication of efforts and resources and create synergy for greater effectiveness. In this regard, Citizen Client Council in the health sector, PSTAs in the education sector, WASHCOs in the Water sectors, SACs in ESAP and many others should be aligned, coordinated and synergized for effective and accountable delivery of basic services.
- d) As social accountability is essentially a collaborative effort that cannot be effectively delivered by a single organization or project, there is a need to enhance cross-sectorial collaboration between the five basic sectors. In addition, cross-cutting sectors such as the civil service, planning & development and finance bureaus should be invited to be actively engaged in delivering ESAP-IDA objectives and be provided with capacity development support that could add value to making public services efficient, transparent and accountable to citizens.
- e) There is a need for sectors to update their existing operational procedures, guidelines and directives to meet the growing service needs of citizens. Though this is a huge task that demands the leadership and involvement of the relevant institutions running the public service reform as per government directives, ESAP-IDA could support this process in the areas of introducing citizen engagement elements in their operational manuals and skill development of relevant staff for improved and accountable public service delivery.
- f) Capacity development support that targets service user groups, neighbourhood and mass based, as well as disadvantaged members of the community (through their representative associations) on service standards, rights, entitlements as well as use of social accountability tools, principles and mechanisms for claiming their rights should be given due priority by ESAP-IDA.
- g) On the supply side, ESAP-IDA should organize and conduct awareness promotion and sensitization interventions on SA tools and mechanisms for basic service sector officials and frontline service providing staff. These capacity building interventions should be tailored to the needs, capacities and priorities of public service delivery organizations on the ground with a view to complement and further strengthen their own service delivery efforts and not by any means duplicate them. System development support should be given to basic service providers, in cooperation with relevant government authorities and local universities for enhanced engagement of citizens in planning, budgeting, implementation, monitoring and evaluation, including by developing citizen engagement guidelines tailored to their specific thematic areas of engagement.
- h) The capacity of Woreda-level basic service provider sector offices should be enhanced to properly formulate and execute service delivery plans that meet the needs of service user communities, including that fosters awareness, skills and attitude of their frontline staff to effectively and appropriately respond to questions from service users.



- i) ESAP-IDA should support regional civil service bureaus in their efforts to create systems of rewards and sanctions that motivate managers and frontline staff to be responsive to citizens' demands and needs.
- j) Region sector bureaus and Woredas as well shall establish a work unit or a job position in their organizational structure that is in charge of citizen mobilization for social accountability.
- k) The budget at Woreda level, particularly for capital projects that address the service demands of citizens should be adequately allocated, as it is at this level that the real responsiveness of the government to citizens' service demands is put in to test.
- l) There should be regular platforms for SA stakeholders where the efforts and results of citizen engagement activities are reflected up on and lessons drawn for future planning, policy formulation and implementation.
- m) There is a need to use local media for enhancing SA awareness among the public and establish a communication and media forum on SA mechanisms in schools. Media can be widely used to educate citizens about their rights, as well as their duties and responsibilities.
- n) Capacity building training should be given to key stakeholders to enhance FTA-SA-GRM linkages both at Woreda and regional levels.

## Annex 1: Summary of the findings from Regional Stocktaking Reports

<b>1. Addis Ababa City Administration</b>	
<b>I. General Information</b>	
Sectors/bureaus covered	7 (Education, Health and Water services, BoFED, Planning and development, Civil service, and city administration council)
Woredas Covered	2
No. of Facilities Visited	4
No. of People Consulted	176
<b>II. Summary of Findings</b>	
2.1 Work unit in in charge of public mobilization/ participation	<ul style="list-style-type: none"> <li>▪ The units responsible for coordinating community participation in the education sector are School Improvement and Supervision Directorate, School Improvement and Supervision Team and School Improvement Team at the city, sub-city and woreda levels respectively. At the school level, this responsibility is entrusted to the "School improvement Deputy Director".</li> <li>▪ In the health sector there are mechanisms to engage the community put under reform and governance section as a working team</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<p>Legal and binding frameworks are already established to ensure citizen participation These are;</p> <ul style="list-style-type: none"> <li>▪ Citizens' Charter,</li> <li>▪ School Improvement and Supervision Guidelines,</li> <li>▪ Parent-Teachers' Association (PTA) working guideline,</li> <li>▪ Community Scorecard Implementation Guideline,</li> <li>▪ Community-Facility Forum Directive,</li> <li>▪ Implementation Guideline on Accountability Development Program:</li> <li>▪ Managerial Accountability in Primary Health Care System (MAPs),</li> <li>▪ Draft Health Sector Social Accountability (HSSA) Implementation Strategy,</li> </ul>
2.3 Key public participation platforms/ structures currently in place & their contributions	<ul style="list-style-type: none"> <li>▪ Parent, Student and Teachers Union (PSTU) with 7 members</li> <li>▪ Parent Student Teachers Association (PSTA) with 11-member</li> <li>▪ Public Development Wing</li> <li>▪ Women Development Army (WDA)</li> <li>▪ Community facility forum in health facilities, a forum where citizens and the health service facility representatives could review the overall service delivery.</li> </ul>

### 1. Addis Ababa City Administration

- Interface meetings during CSC process in health centers
- Presence of health station board at health station and sub-city level aimed at improvement of service delivery and budget approval.
- WASHCO (in water and sanitation)
- Customer satisfaction survey (civil service)
- Integrated community participation: Participating citizens in development of Local Development Plan (LDP)- in plan and development sector
- Budget literacy and pre-budget discussion (finance sector)
- Observable gains by non-ESAP initiatives:
  - The endeavours rendered through application of CSC in health stations are benefitting the day-to-day life of individual families in general and women and young children in particular and registered commendable results mentioned hereunder:
  - There were times when water, electricity and drugs for health stations have been supplied sufficiently following application of CSC
  - People contributed money, purchased and availed cell phones to ambulance drivers so that he became ready for service delivery the whole 24 hours
  - Improved the service delivery. For instance tiresome works within health station are made easier following CSC application
  - improving the quality, efficiency, accountability and transparency of primary health care services
  - enhanced community ownership and engagement to improve public health care
  - increasing health worker motivation and responsiveness to clients
  - instilling a client-driven and performance-based culture of health service delivery
  - increasing health-seeking behaviour and client demand for health services
- Observable gains made by ESAP initiatives in the city administration
  - Citizens' demands are responded, service preferences considered and their voices heard to some extent towards improving quality of the health service delivery. Specifically:
  - Awareness of service users raised and are made to know their rights and entitlements associated with service delivery
  - Citizens are aware about education service standards
  - Their capacities build on how to evaluate the service
  - So many service improvements are brought in the aftermath of service assessment by citizens

2.4 Factors motivating

- NA

<b>1. Addis Ababa City Administration</b>	
citizens to engage public service providers	
2.5 Factors restraining citizens from engaging public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.6 SA tools in use by front line public service organizations	<ul style="list-style-type: none"> <li>▪ As part of successful implementation of the Health Sector Transformation Plan (HSTP), the woredas started rolling out a citizen feedback process named “Community Scorecard (CSC)” tool.</li> <li>▪ Following increased commitment of the Federal Government of Ethiopia (FDRE) to social accountability, the Addis Ababa Health Bureau has established this mechanism to receive feedback from citizens on the quality of basic public services in the health station across its woredas.</li> </ul>
2.7 Challenges public service providers often face in engaging citizens for service improvements	<ul style="list-style-type: none"> <li>▪ Budget limitation to implement some programs designed to translate the stated policies and strategies into practice. For instance the resource limitation hindered the health sector not to execute CSC to the required level.</li> <li>▪ Capacity need of staffs at the target sectors to properly execute CE programs</li> <li>▪ Loose FTA-SA-GRM linkage</li> <li>▪ Loss of students' interest to learn restrained their participation in meaningful way</li> <li>▪ Teachers' educational capacity development program is not enough</li> <li>▪ Capacity limitation and low willingness of some service providers and other officials at basic sectors to create conducive environment for citizens to participate</li> <li>▪ Most experts at woreda and sub-city levels are not well aware and skilled about application of CSC</li> <li>▪ The COVID outbreak restrained the sector to implement the tool, CSC, as needed</li> <li>▪ Usage and application of only 1 SA tool (only CSC) impose its effect not to use other tools when circumstances necessitate</li> <li>▪ GRM work is on an infant stage</li> <li>▪ Citizens at some instance are not well informed about their rights for engagement</li> </ul>
2.8 Proposed measures to enhance citizen participation for improving public services	<ul style="list-style-type: none"> <li>▪ Citizens' Council in health, PTAs in education, Customer Forum/WASHCO in Water sectors and SACs in ESAP-IDA20 should be assimilated, coordinated or synergized due to the reason that all works towards achievement of the same goal which is enhancing basic service delivery.</li> <li>▪ Capacity of Parent-Teachers-Students' Association should be enhanced especially in application of social accountability tools, principles and mechanisms</li> <li>▪ ESAP-IDA20 should harmonize its activities with School Improvement Programs especially when evaluating provision of education service delivery</li> </ul>

### 1. Addis Ababa City Administration

- JAPs should be integrated with plans developed following assessment of schools' performance initiated by school improvement and supervision directorate
- Community mobilization, participatory planning and monitoring, providing office for routine works, solving admin cost problems
- Intensive` and need based capacity building trainings should be given for staffs at schools, health station, office and bureau levels on application of social accountability tools and mechanisms
- Capacity of basic service providers should be enhanced with respect to engaging citizens in planning, budgeting, implementation and monitoring and evaluation
- Woreda level service providers should be well acquainted with their own working manuals in relation to service delivery
- Attractive and conducive environment should be created for service providers to make them discharge their tasks effectively and efficiently
- Staffs at education and health offices who are responsible to engage citizens need to have top up payments or else independent unit need to be established for this purpose
- Sectors such as civil service, plan commission, finance offices and councils should work in collaboration for enhancing quality of basic service delivery (ተናበው መሥራት ይገባቸዋል)
- Council members should be capacitated enough so as to make them support, monitor and evaluate the service delivery
- In general: Trainings on the concepts, principles, and mechanisms of social accountability tools should be delivered to all sectors we have interviewed and even to the community at large

