# Findings of the Electronic Citizen Report Card (eCRC) Survey on the Delivery of Public Services by Pradeshiya Sabhas

## Report for selected GNs in Batticaloa District

### June 2018

Basith Inadeen, Isuru Thennakoon, Mehala Mahilrajah, K. Romeshun, Hasanthi Tennakoon

cepa
centre for poverty analysis

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# AUTHOR DETAILS

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## Isuru Thennakoon

works as a Junior Research Professional at CEPA. He is currently following a Post Graduate Diploma in Economic Development at the University of Colombo and holds a Bachelor's Degree in economics, economic policy and management from the University of Colombo. He also holds a diploma in counseling physiology and has worked as a counselor. Isuru is a poet and has currently published three books of poetry. He has previously worked with non-profit organisations as a project coordinator and a research assistant. At CEPA, Isuru works with the Facets of Poverty research thematic and the Communications Team. Currently, he is working on a study focusing on citizen report card and he is in charge of field coordination work of the Monaragala district.

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As Team Leader for the Facets of Poverty programme, Romesh and his team are responsible for collating messages on poverty, inequality and prosperity, drawing from CEPA's research and advisory activities. Additionally, the Facets of Poverty Team works on poverty measurement and is starting to look at the impact of macro factors on poverty.

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## Hasanthi Tennakoon

has a Master's degree in Environmental Management from the University of Tasmania, and has extensive experience in corporate sustainability. Her areas of focus are environmental and social sustainability. She currently works as a research consultant for CEPA and also as a social safeguards consultant for the World Bank.

## About CEPA

The Centre for Poverty Analysis (CEPA) is an independent, Sri Lankan think-tank promoting a better understanding of poverty-related development issues. CEPA believes that poverty is an injustice that should be overcome and that overcoming poverty involves changing policies and practices nationally and internationally, as well as working with people in poverty. CEPA strives to contribute to influencing poverty-related development policy, at national, regional, sectoral, programme and project levels. At CEPA, our emphasis is on providing independent analysis, capacity building of development actors, and seeking opportunities for policy influence. We are influenced by a strong orientation towards service provision that is grounded in sound empirical evidence while responding to the needs of the market. CEPA maintains this market orientation through client requests, and also pursues a parallel independent research agenda based on five broad thematic areas: such as post conflict development, vulnerability, migration, infrastructure and the environment.

# List of Figures

# List of Abbreviations

| | |
|---|---|
| **ACLGs** | Assistant Commissioner of Local Government |
| **EU** | European Union |
| **CEPA** | Centre for Poverty Analysis |
| **CSO** | Civil Society Organisation |
| **CRC** | Citizen Report Card |
| **eCRC** | Electronic Citizen Report Card |
| **DS** | Divisional Secretary |
| **DDE** | Deputy Director of Education |
| **GNDs** | Grama Niladhari Divisions |
| **PS** | Pradeshiya Sabha |
| **WRDS** | Women's Rural Development Society |
| **RDS** | Rural Development Society |

# ACKNOWLEDGEMENTS

| No | DS Division | GN Division | Name of CSO |
|----|-------------|-------------|-------------|
| 1 | Manmunai South West | Kadukkamunai | Athavan Community Center |
| 2 | Manmunai South West | Arasadithivu North | Women's Rural Development Society |
| 3 | Manmunai South West | Munaikkadu West | Women's Rural Development Society |
| 4 | Manmunai South West | Munaikkadu North | Women's Rural Development Society |
| 5 | Manmunai South West | Kokkadichcholai | Rural Development Society |
| 6 | Manmunai South West | Mahiladithivu South | Rural Development Society |
| 7 | Koralai Pattu South | Korakallimadu | Women's Rural Development Society |
| 8 | Koralai Pattu South | Kiran East | Women's Rural Development Society |
| 9 | Koralai Pattu South | Thevapuram | Nachchathira Women's Cluster Level Association |
| 10 | Koralai Pattu South | Thikilivaddai | Women's Rural Development Society |
| 11 | Koralai Pattu South | Vahaneri | Rural Development Society |
| 12 | Porathivu Pattu | Selvapuram | Rural Development Society |
| 13 | Porathivu Pattu | Vanninakar | Rural Development Society |
| 14 | Porathivu Pattu | Mavetkudah | Rural Development Society |
| 15 | Porathivu Pattu | Kovil Porathivu West | Women's Rural Development Society |
| 16 | Porathivu Pattu | Kanesapuram | Rural Development Society |
| 17 | Porathivu Pattu | Sinnawathai | Valluvar Community Center |
| 18 | Eravur Town | Iyankerni Muslim | Rural Development Society |
| 19 | Eravur Town | Meerakerni | Rural Development Society |
| 20 | Eravur Town | Mich Nagar | Rural Development Society |

# CONTENTS

# 1. INTRODUCTION

## 1.1. The Project

The European Union funded project "Co-creating social development and good governance: fostering cooperation between CSOs and government authorities for better social services" aims to strengthen and enhance the capacity of Civil Society Organisations (CSOs) to collaborate with government authorities to promote better access and improved quality of public services, while ensuring the accountability of service providers. ACTED and CEPA are collaborating to achieve the following project results. While this study provided baseline data on the delivery of the surveyed public services, a second study is planned for the latter part of the year to monitor progress, and findings will be published in December 2018.

ACTED has been tasked with delivering the following Results (R1 & R2):

- R1 – The capacity of CSOs to implement their mandates and the ability to actively engage in local social development processes is enhanced,

- R2 – Local needs and gaps in terms of social services are identified through a participatory multi-stakeholder approach and addressed by CSOs and government authorities.

CEPA was tasked with delivering the following Result - (R3):

- R3 – Enhanced monitoring of social service delivery/quality for better accountability of service providers is promoted, and best practices are disseminated for mainstreaming.

This entailed CEPA to undertake a number of activities which included:

- Identification of public service providers at different levels,
- Selection of enumerators from target CSOs,
- Training enumerators on the Citizen Report Card (CRC) process,
- Facilitation of questionnaire development and data collection,
- Channelling results to government authorities and supporting them in developing plans to address gaps.