## 2. Afar National Regional State

I. General Information	
Sectors/bureaus covered	<ul style="list-style-type: none"> <li>▪ Regional <b>E</b>ducation, <b>H</b>ealth, <b>C</b>ivil <b>S</b>ervice and Road bureaus</li> <li>▪ Woreda <b>W</b>ater, <b>E</b>ducation, <b>F</b>inance, <b>C</b>ivil <b>S</b>ervice and <b>A</b>gricultures offices</li> </ul>
Woredas Covered	1 (Aysaita)
No. of Facilities Visited	4
No. of people consulted	22
II. Summary of Findings	
2.1 Work unit in in charge of public mobilization/ participation	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<ul style="list-style-type: none"> <li>▪ Most of the bureaus and woreda sectors have no clear policy and operational contexts especially on citizen engagements but some of them have a Policy legal and operational context that allows citizens to participate in public service delivery.</li> <li>▪ Education bureau has adapted policy and strategy that developed by MoE to citizen engagement, (A guideline for organization of education management, community participation, education finance and public mobilization plan)</li> <li>▪ Civil Service at regional and woreda level have policy and operational contexts to ensure community participation (Service Delivery and complaints guide line</li> <li>▪ Although SA policy implementation is weak citizens have good morale to work with government to solve problems. Deferent bureaus and sectors employees are also willing to allow citizen to contribute to service delivery</li> </ul>
2.3 Key public participation platforms/ structures currently in place & their contributions	<ul style="list-style-type: none"> <li>▪ Education uses different structures such as, Woreda (District) Education and Training Board (WETB), Kebele (Council) Education and Training Board (KETB) and Parent-Teacher Associations (PTA) those structures help citizens to participate in planning process.</li> <li>▪ Also there is an effort from Civil Service bureau to prepare adequate plan with another bureaus regarding accountability and transparency.</li> <li>▪ At woreda level each sectors uses different ways to communicate with citizens when preparing a plan some of them uses formal structures like school PTA, Kebele board, citizens associations, also each of sector officials which assigned in kebele level responsibility to working with citizens make discussion with them in each kebeles,</li> <li>▪ Agriculture use citizens associations and projects like PSNP and Water use structure which called WASHKO in order to participate citizen in planning.</li> <li>▪ Although there are different structures to allow citizens to participate in the implementation process, there is lack of</li> </ul>

<b>2. Afar National Regional State</b>	
	sustainability from government side. Citizens contribute as much as possibly to engage with the government but there is no comfortable environment. Also the monitoring system has limitations at all sides, citizens didn't have enough knowledge to monitor the implementation and account the government.
2.4 Factors motivating citizens to engage public service providers	<ul style="list-style-type: none"> <li>▪ At regional level there are good willingness and ability of employs to engage citizen in basic service delivery.</li> <li>▪ Good practice of citizens to support governments in order to solve their problems.</li> <li>▪ Good communication between service providers and citizens.</li> <li>▪ There is some awareness among employs regarding Social Accountability practices at the regional level, even some of them were at woreda level part of SA committees.</li> <li>▪ There is a well-established norm of transmitting information among citizens.</li> </ul>
2.5 Factors restraining citizens from engaging public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.6 SA tools in use by front line public service organizations	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.7 Challenges public service providers often face in engaging citizens for service improvements	<ul style="list-style-type: none"> <li>▪ Lack of awareness at regional level on Social Accountability may need high effort to create entry point.</li> <li>▪ Continues meetings at regional and woreda level regarding multi-dimensional issues can be challenges.</li> <li>▪ ESAP woredas that are affected by conflicts and displacement</li> </ul>
2.8 Proposed measures to enhance citizen participation for improving public services	<p><b>A) SA implementation, scaling and institutionalization in basic public services</b></p> <ul style="list-style-type: none"> <li>▪ At bureau and woreda sectors level assign units which will have responsibility to engage citizens in planning, implementation and monitoring process.</li> <li>▪ Give direction from BOFED to the basic public sector bureaus to use citizen engagements policy and regulations and transmission to woreda.</li> <li>▪ Conduct platforms two times at year to reviewing public basic bureaus performance regarding citizen involvements and institutionalizing SA.</li> <li>▪ Coordination with the CSOs lead partner (Padet) in Afar to select activities not solved from previous JAP and aligning with woreda plan.</li> <li>▪ Engage with IPs in their activities until woredas handover processes.</li> </ul>

## 2. Afar National Regional State

- Guide and support woredas focal persons to engage actively with SA committees, and coordinate with IPs focal person at all activities.
  - Capacity building to activation of the linkage of SA-GRM-FTA.
- B) Capacity development of key supply side actors and public oversight structures**
- Provide awareness for supply and oversight structures at regional level on ESAP-IDA 20.
  - Capacity building regarding importance of citizen engagements in public basic service delivery and benefits of SA for citizen and government.
  - Regionally provide training to embed SA tools in their mandated role.
  - Provide training for oversight structures and supply side to strengthening accountability.
  - Capacity building for regional and woredas oversight structures to monitoring citizen engagements system.
  - Capacity development training on social inclusion.
  - Provide awareness to use media actively in order to transmute SA at regional level.
  - Capacity building to understand well on how oversight structures can bring transparency and accountability.
- C) Project management and coordination**
- Need more employees at regional SA unit to support focal person in all process
  - Need office equipment and vehicle to implementing SA.
  - Quarterly field visit to ESAP woredas to monitoring activities.
  - Provide platforms quarterly with woreda SA focal persons to reviewing their performance.
  - Conduct two times in year platforms for WOFEDs in order to review woredas performance in citizen engagements, institutionalization and mainstreaming SA in government system.



### 3. Amhara National Regional State

I. General Information	
Sectors/bureaus covered	The scoping study was conducted in 17 regional and Woreda level; institutions (The institutions where Woreda Health Offices (2), Woreda Council Office (2), Woreda Finance Office (2), Woreda Civil Service Office (2), Health Centers (2), Water and Sewerage Service Office (1), Primary Schools (2) and two regional bureaus (Civil Service Commission and Plan & Development Bureau).
Woredas Covered	2: One rural woreda (Enarji Enawga), one city administration (Debretabor)
No. of Facilities Visited	4
No. of people consulted	49
II. Summary of Findings	
2.1 Work unit in in charge of public mobilization/ participation	<ul style="list-style-type: none"> <li>▪ There is information and planning department at the Education Offices, with the primary function being to plan, monitor and support community participation and prepare a report.</li> <li>▪ There is a public relations team in the Council Office and its main function is to organize the forum. Distributes the functions and responsibilities of the council through the media</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<ul style="list-style-type: none"> <li>▪ School Administration, Organization, Community Participation and Finance Directive 1996,</li> <li>▪ School Improvement Program Framework 2004,</li> <li>▪ Hygiene Sanitation Implementation Proclamation and Guidelines,</li> <li>▪ Health Insurance Guide, Health Package Implementation Guide,</li> <li>▪ Health Management Standard Guide, Customer Service Guide,</li> <li>▪ Discussion Document with Fathers,</li> <li>▪ Social Accountability and Water Forum Document,</li> <li>▪ Integrated Community Based Participatory Planning Guide and Manual,</li> <li>▪ Public Service Management Proclamation,</li> <li>▪ Recruitment and Selection Guide,</li> <li>▪ Development Army Plan</li> </ul>
2.3 Key public participation platforms/ structures currently in	<ul style="list-style-type: none"> <li>▪ Development Army, Consultation forums, Parent-Student-Teacher Union, Student Union, Women's Organization, Kebele Education and Training Board, monthly forum with a parent at school, Class Heads Forum, Urban Sanitation and Beauty Committee, Community Support and Care Committee, Nutrition Committee, Service Providing Committee, Movement</li> </ul>

### 3. Amhara National Regional State

place & their contributions	<p>Forum, Annual Water Forum with 560 members at the city level, A monthly forum with 100 members at the Kebele level</p> <ul style="list-style-type: none"> <li>▪ Some of their notable contributions are: <ul style="list-style-type: none"> <li>○ Community participation in Hygiene and Sanitation work increased</li> <li>○ The community is using health facilities and the rate of treatment has increased.</li> <li>○ Mothers come to the health center and the birth rate has increased</li> <li>○ Membership of health insurance users increased. More than 200 poor people have been treated and become members of health insurance through sponsorship</li> <li>○ Urban beauty and cleanliness have improved</li> <li>○ The use of toilets has increased especially in rural areas.</li> <li>○ For the underprivileged students, the community has been able to provide educational materials (346 dozen student notebooks) through community mobilization.</li> <li>○ The community has been able to build more classrooms;</li> <li>○ The quality of education has improved (Reduced repetition rate; reducing dropout rates, Student achievement and ethics have improved).</li> <li>○ Avoiding harmful traditional practices increased</li> <li>○ The culture of solving good governance problems increased</li> <li>○ Rumors have been reduced due to transparency</li> <li>○ Water supply has been provided to 130 low-income groups by community participation and water and sewerage service office</li> </ul> </li> </ul>
2.4 Factors motivating citizens to engage public service providers	<ul style="list-style-type: none"> <li>▪ Preparing and posting the rights and obligations of the service provider and the client.</li> <li>▪ Preparing and notifying the Citizens' Charter.</li> <li>▪ Preparing Comment log and box to express their opinions.</li> <li>▪ Preparing brochures to make the community aware of their rights and duties.</li> <li>▪ Transparency in every Kebele council meeting.</li> </ul>
2.5 Factors restraining citizens from engaging public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.6 SA tools in use by front line public service organizations	<ul style="list-style-type: none"> <li>▪ 9 public service provider institutions provided the following response <ul style="list-style-type: none"> <li>○ <b>Citizens Charter</b> : known (2), Piloted (1), Institutionalized (4), not known (2)</li> <li>○ <b>CSC</b> : known (0), Piloted (3), Institutionalized (4), not known (2)</li> <li>○ <b>CRC</b>: known (2), Piloted (1), Institutionalized (0), not known (6)</li> <li>○ <b>PPB</b>: known (0), Piloted (0), Institutionalized (9), not known (0)</li> </ul> </li> </ul>

### 3. Amhara National Regional State

2.7 Challenges public service providers often face in engaging citizens for service improvements	<ul style="list-style-type: none"> <li>▪ The amount of the penalty should be minimal, even if the penalty is imposed on the implementation of sewage disposal guidelines.</li> <li>▪ Limitations in involving citizens from planning to implementation</li> <li>▪ Although awareness has increased, there is still a lack of motivation to seek treatment (health)</li> <li>▪ Rules and regulations are not up to date. i.e, the current rules and regulations do not take into account the current state of consciousness of the society.</li> <li>▪</li> <li>▪ Complaints related to health insurance, not wanting to be a member of health insurance.</li> <li>▪ Negligence, boredom and unresponsiveness of service providers.</li> <li>▪ Citizens do not understand their obligations as much as their rights.</li> <li>▪ Unsatisfactory regulatory requirements when other infrastructure (roads, electricity, telephone) are damaged while working on water lines.</li> <li>▪ The culture of inquiry in society is not as it should be.</li> <li>▪ Lack of public participation in planning and budgeting,</li> <li>▪ Lack of timely response to citizens' questions,</li> <li>▪ Lack of clarity on directives and rules.</li> <li>▪ Failure to inform the community of the budgets of the partner organizations and not involving the community in project evaluations.</li> <li>▪ The problem of integrating and using platforms effectively.</li> <li>▪ The fact that despite the accountability system, the culture of bold questioning is minimal.</li> </ul>
2.8 Proposed measures to enhance citizen participation for improving public services	<ul style="list-style-type: none"> <li>▪ Awareness creation and capacity building should be done by creating forums for officials, staffs and community.</li> <li>▪ The community should be involved in planning, budget preparation and implementation, supported by guidelines.</li> <li>▪ Strengthen transparency and accountability by strengthening joint consultative forums and community discussions.</li> <li>▪ Awareness creation should be done for new employees about their work.</li> <li>▪ Strengthen the integrated community based participatory planning by the Plan and development commission.</li> <li>▪ Directives and rules should be updated and capacity building should be done timely and extensively.</li> <li>▪ Social accountability should not remain a one-time activity and will continue to be strengthened.</li> <li>▪ Establish and maintain a system of rewarding those who work honestly and hold perpetrators accountable.</li> <li>▪ Public relation structure should exist even at the Kebele level.</li> <li>▪ Civil Service Reform should be strengthened at all levels.</li> <li>▪ Awareness creation about social accountability should be done for leadership and professionals at all levels.</li> <li>▪ Social media should be widely used. Interface meeting should be strengthened.</li> <li>▪ Regular professional and accountant for social accountability and others should be recruited at woreda level.</li> <li>▪ Budget and material support is provided to create awareness for the community.</li> </ul>