## 1.2. Scope of the Report

This report covers the eCRC findings on the **Delivery of Public Services in selected GN Divisions within Batticaloa District** based on the eCRC survey carried out in the DS Divisions of Eravur Pattu, Porathivu Pattu, Manmunai South West (Pattippalai PS), and Koralai Pattu South.

## 1.3. Objectives of the Study

The specific objectives of the study are:

(i) To use the CRC as a tool for assessing access, quality and satisfaction of actual users of public services as well as a tool for social accountability and transparency,

(ii) To proactively disseminate the findings from this study and use them to advocate operational policy and practice reform measures,

(iii) To present this experience from the actual users for similar initiatives in other public agencies in the other Districts.

## 1.4. Sampling

There are two approaches to assessing the performance of service delivery in a given study area by extracting information such as the percentage of people using a service, percentage of people satisfied with a service and so on. One method is to examine each and every individual of that group and collect the necessary information and then consolidate the findings. This method is called Complete Enumeration or Census. Another way of extracting this information is to select a subset from the larger population and collect relevant information from that subset. This method is called Sampling and the selected subset is known as the Sample. A sampling survey was preferred for this study as it was more cost effective and less labour intensive.

Reliable and accurate data depends on the manner in which the sample is selected. The best case of a sample is when it represents all the variations and characteristics of the total population living within the study area.

The eCRC was carried out for two types of services. One was secondary free education and the other was Pradeshiya Sabha services. The eCRC covered 60 GN Divisions selected by ACTED in the Mullaitivu, Batticaloa and Monaragala Districts. The sample size for the survey was determined as 1200 households for selected 60 GNs or 400 households for 20 GN Divisions in each district. The 400 households per 20 GN Division, was then divided according to the number of actual service receivers of each GN Division.

In all three Districts of Batticaloa, Mullaitivu and Monaragala the sampling process was completed in a number of stages. In the first stage, households with school aged children (attending grades 5 to 13) were identified and listed by CSO members for each GN Division, based on data on households within the GN Division. Out of this, the sample of households for the survey was randomly selected according to the calculated sample size for each GN. Meanwhile the sample for the Pradeshiya Sabha services survey was also drawn from the previously mentioned households identified by CSO members for each GN Division, based on the criteria that these households are using at least one public service provided by the Pradeshiya Sabhas. The sampling exercise in each GN Division was undertaken keeping in perspective the ethnic ratios and the spread to achieve wider coverage that is representative of all villages in the GN area. In total, 1240 households (414 in Batticaloa District, 418 in Monaragala District, and 408 in Mullaitivu District) were contacted for the eCRC; out of this, the valid sample that was finalised for analysis, following all quality checks, was 1200 households for the 60 GNDs in all three districts.

Sampling was undertaken based on the sampling matrix below:

| Population (Households) | Sample size to be selected based on the households (95 % Confidence level) | Sample size to be selected based on the households (90 % Confidence level) |
|---|---|---|
| 100 | 80 | 66 |
| 500 | 217 | 141 |
| 1000 | 278 | 164 |
| 5,000 | 357 | 189 |
| 10,000 | 370 | 192 |
| 30,000 | 379 | 195 |
| 50,000 | 381 | 195 |
| 100,000 | 383 | 196 |
| 200,000 | 383 | 196 |

Satellite images, such as the image shown below, were used for the sampling process.



## 1.5. Methodology

### 1.5.1. What is a Citizen Report Card?

The Citizen Report Card (CRC) is a simple, yet powerful tool that can solicit systematic and actual user feedback on the performance of public services. It is a participatory survey that collects feedback on the quality and adequacy of public services from actual users. The CRC provides a sound basis and a proactive approach for communities, CSOs or local governments to engage in a dialogue with service providers and hold them accountable for improving the delivery of public services. Although the CRC was initially conducted in urban contexts, it is now being applied in a wider range of geographic settings and sectoral contexts to understand the status of public service delivery.

The CRC presents a number of benefits. It offers service providers a cost-effective means of finding out if the public services they provide reach the public, especially the more underserved members of the community. In turn, it provides users of public services an opportunity to convey feedback to local government regarding the quality, efficiency, and adequacy of the services that they receive as well as the problems they face in their interactions with service providers. In cases where there are different service providers, it is possible to compare their ratings across various services. The resultant assessment (based on user satisfaction) is then converted into a 'report card' on the performance of public services for a certain locality. The CRC should not be confused with an opinion poll on public services as the CRC reflects the actual experiences of public services users. For example, the surveys that generate the CRCs only target individuals who have used specific services, and/or interacted with the relevant public agencies.

CRCs have been used by various entities ranging from local and national governments, civil society organisations to development partners in over 20 countries as a tool for citizen engagement and service improvements. As this instrument typically generates data at the intersection of citizen-government engagement, its usefulness can branch out into many areas of influence. For example, it can become the basis for informing public policies and programmes, re-engineering of governance processes and service delivery mechanisms, and restructuring of government and community institutions.

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One of the salient features of the CRC is its ability to give a voice to the marginalised communities, as was the case with this particular study, which focused on engaging communities from very remote and underserved areas in the Batticaloa, Monaragala and Mullaitivu Districts. The aim was to empower communities to make their own choices, meet their needs and lead a self-reliant and sustainable life. For the purpose of this study CEPA focused on assessing prioritised services identified through community based research. The objective was to influence existing practices as well as policies from a pro-poor and rights based perspective.

### 1.5.2.  What is an Electronic Citizen Report Card (eCRC)?

The Electronic Citizen Report Card or the eCRC is a revolutionary approach to conducting CRCs harnessing the power and convenience of sate of the art technology.  The eCRC enables the reliable collection of citizen feedback through an Android-based mobile application while analysing and reporting the information collected in real time. There are several components to the eCRC process:

**(a)  Conducting the survey**

A scientific sample survey of public feedback and experiences is conducted via a tablet using a mobile application. A GIS tracking system in the cell phones/ tablets indicates the location from where data is collected, thereby enhancing the reliability of data collection.