#### 4. Benshangul Gumuz National Regional State

##### I. General Information

Sectors/bureaus covered	2, Health and Education
Woredas Covered	1
No. of Facilities Visited	-
No. of People Consulted	83

##### II. Summary of Findings

2.1 Work unit in in charge of public mobilization/ participation	<ul style="list-style-type: none"> <li>▪ Although there is no independent community engagement unit at the Education Bureau, the Education Improvement Planning Team undertakes a mobilization and coordination work to increase community engagement under the Curriculum Directorate.</li> <li>▪ Health Extension Program and Disease Prevention Directorate works on community awareness to prevent communicable &amp; non-communicable diseases.</li> <li>▪ Clinical Directorate: It works to create awareness about community health insurance and to make some financial contributions each year to ensure the health of the community.</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<ul style="list-style-type: none"> <li>▪ There are rules, regulations and guidelines for public participation in the health service delivery sector. For Health Policy Implementation, there are various laws, regulations and guidelines that highly promote and encourage prevention and control of diseases.</li> <li>▪ There are national education policies and strategies, proclamations, regulations, guidelines and manuals to pay attention for community engagement to ensure customer-oriented services and improvement of quality education. <ul style="list-style-type: none"> <li>○ Education Management Framework</li> <li>○ Inclusive Education and Support Guideline</li> <li>○ Education Roadmap</li> <li>○ Service Standard etc.</li> <li>○ School Level Improvement Guide (Level 1 Level 2 Level 3 Level 4)</li> <li>○ School Improvement Plan (3 years and 1 year) involving students at all levels of education</li> </ul> </li> </ul>
2.3 Key public participation platforms/ structures currently in	<ul style="list-style-type: none"> <li>▪ At the community level, there is Health Development Army, 1:30 and 1:5 community based structures, Health Plan implementation consultation Forum, Public Wing, Town Hall Meeting etc. There are guidelines operational manual for all these platforms.</li> </ul>

#### 4. Benshangul Gumuz National Regional State

place & their contributions	<ul style="list-style-type: none"> <li>▪ Education Strategic Plan Development Consultation Forum, 25% of population participates</li> <li>▪ Education Mobilization Campaign (end of August and beginning of September EFY all parents of the students in the school 92 % regional population participates)</li> <li>▪ Parent Day (End of June EFY parents, students respective stakeholders discussion platform)</li> <li>▪ Education Development Army/Education Improvement Community Based Structures and Clubs</li> <li>▪ Some of the major contributions of these platforms are             <ul style="list-style-type: none"> <li>○ Home child-delivery highly declined, replaced by giving birth in health facilities</li> <li>○ Increase in use of own toilets in rural areas</li> <li>○ Education gross and net enrolment increased significantly</li> <li>○ Repetition and dropout rate decreasing</li> <li>○ Improvements in Girls' education enrolment</li> <li>○ Increment of community interest in Adult's education</li> <li>○ Slightly improvements in special-need education</li> <li>○ Progressive improvement in education infrastructure and facilities</li> <li>○ Protection and sustainability of educational institutions is strengthened</li> <li>○ Community participation and contribution toward education access and quality is significantly grown</li> <li>○ The community as a whole has increased its involvement and ownership of the education sector</li> </ul> </li> </ul>
2.4 Factors motivating citizens to engage public service providers	<ul style="list-style-type: none"> <li>▪ The list of paid and unpaid health services and medicines has been explicitly posted by health facilities (maternity services, TB, HIV drugs) aware of this.</li> <li>▪ Community Score Card</li> <li>▪ Customer Service Index</li> <li>▪ Motivated, Competent and Compassionate (MCC)</li> <li>▪ Town Hall Meeting (THM)</li> <li>▪ Grievance redressing Focal Person at regional level (not at woreda and kebele level)</li> <li>▪ Education Sector</li> <li>▪ Comment and Compliant Recording Ledger and Box</li> <li>▪ Grievance and Ethics (GRM) Officer</li> <li>▪ General Education Quality Improvement Program (GEQIP) Grievance Collection and Hearing Officer/Focal Person</li> <li>▪ CSO structures supporting PTSC to hear and respond to community complaints</li> <li>▪ Public Relation-Information Desk (Collect citizen complaints and opinion toward education sector service delivery)</li> </ul>

**4. Benshangul Gumuz National Regional State**

<p>2.5 Factors restraining citizens from engaging public service providers</p>	<p>There are no explicitly restraining factors, however due to different reasons community member and individuals discouraged to participate and or demand their rights services. Some of these factors are:</p> <ul style="list-style-type: none"> <li>▪ Lack of awareness and commitment from community side</li> <li>▪ Poor motivation and career development structures</li> <li>▪ Perception resulted from related to personal-interests and assumptions of individuals in supply side</li> <li>▪ Political related interest, beliefs, hesitation and destructive ideas and thinking of individuals/representative from both sides.</li> <li>▪ Impractical responses to community from service providers reduces citizen’s hope:</li> <li>▪ Inadequate responses for frequent questions and quarries of community demotivating the citizen to request and demand their rights</li> </ul>	
<p>2.6 SA tools in use by front line public service organizations</p>	<p><b>Health Sector</b></p> <ul style="list-style-type: none"> <li>• Citizens' Charter is in the process of being tested Community Score Card (CSC)</li> <li>• The Community Service Standards Card has become an institution at the health facility level.</li> <li>• Citizen Report Card is not recognized</li> <li>• Participatory planning and budgeting is partial</li> </ul> <p><b>Others</b></p> <ul style="list-style-type: none"> <li>• Customer Service Index (CSI)</li> <li>• Motivated, Competent and Compassionate Servant Health Professional (MCC)</li> <li>• Town Hall Meeting (THM)</li> <li>• Kaizen.</li> </ul>	<p><b>Education sector</b></p> <ul style="list-style-type: none"> <li>• Citizens' Charter is in the process of being tested Community Score Card (CSC)</li> <li>• Citizen Report Card is not recognized by our office</li> <li>• Participatory planning and budgeting is partial known</li> </ul> <p><b>Others</b></p> <ul style="list-style-type: none"> <li>• Parent, Teacher and Student Committee (PTSC)</li> <li>• School Report Card (SRC)</li> <li>• Student Report Card</li> <li>• General Education Mobilization (GEM)</li> </ul>
<p>2.7 Challenges public service providers often face in engaging citizens for service improvements</p>	<p>a) Challenges from the demand side</p> <ul style="list-style-type: none"> <li>▪ The problem is that most citizens do not recognize their rights and responsibilities</li> <li>▪ Limited knowledge that service providers can be accountable</li> <li>▪ Citizens often doubt the need for education due to the fact that their children, who have already graduated with diplomas degrees, could not find jobs</li> </ul> <p>b) Challenges related to public service providers</p> <ul style="list-style-type: none"> <li>▪ Lack of awareness of the benefits of involving citizens in service delivery planning, implementation, monitoring and decision-making</li> </ul>	

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	<ul style="list-style-type: none"> <li>▪ Failure to act as planned and focus on outreach tasks</li> <li>▪ Lack of monitoring and support at all levels</li> <li>▪ The problem of shifting/turnover of the sector leaders and professionals</li> <li>▪ Insufficient supply of resources and inadequate budget allocation</li> <li>▪ Problems related to quality of education, the main reasons for which are many, especially the lack of awareness and interest in quality education</li> </ul> <p>c) Motivation and willingness of service providers to accept and implement service user suggestions</p> <ul style="list-style-type: none"> <li>▪ Moral problems, lack of knowledge, motivation problems, lack of accountability, not taking corrective action, lack of encouragement,</li> <li>▪ Less attention is paid to teachers' career from recruitment; resulted in poor quality education service delivery</li> <li>▪ Lack of clear rules for schools in terms of willingness and commitment of service providers (absence of regular punishment and rewarding system) etc.</li> <li>▪ Sometimes complaints heard from service users that some service provider in the education sector show unethical approach that discourage to demand the service.</li> </ul> <p>d) Problems related to implementation and enforcement of public participation regulations and operation procedures in public service provider institutions</p> <ul style="list-style-type: none"> <li>▪ Failure to comply and implement guidelines and lack of awareness and training on guidelines</li> <li>▪ Failure to update, monitor, support and provide feedback on issued guidelines;</li> <li>▪ Students are not aware of their obligations, but of their rights;</li> <li>▪ Disrespect for teachers in general, there are problems with students and teachers not knowing and exercising their rights and responsibilities in appropriate manner due to absence of enforcing laws in this regard.</li> </ul> <p>e) Other problems</p> <ul style="list-style-type: none"> <li>▪ Inadequate infrastructure</li> <li>▪ Not paying attention to the changes and being timely;</li> <li>▪ Problems with linking some health services to religion and culture</li> </ul>
2.8 Proposed measures to enhance citizen participation for improving public services	<p>a) In terms of enhancing citizen's capacity to understand their rights and entitlements</p> <ul style="list-style-type: none"> <li>▪ Increasing the awareness of citizens about their rights to services and by actively participating in the planning and implementation of service providers in the provision of additional capacity</li> <li>▪ Provide civic awareness training</li> <li>▪ Citizens should be made aware of their rights and responsibilities</li> <li>▪ Citizens or the consumer community to be involved from planning to implementation</li> </ul> <p>b) With regard to strengthening public participation directives, procedures and structures</p>

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- Strengthen existing public participation practices and organizational guidelines and implementation strategies and create additional resources as needed
  - Institutionalizing the on-going efforts in the sector
  - Applying and capitalizing the existing mechanisms in accountable manner
  - Adopting and contextualizing social accountability tools with education sector's at the grassroots
  - Enforcing the existing laws and regulations practically, and making amendment as appropriate
  - The new National Education and Training Fund, which is being developed nationwide, is expected to be the solution if the Education Law is finalized.
- c) **Building** the capacity of supply side actors to listen to service users' feedback and effectively respond to their demands
- Service providers and; leaders at all levels, need to enhance their ability to effectively and appropriately respond to questions through knowledge, skills, attitude Capacity building training provided
  - Transparent and competence-based recruitment of service providers at all level (The right person at the right position)
- d) In **terms** motivating public service providers and officials to serve with integrity, openness, and accountability by making it an important aspect of their performance evaluation
- Performance evaluation of employees and managers (to be accountable) of service providers encourages to serve the community with honesty, transparency and accountability;
  - Employees and heads of service providers who show good performance should be given an incentive award. Practical punishment and rewarding system
  - If there are employees and managers of service providers who show good performance, they should be encouraged to continue their work.
  - Performs support and monitoring activities
  - Political commitment
  - Introducing and practicing tangible performance management in public service