**(b) Remote monitoring for quality control**

A web-based survey management module enables survey managers to track the progress of the survey on a real-time basis. This module enables remote monitoring and management of survey activities and hence ensures greater quality control.

**(c) Data analysis**

Online Dashboard and Data Analysis Tools developed as a part of the eCRC addresses the information needs of various stakeholder groups (e.g. policy makers, administrators, political representatives, and citizens etc.). The results of the survey are presented through easy to understand graphs, tables and maps.

Simple colour codes are used to facilitate easy inferences on performance levels.

As the eCRC uses mobile tablets and state of the art technology for survey reporting it has a number of advantages:

- It generates highly accurate data;

- provides immediate results;

- enables data / results to be displayed on a map of the geographic location where the survey is being undertaken;

- it is more cost efficient as it allows the exercise to be repeated with a one-time investment cost.

### 1.5.3.  The Designing of the eCRC

For the purpose of this study the eCRC survey was designed for 20 selected Grama Niladhari divisions in each of the districts of Batticaloa, Monaragala and Mullaitivu. The survey was designed to cover the service delivery of Pradeshiya Sabhas and the status of secondary education services in the areas identified for the study. The timing of the survey and other logistical details were finalised in consultation with District Secretaries, Zonal Education Directors and the Pradeshiya Sabhas Secretaries in the Districts concerned. The survey was carried out by a team of Civil Society Organisations (CSO) that represent each GN divisions. The team of CSO members had been trained as a pool of resource persons by CEPA for implementing eCRC surveys in the three districts with the direct supervision of CEPA researchers as well ACTED field officers.

### 1.5.4.  Identifying Services to be Surveyed through the eCRC

During focus group discussions (FGDs) with the community, and members of the CSOs, the two issues that emerged as priority areas for improvement were the delivery of (i) Pradeshiya Sabha services, and (ii) secondary education (year 5 - year 13) services. These priorities also aligned with priorities outlined in the ACTED village development plans (VDPs).

As the community was keen on having critical services improved, they were interested in engaging with the Pradeshiya Sabhas under the new Pradeshiya

Sabha's electoral system which gives citizens more access to interact with the political representatives of their area and raise issues that concerned them. There are many different types of services delivered by the Pradeshiya Sabhas, out of which seven priority services were selected by the community to be included in the eCRC survey.

These include:

• Water Services
• Storm Water Drains
• Garbage Cleaning
• Access Roads & By-lanes
• Street-lighting
• Playgrounds
• Library

Among these, the priority areas for improvement were identified by the rankings provided by the community and CSO representatives.

In the case of education services, secondary education was identified as a priority through FGDs undertaken with the community.

### 1.5.5. Development of Performance Indicators

A set of specific indicators were identified for services delivered by the Pradeshiya Sabhas following a series of consultations with community groups and Local Government Authorities in the three districts. The following performance indicators were selected to assess the services delivered by the Pradeshiya Sabhas:

| Selected Services of the Pradeshiya Sabhas | Indicators |
|---|---|
| Water | • Quality<br>• Quantity<br>• Maintenance<br>• Overall Satisfaction |
| Garbage | • Service Coverage<br>• The system of collection<br>• Disposal methods<br>• Timely collection<br>• Overall Satisfaction |
| Roads | • Maintenance / repair during rainy days<br>• Quality of maintenance work<br>• Keeping roads free of potholes<br>• Overall Satisfaction |
| Streetlights | • Number of streetlights<br>• Response to breakdowns<br>• Intensity / brightness of the streetlights<br>• Overall Satisfaction |
| Drainage facilities | • Response time for cleaning the drains<br>• Maintenance<br>• Construction<br>• Overall Satisfaction |
| Playgrounds | • Access to the playground<br>• Safety measures<br>• Cleanliness<br>• Facilities available<br>• Overall Satisfaction |
| Library | • Time of opening<br>• Maintenance<br>• Availability of recent publications<br>• Facilities available |

# 1.6. The Study Area

This study covers a number of areas within the Batticoloa District that fall under the Pradeshiya Sabhas and Educational Zonal Offices of the DS Divisions of Eravur Pattu, Porathivu Pattu, Manmunai South West, and Koralai Pattu South as shown in the table below.

| DS Division/ Pradeshiya Sabha / Zonal Education Office | GNs | Number of Villages | Number of HH |
|---|---|---|---|
| Eravur Pattu DS Division / Eravur Pattu PS / Batticaloa Central Zonal Education Office | Meerakerni | 9 | 1485 |
| | Mich Nagar | 7 | 2063 |
| | Iyenkerni Muslim | 3 | 840 |
| Porathivu Pattu DS Division / Porathivu Pattu PS / Vellavely - Pattiruppu Zonal Education Office | Sinnawathai | 3 | 435 |
| | Kanesapuram | 1 | 420 |
| | Kovil Porathivu West | 1 | 415 |
| | Vanninakar | 1 | 409 |
| | Mavetkudah | 3 | 434 |
| | Selvapuram | 1 | 337 |
| Manmunai Southwest DS Division / Manmunai South PS /Paddippalai – Batticaloa West Zonal Education Office | Kadukkamunai | 5 | 480 |
| | Arasadithivu North | 2 | 308 |
| | Mahiladithivu South | 3 | 576 |
| | Munaikkadu West | 4 | 327 |
| | Munaikkadu North | 2 | 369 |
| | Kokkaddicholai | 3 | 586 |
| | Kiran East | 3 | 1197 |
| | Korakallimadu | 3 | 677 |
| | Thevapuram | 2 | 656 |
| | Thikiliveddai | 5 | 423 |
| Koralai Pattu South DS Division /Oddamavady Predeshya Sabha Kalkuda Zonal Education Office | Vahaneri | 5 | 462 |

# 2. KEY FINDINGS

## 2.1. Availability, Access and Usage of Services

The eCRC survey gathered data on the availability and usage of seven selected service areas, namely water services, storm water drainage, garbage collection, access roads and by-lanes, street-lighting, playgrounds, and library facilities. The subsequent sections discuss public access to each service area surveyed.

**Water**

Water supply services provided by the Pradeshiya Sabhas do not appear to be equitably distributed within the study area and a considerable number of people seem to be lacking in water supply services. As shown in **Figure 1**, in the GN Divisions of Vanninakar and Mavetkudah, less than 10% of the people have access to water supply services, while in GN Divisions such as Thikliveddai and Meerakerni, more than 90% of the respondents have access to water supply services.

**Figure 1: Availability and Usage of Water**
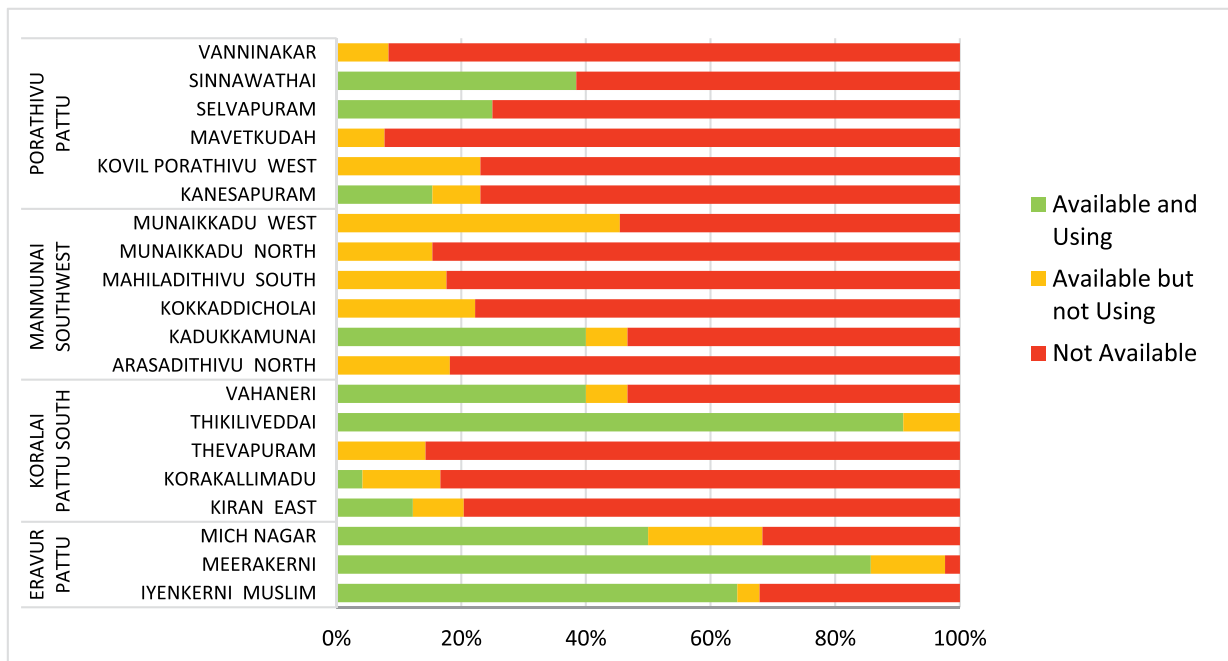


**Roads**

As shown in Figure 2, a majority of the GN Divisions have considerably good access to roads and by-roads within their GN Divisions. In 16 GN Divisions, 60% or more respondents have indicated availability and access to roads and by-roads. The Divisions of Vanninakar, Mavetkudha, Kanesapuram, Vahaneri indicated comparatively less availability and usage of roads and by-roads within their divisions. It should be kept in mind that those who responded that Pradeshiya Sabha maintained roads were not available may have done so due to a lack of awareness as to who maintained the roads and not because the roads were actually unavailable in those areas.