## 5. Diredawa City Administration

### I. General Information

Sectors/bureaus covered	8
Woredas Covered	1
No. of Facilities Visited	-
No. of people consulted	39

### II. Summary of Findings

2.1 Work unit in in charge of public mobilization/ participation	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<ul style="list-style-type: none"> <li>▪ There are some policy legal and operational documents such as Citizens Charter, participatory planning and budgeting</li> </ul>
2.3 Key public participation platforms/ structures currently in place & their contributions	<ul style="list-style-type: none"> <li>▪ There are development army and public wings</li> <li>▪ There is some observable gains are recorded on citizen engagement especially on education and Health sectors and other basic public service sectors like Agriculture, Water and Road are unsatisfactory deliverables are recorded.</li> </ul>
2.4 Factors motivating citizens to engage public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.5 Factors restraining citizens from engaging public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.6 SA tools in use by front line public service organizations	<ul style="list-style-type: none"> <li>▪ Institutionalized citizen charter and Community Score Card (CSC), participatory planning and budgeting is known but not implemented and the Citizen Report Card (CRC) is unknown. (Health Bureau)</li> <li>▪ Institutionalized participatory planning and budgeting and citizens charter; knows Community Score Card (CSC) but not implemented and doesn't known Citizen Report Card (CRC).(Education Bureau)</li> <li>▪ Community Score Card (CSC) and Citizen Report Card (CRC) are unknown; citizens charter known but not implemented and is piloting the participatory planning and budgeting. (Agriculture Bureau)</li> <li>▪ Water Bureau is Piloting Citizens Charter, Community Score Card (CSC), Citizen Report Card (CRC), Participatory</li> </ul>

<b>5. Diredawa City Administration</b>	
	<p>Planning and Budgeting</p> <ul style="list-style-type: none"> <li>▪ Road Authority knows Citizens Charter but not implemented, doesn't know Community Score Card (CSC) and Institutionalized Citizens Report Card and participatory planning and budgeting.</li> <li>▪ Woreda/Kebele finance has institutionalized Citizens Charter, doesn't know Community Score Card (CSC) and Citizens Report Card (CRC) and knows participatory planning and budgeting but not implemented</li> </ul>
2.7 Challenges public service providers often face in engaging citizens for service improvements	<ul style="list-style-type: none"> <li>▪ Some basic sector bureaus have no policies and regulation for social accountability application like Agriculture office.</li> <li>▪ Unsatisfactory output and follow up</li> <li>▪ As citizen engagement was not implemented and practiced regularly and effectively, it requires to do a lot at supply side</li> </ul>
2.8 Proposed measures to enhance citizen participation for improving public services	<ul style="list-style-type: none"> <li>▪ Awareness and capacity building is highly needed in all public sectors, member of city and woreda/kebele level councils and other public stakeholders, on SA tools concepts and ESAP3 objectives, strategies and methodologies, considering that turnover of officials of the sectors,</li> <li>▪ Structures such as development army and public wings have the potential to provide support to IDA20 ESAP.</li> <li>▪ Most of basic sectors have wide gap on citizen engagement especially Agriculture, Water and Road bureaus should give repeated awareness capacity building trainings.</li> <li>▪ Regarding Health and Education Bureaus, even though they implemented S.A. in ESAP 1 and ESAP2 programs each need additional staff to be trained.</li> <li>▪ Assign at least one representative at Bureau level in all basic sectors with some amount of top up payment as to indicate responsibility for S.A. project management &amp; coordination</li> </ul>

## 6. Gambella National Regional State

I. General Information	
Sectors/bureaus covered	3 Education, Health and BoFED
Woredas Covered	1 (Gambella Woreda)
No. of Facilities Visited	1
No. of People Consulted	15
II. Summary of Findings	
2.1 Work unit in charge of public mobilization/ participation	<ul style="list-style-type: none"> <li>▪ There is no job position for coordinating public mobilization or participation in both region and woreda sectors. However, each sector has a committee formed to resolve citizen complaints.</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.3 Key public participation platforms/ structures currently in place & their contributions	<ul style="list-style-type: none"> <li>▪ There are observable gains from ESAP especially in the formation of social accountability committees in each woreda and the successful launching of ESAP-IDA20 can be taken as an opportunity.</li> </ul>
2.4 Factors motivating citizens to engage public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.5 Factors restraining citizens from engaging public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.6 SA tools in use by front line public service organizations	<ul style="list-style-type: none"> <li>▪ All sectors the regional and woreda level use CSC</li> </ul>
2.7 Challenges public service providers often face in engaging citizens for service improvements	<ul style="list-style-type: none"> <li>▪ The current regional security problem is one major risk for implementation.</li> <li>▪ The supply side not being open and willing to listen to citizens' feedback on the state of public service and respond to their service demands effectively.</li> <li>▪ Limited or no capacity building from the supply side due to budget constraints. There is a great need for capacity development both from the supply side and the demand side. Especially the supply side require training that would enable them to listen to service users' feedback and effectively respond to their demands and priorities.</li> <li>▪ Use of a pool system that prevents sectors from being independent in preparing budget</li> <li>▪ No work procedures and methods to encourage citizens</li> <li>▪ No woreda has a capital budget</li> </ul>
2.8 Proposed measures to enhance citizen participation for improving public services	<ul style="list-style-type: none"> <li>▪ Assigning an expert coordinate to coordinate public participation in both woreda and regional sectors to facilitate the services.</li> <li>▪ Provide capacity development trainings for the supply side.</li> <li>▪ Produce laws, regulations and procedures that would enable to provide effective services</li> </ul>

**7. Harari National Regional State**

<b>I. General Information</b>	
Sectors/bureaus covered	አምስቱ መሠረታዊ አገ/ተቋም (ጤና፣ ትምህርት፣ ውሃ፣ መንገድና ትራንስፖርት እና ግብርና)፣ ገንዘብ ኢኮኖሚ ትብብር ቢሮ፣ ፕላን ኮሚሽን፣ ፕብሊክ ስርቪስና የሰው ሃብት ቢሮ፣ የክልልና የወረዳ ምክርቤት እና የሲቪል ማህበረሰብ ዳይሬክቶሬት
Woredas Covered	1 (ድሬጌዳ ወረዳ)
No. of Facilities Visited	2
No. of people consulted	39
<b>II. Summary of Findings</b>	
2.1 Work unit in in charge of public mobilization/ participation	በዳሰሳ ጥናቱ የተሳተፉ መሰሪቤቶች ሁሉ ይህን የሚያስተባብር አካል እንደ ሌላ ምላሽ ሰጥተዋል ። ነገር ግን ለሌላ ስራ በተቀጠረ ባለሞያ የሚሰራ መሆኑን ጥናቱ ያመለክታል።
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<ul style="list-style-type: none"> <li>▪ በትምህር ሴክተር ብቻ “የህብረተሰብ ታሰትፎ ማረጋገጫ ስርዓት የሰልጠናና የስራ መመሪያ ሰነድ (የተሻሻለው) 2009 ዓ.ል እና የአገር አቀፍ የተማሪ ወላጆች ማህበር አደረጃጀትና አተገባበር መመሪያ 2014 “ የሚል መኖሩን ጥናቱ ያመለክታል እንዲሁም በጤና ሴክተር –በአቅድ ዝግጅት ትግበራ እና አፈፃፀም ክትትል ተገለጋዩን ህብረተሰብ ለማሰተና እየተስራባቸው የሚገኝ ህዝብ ተሰትፎ ጤና ስራዊት የሚመራበት ማኑዋል አለ የማህበረሰብ አገልግሎት መመዘኛ ካርድ አተገባበር መመሪያ ፣ የዘገዎች ቻርተር ሰነድ እና Managerial Accountability in Primary Health Care System (MAPs) የሚል ማኑዋል መኖሩን ጥናቱ ይጠቅማል።</li> <li>▪ ከላይ የተጠቀሱት የህዝቡ ተሳትፎ ፣ ህጎች ደንቦችና መመሪያዎች ተግባራዊ አፈፃፀምና አስካሁን በተግባር የታዩ ውጤቶች በሚመለከት በትምህርት ሴክተር ተጨማሪ መማሪያ ክላስ መሰራት መቻል ፣ የተማሪዎች ውጤት ማደግ እና የመሳሰሉት ውጤቶች የተገኙ ሲሆን በጤና ሴክተርም የመደሃኒት አቅርቦት መሻሻል እና ለወሊድ እናት ህፃን ህክምና ላይም ቱክረት ተሰጥቶ እንዲሰራ መደረግ ተችሏል በተጨማሪም ከውሃ ሴክተር አንፃር ደሞ የውሃ ብክነትን ከመቀነስ አንፃር እና ገቢ እንዲጨምር መነሻ ሆነዋል።</li> </ul>
2.3 Key public participation platforms/ structures currently in place & their contributions	<ul style="list-style-type: none"> <li>▪ በጤና ሴክተር የልማት ሠራዊት 1-5 አደረጃጀት 1ሰ30 አደረጃጀት የዘን ልማት ቡድን የቀበሌ የልማት ቡድን ቀበሌ አክሲዮንሽን ዩኒት አደረጃጀት አላቸው በማህበረሰብ የአስተያየት መመዘኛ ኮርድ የጤና አግልግሎት ተጠያቂነትን ማስፈን የአተገባበር መመሪያ አደረጃጀት ሁኔታ 1ሰ30 ቡድን ጤና እክስተሽን ሠራተኛ የሚመራው ፡- የደንበኛ ምክር ቤት እና የህዝብ መድርክ ፎርም የሚመሩበት የአስራ መመሪያ ያላቸው መሆኑን ጥናቱ ያመለክታል።</li> <li>▪ በትምህርት ሴክተርም የሴቶች፣ የወጣቶች፣ አካል ጉዳተኞች፣ አፎቻ እና እድር አደረጃጀትን የሚጠቀም ሲሆን አመታዊ የተማሪዎች ውጤት መግለጫ መድረኮችም ይዘጋጃሉ። ግብርና ደሞ የተፋሰስ ልማት ስራ እና ሌሎችንም ስራ ለመሰራት የሚጠቀሙበት አደረጃጀት የልማት ሠራዊት 1-5 አደረጃጀት 1ሰ30 አደረጃጀት የዘን ልማት ቡድን የቀበሌ የልማት ቡድን ይጠቀማል ፡ ፡ ሌላው በገንዘብና ኢኮኖሚ ትብብር ቢሮ የሚመራው የሲቪል ማህበረሰብ ዳይሬክቶሬት በአመት አንዴ የሚያዘጋጀው የመንግስትና የሲቪል ማህበረሰብ መድረኮች መኖራቸውን ጥናቱ</li> </ul>