**Figure 2: Availability and Usage of Roads and By-Roads**
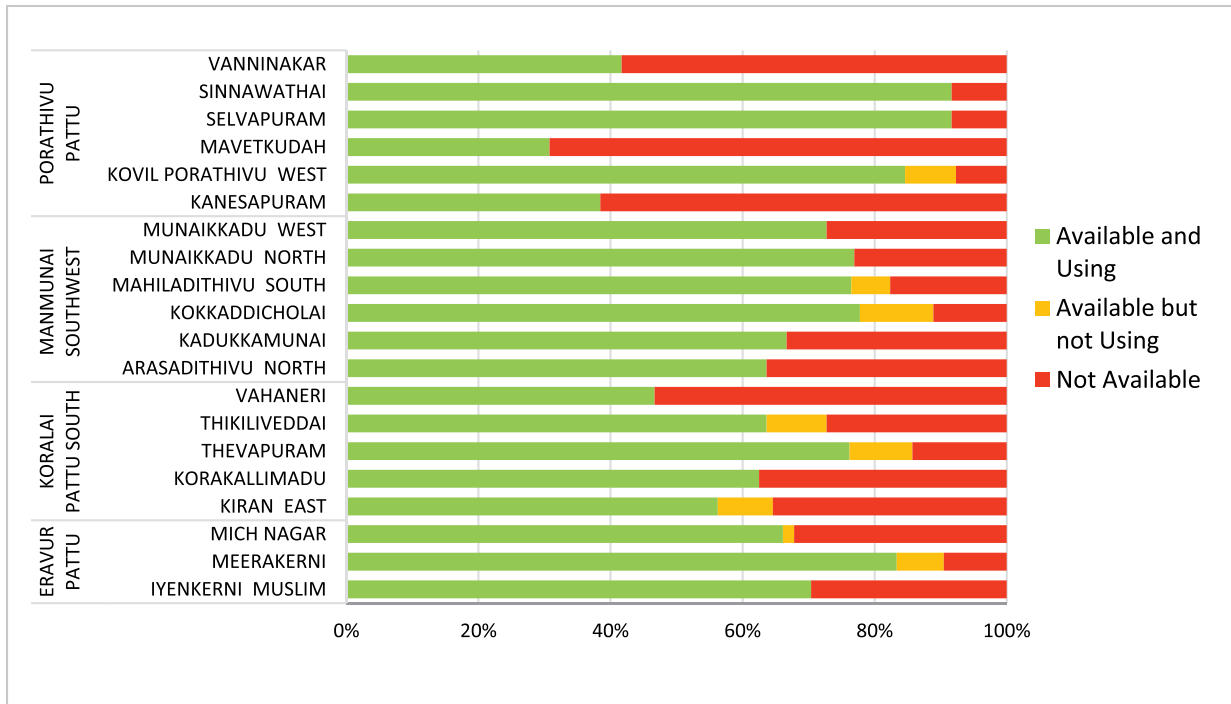


**Streetlights**

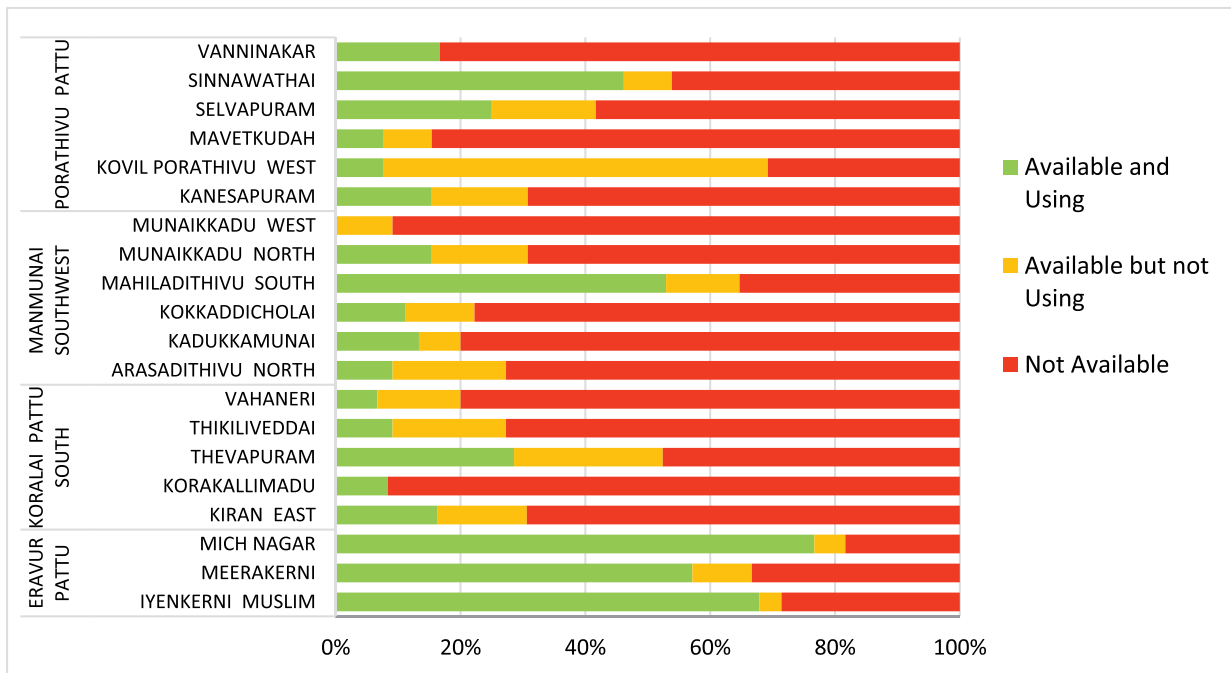**Figure 3** indicates that the majority of the respondents in the study area do not have availability or access to street lighting in their areas. GN Divisions such as Korakallimadu, Munaikkadu West, Mavetkudah and Vanninakar seem to be particularly lacking in street lights.

**Figure 3: Availability of Streetlights**

## Garbage Collection Services

**Figure 4** indicates the extent of garbage collection services available in the study area. As can be seen from Figure 4 there are garbage collection services in most of the surveyed GN Divisions. In some Divisions this is quite minimal while GN Divisions such as Sinnawathai, Selvapuram, Kanesapuram and Vahaneri have no garbage collection services. However, the non-availability of garbage collection services needs to be understood in the context of a recent circular issued by the government that bio-degradable garbage will not be collected from houses that have more than 20 perches of land. As most of these rural households have more than 20 perches of land, this may be the reason for garbage collection not being undertaken in certain areas. It was also noted that some households burnt polythene and plastics to ignite their stoves. Health-wise the toxic fumes from burning plastics can be hazardous and sufficient awareness building is required to educate the public on proper waste management methods.

**Figure 4: Availability and Usage of Garbage Collection Services**
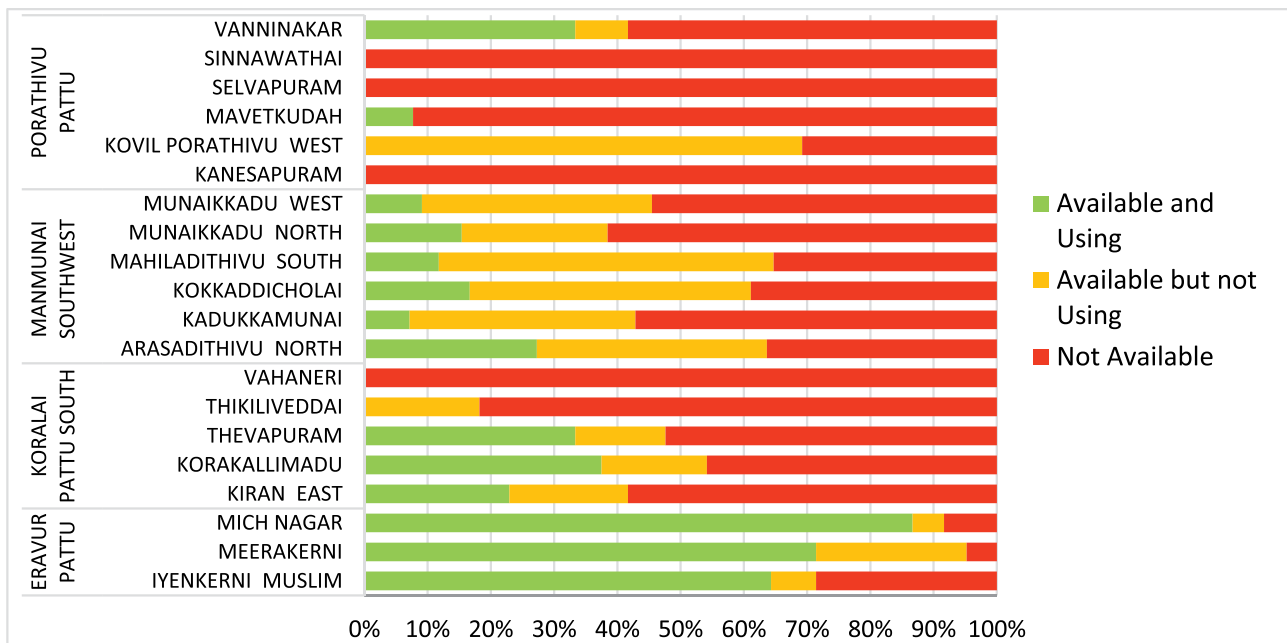


## Library Facilities

**Figure 5** shows that, in 12 out of the 20 GN Divisions being surveyed more than 40% of the respondents were able to access library facilities[1] .

GN Divisions such as Selvapuram, Kanesapuram and Vahaneri, however, do not have any library facilities.

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[1] Some of these were reading rooms. Those with a book collection of more than 3500 books were considered as libraries.

## Figure 5: Availability and Usage of Library Facilities



Figure 5: Availability and Usage of Library Facilities
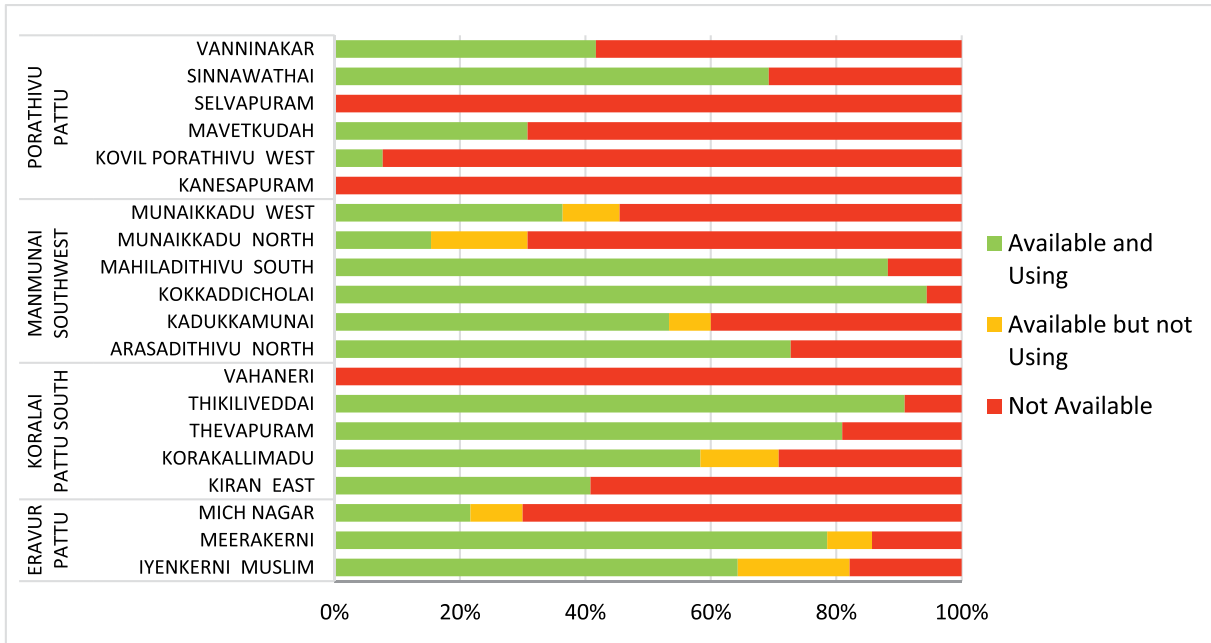
## Drainage Facilities

**Figure 6** indicates that only a small minority of the respondents are accessing and using drainage facilities. In a number of GN Divisions the available drainage systems do not appear to be functional as they are not being used by the public. The GN Divisions of Selvapuram, Vanninakar, Mavetkudah, Koviporathivu West have no drainage facilities.



Figure 6: Availability and Usage of Drainage Facilities

**Playgrounds**

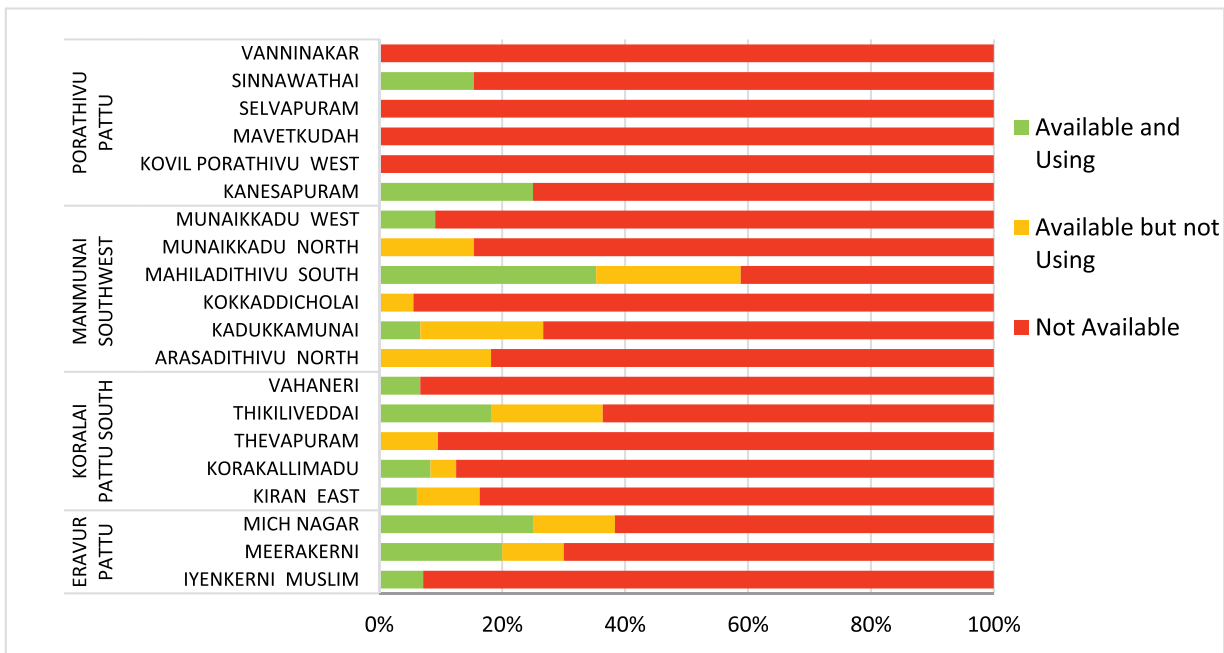**Figure 7** shows that a considerable number of the GN Divisions have playground facilities Only the Vanninakar GN Division lacks a playground facility.