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	<p>ያመለክታል ፡፡</p> <ul style="list-style-type: none"> <li>▪ እነዚህ ከላይ የተጠቀሱት የህዝብ ተሳትፎ መድረኮች/ መዋቅሮች ለተሸለፍ ፍትሃዊ ለሆነ መሰረታዊ አገልግሎት አሰጣጥ እስካሁን ያበረከቱ ተጨባጭ አስተዋጽኦን በሚመለከት በግብርና ሲከተርየተራቆቱ ተራራዎችና ቦታዎችን በደን ለመሸፈን ጥረት መደረጉ የህብረተሰቡ የተራራን ማልማት ግንዛቤ እየዳበረ መምጣቱ በዚህም ምርትና ምርታማነት የጨመረ መሆኑ ጥናቱ ያመለክታል፡፡ በመንግስትና በሲቭል ማህበረሰብ ድርጅቶች የሻከረ ግንኙነት ወደ ተሻለ አብሮ የመሰራትና የመተማመን አዝማሚያ ማሳየቱ ለዚህም እንደ መነሻ ሀገር አቀፍ የሲቭል ማህበረሰብ አዋጅ ፣ ደንብ እና የተለያዩ መመሪያዎች መሻሻል የተደረገበት መሆኑን በተጨማሪም ያሳያል፡፡ ከትምህርት አንጻርም የተማሪዎች ውጤት እና ስነምግባር መሻሻል ይታያል፡፡ እንዲሁም ከጤና ሴክተር አንጻር ደግሞ - ደረጃውን የጠበቀ አገልግሎት እንዲያገኙ ህብርተሰቡ በባለቤትነት ሰሜት እንዲሳተፍ እንዲሁም በአገልግሎቱ እርካታ ባላገኙትም ላይ ምላሽ እንዲሰጣቸው ጠያቂ ህብርተሰቡ እንዲፈጠር አድርገዋል ፡፡             <ul style="list-style-type: none"> <li>○ ከባለድርሻ አካላት ጋር በመቀናጀት አሳታፊ ስራ እንዲሠራ አድርገዋል ፡፡</li> <li>○ ውሳኔዎቻችንን በሙሉ መርጃ ላይ እንዲመሠረት አደርገዋል ፡፡</li> <li>○ ልዩ ትኩረት የሚሹ የህብርተሰብ ክፍሎች ድጋፍ እንዲያገኙ በልማቱ እንዲሳተፉ ዕድል ፊጥሮላቸዋል ፡፡</li> </ul> </li> </ul>
<p>2.4 Factors motivating citizens to engage public service providers</p>	<ul style="list-style-type: none"> <li>▪ የቅሬታ ሰሚ ባለሞያ በየ መሰሪያ ቤቱ መኖሩ የነፃ ስልክ ጥሪ መኖሩ እና በለውጥ ስራ ትግበራ በኩል አጭጭር ስልጠና እና የተለያዩ ህብረተሰብን የሚያሳትፍ መድረኮች መኖራቸው ነው ፡፡ በዜጎች ቻርተር በግልፅ የአገልግሎት እስታንዳርድ መቀመጡ ናቸው</li> </ul>
<p>2.5 Factors restraining citizens from engaging public service providers</p>	<ul style="list-style-type: none"> <li>▪ በአብዛኛው የጥናቱ ተሳታፊዎች የለም ቢሉም ከወረዳ አከባቢ ስልጣኔ ይነካል በሚል አስተሳሰብ ህዝቡ ጥያቄውን እንዳይጠይቅ የሚያደረግ መኖሩን አመልክተዋል፡፡</li> </ul>
<p>2.6 SA tools in use by front line public service organizations</p>	<ul style="list-style-type: none"> <li>▪ የዜጎች ቻርተር የማህበራዊ ተጠያቂነት አሰራር ዘዴ አንዱ ሲሆን ያለበት ደረጃ ከታየው 8 ተቋማት ውስጥ በ2 ተቋማት ተቋማዊ አሰራር የሆነ መሆኑ ፣ በ3 ተቋማት በግንዛቤ ደረጃ ያለ መሆኑ በ3 ተቋማት ደግሞ ግንዛቤ የሌለ መሆኑን ጥናቱ ያሳያል፡፡</li> <li>▪ የማህበረሰብ አገልግሎት መመዘኛ community score card በተመለከተ መረጃው ከተሰበሰበት 11 ተቋማት ውስጥ በ2 ተቋማት ተቋማዊ አሰራር የሆነ መሆኑ ፣ በ2 ተቋማት በሙከራ ደረጃ ያለ መሆኑ በቀሪው 4 ተቋማት ደግሞ የማይታወቅ መሆኑን መረጃው ያመለክታል</li> <li>▪ የዜጎች ሪፖርት ካርድ (citizen report card) በተመለከተ መረጃው ከተሰበሰበት 8 ተቋማት ውስጥ በ3 ተቋማት በግንዛቤ ደረጃ ያለ ሲሆን በቀሪው 5 ተቋማት የማይታወቅ መሆኑን መረጃው ያመለክታል ፡፡ አሳታፊ እቅድ እና በጀት በተመለከተ መረጃው ከተሰበሰበት 8 ተቋማት ውስጥ በ6 ተቋማት በሙከራ ደረጃ ያለ ሲሆን በ2 ተቋማት ደግሞ ግንዛቤ የተገኘባቸው መሆኑን መረጃው ያመለክታል፡፡</li> <li>▪ በመጨረሻም ከተገለጹት የማህበራዊ ተጠያቂነት አሰራር ዘዴ ሌሎች ካሉ ተብሎ በተሰበሰበው መረጃ ጤና ሴክተር ላይ “Managerial Accountability in primary health care system (MAPS) and Good governance indexን ማግኘት የተቻለ ሲሆን በውሃ እና ፍሳሽ ባለስልጣን የደንበኞች ፎሪም free toll 8081 መኖሩን ለመወቅ ተችለዋል፡፡</li> <li>▪ በአጠቃላይ ከላይ በዝርዝር እንደተመለከተው የማህበረሰብ አገልግሎት መመዘኛ የዜጎች ሪፖርት ካርድ በ5ቱ መሰረታዊ አገልግሎቶች ላይ የማይታወቅ መሆኑን ከፍተኛ ድርሻ ያለው መሆኑን ጥናቱ ያመለክታል</li> </ul>
<p>2.7 Challenges public service providers often</p>	<ul style="list-style-type: none"> <li>▪ ዜጎች የአገልግሎት መብታቸውን ለመጠየቅ ያላቸው ግንዛቤና ፣ የሚያሳዩት ትነሳሽነት አናሳ መሆን</li> <li>▪ በአገልግሎት አሰጣጥ እቅድ ፣ ትግበራ ፣ እና ወሳኔ አሰጣጥ ላይ ዜጎችን ማሳተፍ ስለሚሰጠው ጥቅም የድርጅቱ ስራተኞች እና የስራ ኃላፊዎች</li> </ul>

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<p>face in engaging citizens for service improvements</p>	<p>ያላቸው ግንዛቤ እና ስሜት</p> <ul style="list-style-type: none"> <li>▪ አገልግሎት ሰጪ ድርጅቶች ፣ ተገልጋዮች የሚያቀርቧቸውን ሃሳቦች ተቀብለው ለማድረግ ከሚያሳዩት ተነሳሽነትና ፈቃደኝነት አለመኖር</li> <li>▪ በአገልግሎት አስጣጥ ሂደቱ የህዝብን ተሳትፎ ለማረጋገጥ የህግ ማዕቀፍ አለመኖር</li> <li>▪ የወጡ መመሪያዎች በተሞላ መልኩ ተግባራዊ አለማድረግ ክፍተቶች መኖር</li> <li>▪ የማህበረሰብ አገልግሎት መመዘኛ /CSC/ን ከሌሎች የሥራ ተግባራት ጋር አዋህደው አለመስራት</li> <li>▪ በወረዳ አስተዳደር ዘንድ የማህበረሰብ አገልግሎት መመዘኛ /CSC/ ባለቤትነት አለመፍጠር</li> <li>▪ የወረዳው አስተዳዳሪ ወይም ተወካይ የማህበረሰብ ውይይት አለመደረግ፡፡</li> <li>▪ የወረዳው አስተዳዳሪ በውጤቱ ላይ በመመርኮዝ በሚወሰድ እርምጃ ላይ አስተዋፅኦ contributed አለማድረግ</li> <li>▪ የደንበኛው ምክር ቤት በየሩብ ዓመቱ የውጤት አሰጣጥ ሂደትን አለመገምገም</li> </ul>
<p>2.8 Proposed measures to enhance citizen participation for improving public services</p>	<ul style="list-style-type: none"> <li>▪ ዜጎች በአገልግሎት መብታቸው ላይ ያላቸውን ግንዛቤ በማሳደግና በአገልግሎት ሰጪ አካላት የእቅድና በጀት አወጣጥና አፈፃፀም ሂደት በንቃት በመሳተፍ ተጠቃሚነታቸውን የሚያረጋግጡበት ተጨማሪ አቅም / ምቹ ሁኔታዎች መፍጠር ያስፈልጋል፡፡</li> <li>▪ ያሉት የህዝብ ተሳትፎ አሠራር እና የአደረጃጀት መመሪያዎች እና የአፈፃፀም ስልቶች የበለጠ በማጠናከርና እንደ አስፈላጊነቱ ተጨማሪ አስራዮችን በመፍጠር የመደበኛ ስራ አካል መሆን አለበት፡፡</li> <li>▪ የአገልግሎት ሰጪ ስራተኞችን ፣ በየደረጃው የሚገኙ አመራር ሰጪ አካላት ፣ እውቀት ክህሎት አመለካከት እና የመሬትም አቅም በማሳደግ ለዜጎች ጥያቄዎች ቀልጣፋና ተገቢ ምላሽ በብቃት እንዲስጡ ማስቻል ያስፈልጋል ፡፡</li> <li>▪ የአገልግሎት ሰጪ ተቋማት ስራተኞች እና ኃላፊዎች የስራ አፈፃፀም ግምገማ ተገልጋዩን ህብረተሰብ በቅንነት ፣ በግልፅነት እና በተጠያቂነት ማገልገልን የሚያበረታታ እንዲሆን ማድረግ አለበት ፡፡</li> <li>▪ የቁጥጥርና ክትትል ስራዎች የሚሰሩ አካላት በቅርብ በበቂ ደረጃ አቅም በመገንባት ሃላፊነታቸውን እንዲወጡ ማድረግ ይገባል(የክልል እና የወረዳ ምክር ቤት ቋሚ ኮሚቴዎችን ፣ የክትትልና ቁጥጥር ባለሙያዎች እና ሌሎችም)፡፡</li> <li>▪ የተለያዩ አስራር ስልቶችን በመጠቀም አደረጃጀቶች መመሪያ ላይ ተጨማሪ የሆነ ስራ በመስራት የሰው ኃይል በመመደብ የማጠናከር ስራ መስራት ያስፈልጋል ፡፡</li> <li>▪ የአቅም ግንባታ ስልጠናዎች በመስጠት የተለዩ ማነቆች በመለየት የመፈተሙ ሐሳብ የሚሆን ዳሰሳ ጥናት በየጊዜ በመስራት ችግሩ የሚፈታበት እና ተቋማዊ ስራ እንዲስራ ማጠናከር ፡፡</li> <li>▪ መልካም አስተዳደር መርዎች ውስጥ የህዝብ ተሳትፎ የሚያረጋግጡ ላይ ቼክ ሊሰጡ በማዘጋጀት መገምገም እና አቅጣጫ መስጠት ያስፈልጋል ፡፡</li> <li>▪ የማህበራዊ ተጠያቂነት አስራር እንደ ሌላው ስራ መንግስታዊ ተቋም ውስጥ እንደ አንድ የስራ ክፍል ሆኖ ቢቋቋም</li> <li>▪ የዜጎች ተሳትፎ በግልጽ መርህ-ግብር ሊመራ እና ማህበረሰቡ ለተሳትፎ የሚፈለግበት ጊዜ በተቻለ መጠን በውጤቱ ላይ ለውጥ ሊያመጣ እና ትርጉም ያለው ተሳትፎ ሊያደርግ በሚችልበት ወቅታዊነት/Timeliness/Early Involvement ሊሆን ይገባል፡፡</li> <li>▪ በዜጎች የተነሱ ጉዳዮች እና የተሰጡ አስተያየቶች በሚፈለገው ውጤት (የመጨረሻ ውሳኔ) ላይ ተጽእኖ ፈጣሪነት (Influence) ከግምት ሊገቡ ይገባል፡፡</li> </ul>