**Figure 7: Availability and Usage of Playground Facilities**
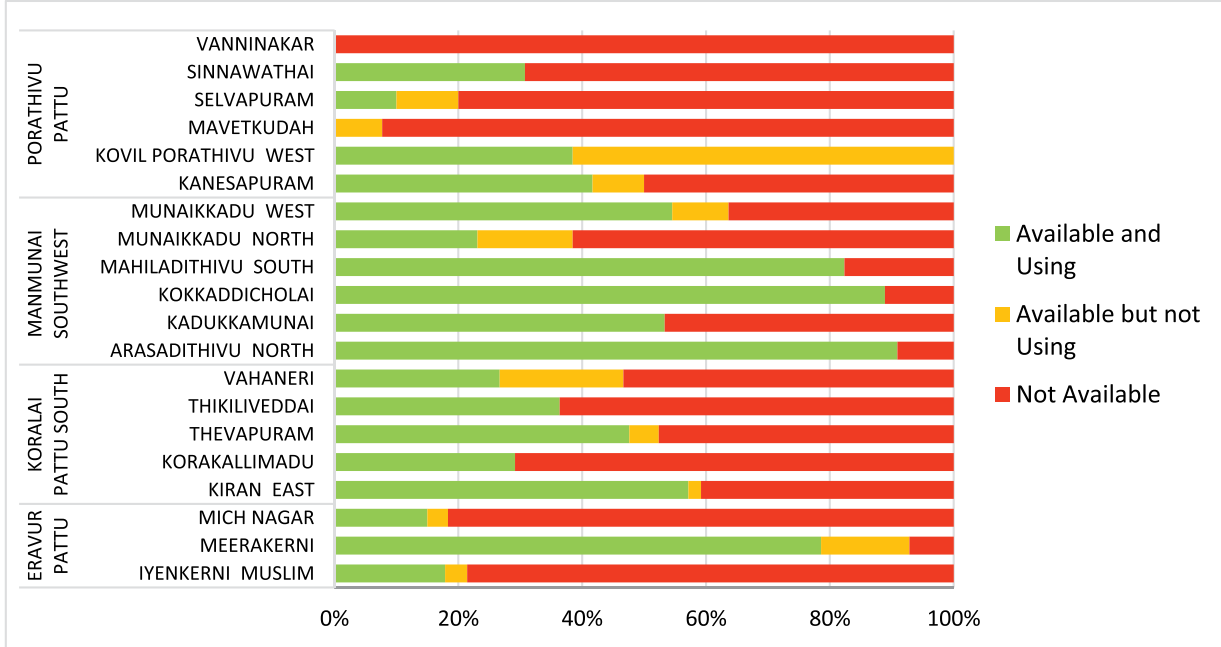


## 2.2. Overall Satisfaction with the Services

From among the users of the selected public services discussed above, the survey also gathered data on the satisfaction levels of the service users. The public satisfaction levels are discussed in the subsequent sections.

**Water**

As shown in **Figure 8**, a majority of the users in the study have indicated either high or moderate levels of satisfaction with the water supply services. However, in the GN Division of Selvapuram, more than 60% of the users have indicated low satisfaction with the water supply services provided to them.

**Figure 8: Satisfaction with Water Services**
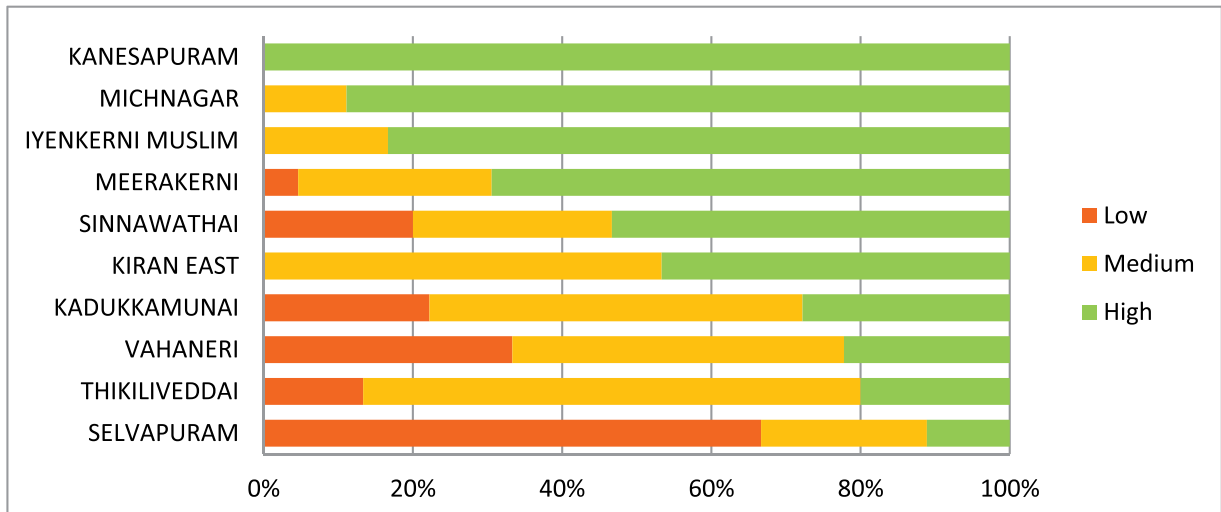
## Roads

The levels of satisfaction associated with roads and by-lanes available to the public in the surveyed GN Divisions are indicated in **Figure 9.** A significant proportion of the respondents have indicated low satisfaction associated with the road infrastructure within their divisions. Those who have indicated high levels of satisfaction are in the minority. About 9 GN Divisions show low satisfaction levels of 60% or more, with Selvapuram and Mavetkudah showing 100% low satisfaction with road infrastructure in their areas.