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- ዜጎችን ህብረተሰቡን ውጤታማ የተሳትፎ መድረኮች(Effective Forums) በሆነ መልኩ ሊያሳትፉ የሚችሉ የመረጃ መለዋወጫ እና ውሳኔ መስጫ አማራጮች መጠቀም ያስፈልጋል።
- ቀ/ዜጎች የሚሰጠው ግብአት እንዴት በውሳኔ እንደሚካተት እና በምን ያህል መጠን ውሳኔው ላይ ተጽእኖ እንዳሳረፈ ግብረ-መልስ (Feedback) ሊገለጽላቸው ይገባል።
- በአገሪቱ ልማት የዜጎች ተሳትፎ የአንድ ወቅት ጉዳይ ብቻ ሳይሆን ቀጣይ እና ዘለቄታዊ (Sustainability ሊሆን ይገባል።
- የዜጎች ተሳትፎ ለማሳለጥ የመንግሥት ግልፅኝነት (Open and Transparent) ወሳኝ ነው። አንዳንድ ምሁራን እንደሚሉት የመረጃ ነፃነት ሕዝብ በበቂ መረጃ ላይ ተመስርቶ ንቁ ተሳትፎ እንዲያደርግ ያበረታታል። በሌላ መልኩ የመረጃ ነፃነት አናሳ መሆን ህዝቡ ትርጉም ያለው ተሳትፎ እንዳያደርግ ያደጋል። በተቻለ መጠን የተለያዩ ጥቅም ያላቸውን ሁሉንም አካላት በአኩልነት መርህ መሠረት አካታችነት (Inclusive and Equitable) ያቀፈ ሊሆን ይገባል። በተለይም /Vulnerable Groups በአግባቡ ሊወከሉ ይገባል።
- ለመሰረታዊ አሰጣጥና አገልግሎት ሰጪ ተቋማት ላይ የማህበራዊ ተጠያቂነት አሰራር ዘዴዎችና መሳሪያዎችን ለመራመድ የአቅም ግንባታ ሰልጠናዎች በመሰጠትና እንዲሁም የዜጎች የሪፖርት ካርድና አሳታፊ እቅድና በጀት ላይ ተቆማዊ አሰራር እንዲሆን ማድረግ ያስፈልጋል
- በዚህ መረጃ መሰረት የዜጎች ቻርተር የማህበራዊ ተጠያቂነት አሰራር ዘዴ አንዱ ሲሆን ያለበት ደረጃ ከታየው 8 ተቋማት ውስጥ በ2 ተቋማት ተቋማዊ አሰራር የሆነ መሆኑ ፣ በ3 ተቋማት በግንዛቤ ደረጃ ያለ መሆኑ በ3 ተቋማት ደግሞ ግንዛቤ የሌለ መሆኑን ጥናቱ ያሳያል።
- የማህበረሰብ አገልግሎት መመዘኛ community score card በተመለከተ መረጃው ከተሰበሰበት ተቋማት ውስጥ በ2 ተቋማት ተቋማዊ አሰራር የሆነ መሆኑ ፣ በ2 ተቋማት በሙከራ ደረጃ ያለ መሆኑ በቀሪው 4 ተቋማት ደግሞ የማይታወቅ መሆኑን መረጃው ያመለክታል
- የዜጎች ሪፖርት ካርድ (citizen report card) በተመለከተ መረጃው ከተሰበሰበት 8 ተቋማት ውስጥ በ3 ተቋማት በግንዛቤ ደረጃ ያለ ሲሆን በቀሪው 5 ተቋማት የማይታወቅ መሆኑን መረጃው ያመለክታል
- አሳታፊ እቅድ እና በጀት በተመለከተ መረጃው ከተሰበሰበት 8 ተቋማት ውስጥ በ6 ተቋማት በሙከራ ደረጃ ያለ ሲሆን በ2 ተቋማት ደግሞ ግንዛቤ የተገኘባቸው መሆኑን መረጃው ያመለክታል
- በመጨረሻም ከተገለፁት የማህበራዊ ተጠያቂነት አሰራር ዘዴ ሌሎች ካሉ ተብሎ በተሰበሰበው መረጃ ጤና ሴክተር ላይ “Managerial Accountability in primary health care system (MAPS) and Good governance indexን ማግኘት የተቻለ ሲሆን በውሃ እና ፍሳሽ ባለስልጣን የደንበኞች ፎረም free toll 8081 መኖሩን ለመወቅ ተችሏል።

## 8. Oromia National Regional State

I. General Information	
Sectors/bureaus covered	Health, Education, Water and Sanitation, Rural roads, Agriculture, Public Service and Human Development Bureau,, finance, Planning and Development Commission and council
Woredas Covered	3 selected woredas (Lume, Dendi and Welmera)
No, of Facilities Visited	1
No. of people consulted	76
II. Summary of Findings	
2.1 Work unit in in charge of public mobilization/ participation	<p>There are work units or job positions coordinating public mobilization in some regional sector bureaus. These are Water &amp; Energy, Roads &amp; Logistics, Health, and Education Bureaus. In the other surveyed bureaus, there are no work units or job positions that are in charge of coordinating public mobilization /participation.</p> <ul style="list-style-type: none"> <li>▪ The Water Bureau has community participation directorate for programs, NGO &amp; social affairs. It is basic roles is coordinating zones and woredas, in community participation, technical support, capacity building, supply of hand pumps and accessories and supply of logistics.</li> <li>▪ Roads and Logistics Bureau has a work unit in charge of coordinating public mobilization/participation. There is a public participation in road maintenance in which local communities around the project area contribute their money in an organized fundraising program lead by the bureau and also previously, the Bureau had program called URRAP (Universal Rural road Access Program) in which 50% of the budget was covered by community participation (labor, in kind and money)for the construction of the rural roads.</li> <li>▪ Health and Education Bureaus have Directorate for resource mobilization and community participation.</li> <li>▪ The manager of the health center is in charge of coordinating public mobilization/participation (Dendi Woreda)</li> <li>▪ Public Service and Human Development Bureau and Agriculture Bureau have no work unit in charge of coordinating public mobilization/participation.</li> <li>▪ Woreda Finance Office’s planning budget and monitoring department discusses the issue of planning and budget allocation with the concerned sections of the society and publicizes the work done and the cost incurred (Dendi and Lume Woredas)</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<p>There are no clear-cut citizen participation laws, regulations, directives, and procedures in place and functional in the service facilities for citizens/service users to participate in the planning, implementation, and monitoring of your services. There are platforms such as citizen charter, blue book, and free services, that guide public mobilization. There are also experiences in practices that encourage citizens’ participation at woredas implementing social accountability programs. Self-Supply operational manual (Water and energy Bureau). The small schemes were carried out by community themselves within a short period of time,</p>



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	<p>through the policy called self –supply. There are proven best practices e.g. supplied potable water for the community themselves in different Oromia zones</p> <ul style="list-style-type: none"> <li>▪ Road fund proclamation No. 224/2012 states the need for constant meeting with the community in the long run.</li> <li>▪ Proclamation No.215/2011 and Directive No.15/2012. (Dendi Woreda Public Service and Human Development Office)</li> <li>▪ Citizen charter (Health Bureau). The woreda based Health Sector Planning (HSP) which incorporates the community representatives, health extension programs, house hold level community and hospital board was effective</li> <li>▪ The participation laws emanate from the blue book adapted and adopted from the ministry of education directives (Education Bureau). In 2013 alone the education sector mobilized the whole community and able to build and furnish and put in to service more than 34,000 learning class rooms in the region.</li> <li>▪ There are no written rules and regulation (Agriculture Bureau and Dendi, Welmera and Lume Woredas)</li> </ul>
2.3 Key public participation platforms/ structures currently in place & their contributions	<ul style="list-style-type: none"> <li>▪ There are consultation forums in which citizens participate in planning; implementation and monitoring of service delivery (for example, joint action plan implementation after service assessment at front line service provision level).</li> <li>▪ PTSAs, public wings consultation forums, education quality circles with operational guidelines, procedures and their own plans to run their activities</li> <li>▪ Farmers are organized by the social development forum, the people wing and farmers’ organization. There are also forum for consultation in schools. However, these public participation platforms/structures are not guided by regulations and directives.</li> <li>▪ The major contribution of this public participation platforms are             <ul style="list-style-type: none"> <li>○ Improvement of the total potable water coverage to 30-40% by the community participation (Water and energy Bureau).</li> <li>○ Contributed to awareness creation and implementation of better farming technology as well as improving the quality of education</li> <li>○ Alleviating the shortage of educational resources.</li> <li>○ Periodic road maintenance is done by community through the system called Length Person</li> <li>○ Improved health service utilization, ambulance &amp; maternal waiting area construction &amp; clean and safe hospital</li> <li>○ Through mobilization and participation of the whole community and other stakeholders across the region, constructed &amp; furnished 3,011 primary better quality schools across Oromia that were put into services in EFY 2014, costing more than 12 billion birr.</li> </ul> </li> <li>▪ There are procedures where woreda council members/standing committees directly discuss on public service delivery with citizens/community and mass based organizations. Council members meet with their constituencies bi-annually and discuss on</li> </ul>

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	<p>matters related to public service delivery.</p> <ul style="list-style-type: none"> <li>▪ Lume Woreda council holds quarterly and annual evaluation of the performance of the executive organ and also meets with its constituency and receives feedback on executive performance. Then, problems to be resolved are set to the executive table and followed up by the council.</li> </ul>
<p>2.4 Factors motivating citizens to engage public service providers</p>	<ul style="list-style-type: none"> <li>▪ Empowerment in all aspects like supply of hand pumps and accessories, logistics, training budget, close supervision and follow up from different regional bureaus.</li> <li>▪ Designing an appropriate road maintenance and road construction policy and strategy such as road fund and community participation program is per-condition for the development of the healthy and dependable road traffic environment.</li> <li>▪ Joint planning, joint evaluation, service improvement.</li> <li>▪ The public structures such as PTA, education and training board which are empowered to manage school disciplinary issues, budget/finance governance community mobilization so as to ensure public ownership of school.</li> <li>▪ The social development forum and the forum for consultation.</li> </ul>
<p>2.5 Factors restraining citizens from engaging public service providers</p>	<ul style="list-style-type: none"> <li>▪ The restraining factors that often discourage and make citizens hesitant to demand their service rights and entitlements are lack of awareness of service entitlements and obligations from citizens' side and, non-responsiveness from the service providers' side (lack of transparency, and good governance) in many instances.</li> <li>▪ Concerned bodies are not fully engaged into creating reform and alternative actions to ensure for its future improvement by creating awareness in society and guiding them to the full aspects of ownership and responsibilities in using the roads.</li> <li>▪ Shortage of supplies and medicine poor service quality as per the standard. Joint monitoring of implementation is weak.</li> <li>▪ Absence of transparency, lack of good governance, lack of motivation (Education Bureau).</li> <li>▪ lack of training and awareness creation (Education Bureau, Water and energy bureau, farmers training center)</li> <li>▪ Government officials decide primarily without public consultation, No local level participatory government practices, Government actors not open for more transparent &amp; responsive decision making (Agriculture Bureau)</li> </ul>
<p>2.6 SA tools in use by front line public service organizations</p>	<ul style="list-style-type: none"> <li>▪ Social accountability (SA) tools and mechanisms such as: citizen charter, community score card, and participatory planning and budgeting are well known and institutionalized while citizen report card is known at front line service providers' level.</li> <li>▪ Generally, there is a lack of awareness about social accountability mechanisms, processes and tools at regional and woredas levels except at woredas and frontline service providers where social accountability programs have been implemented and Regional Health Bureau where Citizen Report Card (CRC) is put into practice.</li> <li>▪ Participatory planning &amp; budgeting is institutionalized, the others are not known (Water and energy Bureau)</li> <li>▪ Citizens charter its Known the other is not known (Roads and Logistics Bureau)</li> </ul>

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	<ul style="list-style-type: none"> <li>▪ All are institutionalized (Health Bureau)</li> <li>▪ Citizen charter both known &amp; institutionalized, Community score cards not known, Citizen report cards not known, Participatory planning &amp; Budgeting both known &amp; institutionalized. (Education Bureau)</li> <li>▪ Citizen charter, community score cards and participatory planning &amp; budgeting are known. Citizen report cards not known (Agriculture Bureau)</li> </ul>
2.7 Challenges public service providers often face in engaging citizens for service improvements	<p>The main challenges are lack of support and participation from government bodies, less attention to laws, no monitoring of performances, lack of capacity of some council members, negligence in resolving grievances by the executive body, and lack of budget for training. Insufficient budget allocation to human resource structure, capacity building and awareness creation at all levels, insufficient recurrent budget for supply of hand pumps and accessories at regional level up to the woreda level,</p> <ul style="list-style-type: none"> <li>▪ The committee at the woreda level was using the raised money for road construction works to purchase fertilizers. Poor internal control measures</li> <li>▪ Low community awareness, Delay in service delivery, Low infrastructure, Low service Providers' motivation, Security problem/instability and High staff turnover (Health Bureau)</li> <li>▪ Problems related to implementation and enforcement of regulations and operation procedures in public service provider institutions (Education Bureau)</li> <li>▪ lack of adequate budget allocation for training and monitoring (Lume Woreda Finance office)</li> <li>▪ The executive organ, sometimes doesn't give due attention to laws promulgated by the council(the "Caffee) and leaders at all levels do not give due attention to control and follow up activities;</li> <li>▪ Some council members lacks the necessary capacity to discharge their respective responsibilities. There is also Lack of awareness among kebele level council members' standing committees</li> <li>▪ Due to limited budget and logistics it becomes difficult to effect accessibility of control activity as per the need of this large region and population;</li> <li>▪ Accessibility of laws to the public is limited because of limited public awareness.</li> </ul>
2.8 Proposed measures to enhance citizen participation for improving public services	<ul style="list-style-type: none"> <li>▪ Encouraging community participation through CSC, MAPS, Forum (Health Bureau)</li> <li>▪ Improving performance evaluation system.</li> <li>▪ Streamlining the various public participation platforms should be the agenda of the government (Planning and Development Commission)</li> <li>▪ ESAP should deliver training and awareness creation workshops for council members and standing committee members. To enhance participation and ensure accountability, training should be delivered to public leaders at all levels and consultation</li> </ul>

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should be upheld. (Dendi Woreda Office of the Speaker of the House)

- Periodical follow up and evaluation of performance reports should be in place (at woreda council level)
- Region sector bureaus and woredas as well shall establish a work unit or a job position in their organizational structure that is in charge of coordinating public mobilization /participation.
- The Regional government shall enact laws, regulations, directives that support public mobilization and participation.
- ESAP should work on sustainability of social accountability process, mechanisms and tools and should also create mechanisms that enable the participation of stakeholders like us from planning up to implementation (Dendi Woreda Office of the Speaker of the House);
- Regarding budget shortage there should be mechanisms in place to mobilize resources (fund raising if possible) to delivery continuous training to council members and executive organs.
- Training and development, setting clear procedures such as organizational culture; work culture development, institutionalizing and strengthen laws, regulations, procedures; automating procedures, preparation of strategic plan and development of Results Based Monitoring &Evaluation system (Public Service and Human Development Bureau).
- Public services should be delivered as per the set service standard and compliance to laws and procedures should be ensured at all levels
- Real public participation should be ensured at all stages of public decision making like planning, execution monitoring and evaluation of public basic services delivery
- There should be reward or sanction mechanisms for employee performance and results, based on stipulated expectations so that employees are contributing what is expected of them. Overall, accountability should be ensured.
- The government institutions should create continuous awareness on how public service delivery could be effective.
- The budget at woreda level should be adequately allocated to improve public service delivery.
- Laws should be promulgated to address changes that come through time (revisiting legal frameworks).
- Strong organizational performance management system needs to be in place. Strong result based monitoring and evaluation system should be developed and put in to practice and finally resource (HR, financial resource and other) need to be fulfilled)
- The social accountability program shall be strengthened in the existing woredas and in the basic public service sectors.

## 9. Sidama National Regional State

### I. General Information

Sectors/bureaus covered	5 basic public sectors (Health, Education, Water, Agriculture and Rural Roads)
Woredas Covered	1 (Shebedino Woreda)
No. of Facilities Visited	-
No. of people consulted	12

### II. Summary of Findings

2.1 Work unit in in charge of public mobilization/ participation	<ul style="list-style-type: none"> <li>▪ There is media and public relation directorate that mobilize public participation (plan commission)</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<ul style="list-style-type: none"> <li>▪ As the region is new different rules and regulation are in the process of being formulated</li> <li>▪ Citizen charter is in use at Shebedino health, education and Water offices</li> <li>▪ Regulations which adapted from SNNPR and formulated according proclamation 192/2004 (water). The rules and regulation brought sense ownership, decreased government costs for maintenance as community started saving money at bank which was collected from daily sales of water. It also created jobs.</li> </ul>
2.3 Key public participation platforms/ structures currently in place & their contributions	<ul style="list-style-type: none"> <li>▪ There are platforms that community can reflect their views and opinions regarding the service delivery by using community score cards</li> <li>▪ From total 26 kebeles in shebedino woreda 30 people are selected from each kebele and a total of 780 have been actively participating once in 3 months.</li> <li>▪ Water committees are established by the water office in all 26 kebeles in Woreda, with guidelines to govern their activities. The committees can supervise service delivery, report and undertake maintenance service if there is damage and open bank account to save daily water sales, run by the 3 joint signatories for transparency.</li> <li>▪ There are public wings which mobilize community on development issues and student parents committees on education</li> </ul>
2.4 Factors motivating citizens to engage public service providers	<ul style="list-style-type: none"> <li>▪ There were good level of motivation during ESAP 1 and ESAP 2 implementation and some significant changes in the Shebedino woreda. Woreda and kebele SACs and concerned wereda officials were closely working for the betterment of service delivery and priority needs identification of the citizen and undertook monitoring and evaluation with concerned government bodies. However, after end of the both phases and phase out of the both ESAP 1 &amp; 2, woreda and kebele SACs have no longer worked.</li> </ul>

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2.5 Factors restraining citizens from engaging public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.6 SA tools in use by front line public service organizations	<ul style="list-style-type: none"> <li>▪ Citizens Charter is institutionalized (health, water, education, agriculture, rural roads, plan commission)</li> <li>▪ Community score cards, Citizen report cards and Participatory Planning &amp; Budgeting were well known but not implemented so far in the education sector</li> <li>▪ Community score cards and Citizen report cards are Institutionalized (health)</li> </ul>
2.7 Challenges public service providers often face in engaging citizens for service improvements	<ul style="list-style-type: none"> <li>▪ There are wide gaps regarding awareness of the SA and its objectives</li> <li>▪ High turnover of the officials who know about SA.</li> <li>▪ There were no responsible bodies in government line and any other assigned focal persons who can coordinate SA</li> <li>▪ No capacity building platform regarding service delivery and citizen engagement on JAPs and Monitoring evaluation</li> <li>▪ There were no responsible bodies who work to sustain ESAP</li> <li>▪ Almost all sectors planning department have no awareness to incorporate JAP in their plans.</li> <li>▪ Some people considered SA as a program that has hidden agenda of politics</li> <li>▪ In each sector there are departments/ directorates of public relations however, those are not practically functioning in a way that contributed to the fulfilments of SA objectives.</li> <li>▪ Low initiative of government bodies and citizens on voluntarism to ensure equitable service delivery</li> <li>▪ There are no satisfactory deeds seen on the ground so far, apart from verbal promises made on media and meetings.</li> </ul>
2.8 Proposed measures to enhance citizen participation for improving public services	<ul style="list-style-type: none"> <li>▪ All sector higher officials, plan commission, woreda and regional sector bureaus and offices of plan department, civil service, and public relation should be given awareness training to foster SA objectives and institutionalize SA as one component in their respective sectors</li> <li>▪ Educate citizen though different media about service standards, their duties and responsibilities in order for them to able to claim their right confidently and ask officials when violating their rights</li> <li>▪ Woreda sector officials should assign a voluntary focal person from each plan department of each sectors so as to able to continue ESAP and to work closely with line department and incorporate SA in the budget.</li> <li>▪ Key supply side actors and public oversight structures from region up to woreda level equally should be trained that delivering equitable service for citizens and enabling them to participate are their constitutional duties</li> <li>▪ All necessary logistics and working guidance should be timely provided so as to able to coordinate the activities in according to the panned time table and towards the desired outcomes.</li> <li>▪ Capacity building training should be given key stakeholder especial each Woreda and regional GRM to enhance the GRM and SA linkage to work together for betterment of equitable service delivery</li> </ul>

## 10. Somali National Regional State

I. General Information	
Sectors/bureaus covered	9 institutions
Woredas Covered	2 (Tuli & Awbare Woredas)
No. of Facilities Visited	2
No. of People Consulted	32
II. Summary of Findings	
2.1 Work unit in in charge of public mobilization/ participation	<ul style="list-style-type: none"> <li>▪ Government institutions have units for public relations that works to improve the linkage between Bureaus and the public.</li> <li>▪ These mostly focus on notifying the public the day-to-day activities within the institutions thus lack further social spaces to foster social accountability.</li> <li>▪ More interestingly, there is misunderstanding regarding the nexus between the works of public relation and social accountability among the participants.</li> <li>▪ Only Bureau of council members, Bureau of health and Bureau of civil service have dedicated units and staff member for social accountability.</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<ul style="list-style-type: none"> <li>▪ Regarding policies and procedures that are in place for social accountability, few institutions have presented supporting documents. For instance, Bureau of council members, Civil Service, Health and Education offered documentations that encourage social accountability in the service delivery.</li> <li>▪ Council members have directive titled Implementation Directive on Deciding Structure of Chairing Persons for working Committee of SRS Council that emphasize the public participation. While Education Bureau have School Improvement Framework which is designed to develop more inclusive educational system.</li> <li>▪ This gives the community and students an opportunity to evaluate and give feedback in regards to the performance of the teachers.</li> <li>▪ In similar fashion, Civil Service Bureau has “directives on civic participation in Kebele and Woreda”. This directive stated that Civil Society Organizations (CSO) should be invited to all meeting (monthly, quarterly and yearly). It quotes that “to increase and promote public participation, the woreda administration should give all the necessary support to CSO”.</li> </ul>
2.3 Key public participation platforms/ structures currently in place & their contributions	<ul style="list-style-type: none"> <li>▪ Some Bureaus have existing structures and platforms. In Civil Service Bureau, there is a department which focuses on good governance issues in order to engage citizens and promote public participation.</li> <li>▪ It has manuals, procedures and policies that have sections for transparency and social accountability. Also, the Health and Education Bureaus have PTSA and School health platforms, respectively. In water Bureau, WASH committee exists created a mobilized community.</li> </ul>

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	<ul style="list-style-type: none"> <li>▪ Through continuous meetings and fund raising, 650 wells were built through self-help in the region.</li> <li>▪ Also, the Rural Road Bureau have committee that comprised parts from the community and the Bureau who collectively work on the road safety and recording complains.</li> <li>▪ Finally, the Council Members also have public relation office which works to accommodate public voice.</li> <li>▪ Some of the contributions of these platforms are:             <ul style="list-style-type: none"> <li>○ Through observation, the contributions of the existing platforms seemed limited however, all these stages contribute positively.</li> <li>○ According the directorate of planning in Education Bureau, the School Improvement Framework is helping to measure which school is better performing in terms of citizen engagement.</li> <li>○ On the other hand, one health school provides health counselling on FGM and girls’ menstrual challenges as well as facilitating AIDS and youth clubs for promote community awareness while Rural Roads committee raise awareness on road accidents to the pastoralist community.</li> </ul> </li> </ul>
2.4 Factors motivating citizens to engage public service providers	<ul style="list-style-type: none"> <li>▪ The issues that encourage citizens to participate and know their rights include; access to information (entitlements), written directives, inclusive development plan (long &amp; short terms), creating more participatory spaces and continuous awareness campaigns to keep mind-set changing on SA.</li> </ul>
2.5 Factors restraining citizens from engaging public service providers	NA
2.6 SA tools in use by front line public service organizations	NA
2.7 Challenges public service providers often face in engaging citizens for service improvements	<ul style="list-style-type: none"> <li>▪ Lack of staffing and Units for SA in sector bureaus</li> <li>▪ Out-dated and ineffective directives, procedures and guidelines</li> <li>▪ Most guidelines are unilateral to the civil service office (there is a feeling that the Bureau of Civil Service is one of the leading institution in terms of documents therefore it would be good if the documents in place are expanded to the other sectors)</li> <li>▪ There is gap in understanding the concept of social accountability.</li> <li>▪ Woredas complain the mismatch between the actual demand and planned programs.</li> <li>▪ There is lack of commitment in service providers in terms of citizen engagement thus more capacity building is needed.</li> </ul>



## 10. Somali National Regional State

2.8 Proposed measures to enhance citizen participation for improving public services

- Assign SA focal persons in all sector Bureaus
- Help sectors to update the existing legal frameworks and align them with current issues
- Raising awareness on the concept of social accountability and attitude changing is needed.
- Empower and capacitate the existing platforms and create new platforms in the other sectors that do not have SA platforms (e.g. Agriculture Bureau)
- Re-enforce complaint mechanisms which communities have access (e.g. call center)
- Work with the oversight institutions and find common entry point for IDA20 to work.
- The usage of SA tools are non-existence except the Bureau of Health therefore, there must be consideration to implement the SA tools and approaches
- Decentralization accountability and transparency should be priority (strengthen woreda to institutionalize SA for further improve service delivery)
- Create synergy among the institutions to foster accountability

## 11. Southern Nation Nationalities and Peoples Regional State

I. General Information	
Sectors/bureaus covered	9 (five zonal basic service sectors and four over sighting zonal departments)
Woredas Covered	2 Woredas in kembata tembaro zone
Number of Facilities Visited	-
No. of people consulted	44
II. Summary of Findings	
2.1 Work unit in in charge of public mobilization/ participation	<ul style="list-style-type: none"> <li>▪ All basic service sectors (agriculture, water, roads and transport, education and health) and planning and development, civil service, and Regional council use their respective development planning units as focal coordinating units for planning, monitoring, and citizen participation and awareness creation on the service delivery.</li> </ul>
2.2 Citizen participation laws, regulations, and directives in place and their functionality	<ul style="list-style-type: none"> <li>▪ Citizen-focused basic service delivery had been in progress in a transparent, participatory, and in accountable manner through their respective citizens' charters, working manuals, regulations, and guidelines. this can be considered as the potential opportunity for Social accountability to be established and promote the SA issues.</li> <li>▪ During first 5 implementing years of the civil service reform implementation phase; deliveries were assessed on a weekly, monthly, quarterly biannually and annual basis on the team- service processes frame-based service delivery report and customers' opinion books feedbacks summarized and used for revisiting of their respective service delivery status to enhance good governance and ethics.</li> </ul>
2.3 Key public participation platforms/ structures currently in place & their contributions	<ul style="list-style-type: none"> <li>▪ Education development army</li> <li>▪ Public wing forums (Water)</li> <li>▪ Observable gains made (both by ESAP non-ESAP initiatives in the region)</li> </ul>
2.4 Factors motivating citizens to engage public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.5 Factors restraining citizens from engaging public service providers	<ul style="list-style-type: none"> <li>▪ NA</li> </ul>
2.6 SA tools in use by front line public service organizations	<ul style="list-style-type: none"> <li>▪ Basic service sectors have awareness on Citizens charter and participatory planning and budgeting but have not yet started implementation.</li> <li>▪ Community score card and citizen report cards are not yet known.</li> </ul>
2.7 Challenges public service providers often face in engaging	<ul style="list-style-type: none"> <li>▪ Manuals and guidelines are not updated to the current level of sectorial development strategy.`</li> <li>▪ Services are not delivered as per the standards.</li> </ul>

### 11. Southern Nation Nationalities and Peoples Regional State

citizens for service improvements	<ul style="list-style-type: none"> <li>▪ Missed focal person for facilitation of SA initiatives at wereda sector.</li> <li>▪ Budget, materials and logistics shortages has hindered service delivery (agriculture)</li> <li>▪ Weak public wing forums,</li> <li>▪ Limited awareness of the service users on the service delivery and weak service delivery conditions.</li> <li>▪ Capacity limitation of service provider in terms of skilled personnel and logistics and working materials(water)`</li> <li>▪ Shortage of basic medicine at facility level and Shortage of laboratory regents</li> <li>▪ Customers /service users are mostly seen aggressive while demanding services.</li> <li>▪ Limitation in enhancing functionality of community based Education development army while community is willing</li> <li>▪ Shortage in Educational materials (input)</li> <li>▪ Delayed response for grievance redressing issues at school level.`</li> <li>▪ Weak response for community request</li> <li>▪ Citizens are not well informed on the range of services given at facility and office levels.</li> <li>▪ The delay in budget release has negatively influenced the timely implementation of road projects and community participation.</li> <li>▪ Shortage of heavy earth moving machineries and low beds (trucks) to plan and respond to citizen request.</li> <li>▪ Private contractors are complaining for construction materials cost escalation, forced to call for cost amendments.</li> <li>▪ Delayed decision responses for the contractor’s payment request.</li> </ul>
2.8 Proposed measures to enhance citizen participation for improving public services	<p>a) SA implementation, scaling and institutionalization in basic public services</p> <ul style="list-style-type: none"> <li>▪ Rework on implementing stakeholders integration (SAIPs, SA IDA20) at field level. At least should be monitored and reviewed quarterly to share live and on the spot feedback and deepening the intervention so far.</li> <li>▪ ESAP3 woreda level community conversation session should be planned and supported with media forum .</li> <li>▪ Scaling up of SA werdas need to consider the available experiences and knowledge gained to date from the existing ones.</li> </ul> <p>b) Capacity development of key supply side actors and public oversight structures</p> <ul style="list-style-type: none"> <li>▪ Woreda level logistics and required materials should be planned for capacitating the supply side actors.</li> <li>▪ In-depth capacity building trainings are required to deepen SA concept, tools and SA mechanisms on a sustainable manner and promote the scaling up to other werdas.</li> </ul> <p>c) Project management and coordination</p> <ul style="list-style-type: none"> <li>▪ As ESAP3 project implementation is SAIP approach and multi stakeholder oversight, the IDA component SA driven process in region has loose (lack clear practical linkages) connection at a grassroots level intervention. Therefore there should be clear formal linkage of SAIP and SA lines for further monitoring and cooperation for meeting the common goal and enhancing expected smooth handing over from the SAIP/ESAP to SA/IDA.</li> <li>▪ The regional SA focal unit should be capacitated with vehicles to monitor the on sight implementation woredas.</li> </ul>

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