**Figure 9: Satisfaction with Roads**
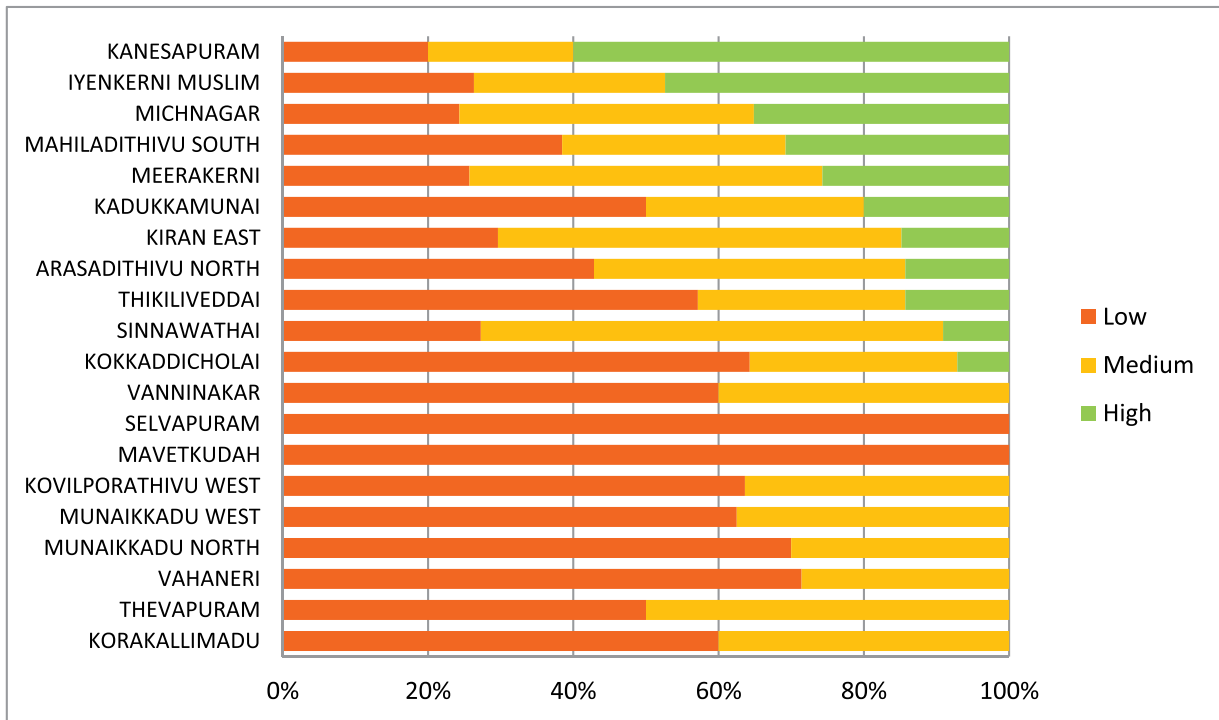


## Street lighting

As indicated in **Figure 10**, satisfaction levels with street lighting facilities in the study area are quite mixed. Some GN Divisions of Selvapuram, Munaikkadu West, Kokkadicholai shows that more than 80% of the respondents have very low levels of satisfaction associated with street lighting.

**Figure 10: Satisfaction with Street–lighting**
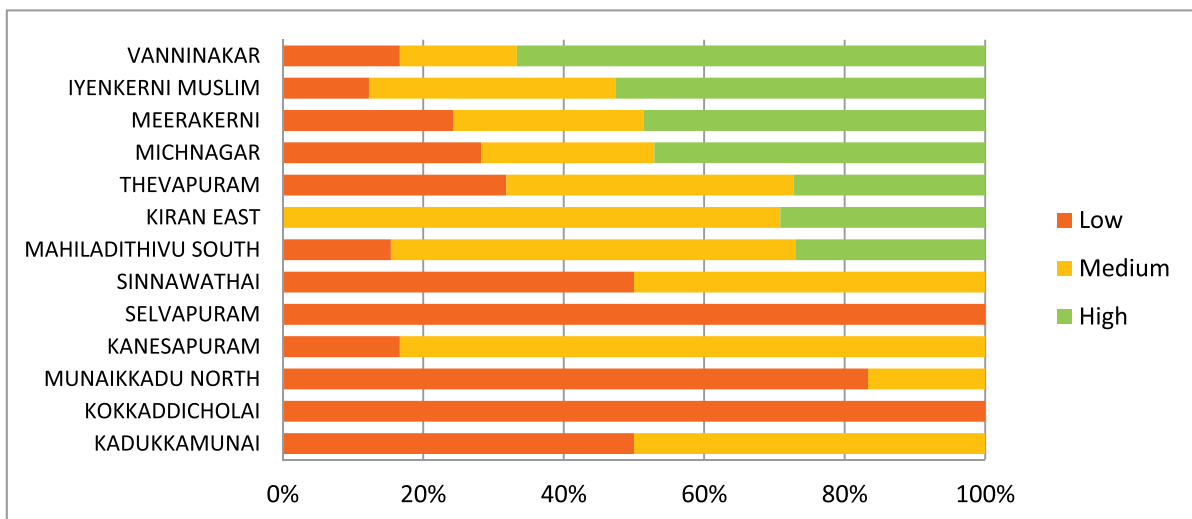
## Library Facilities

As indicated in **Figure 11**, majority of the respondents appear to be either highly satisfied or moderately satisfied with library services. Very few respondents have indicated low levels of satisfaction with library facilities in their study area.

**Figure 11: Satisfaction with Library Facilities**
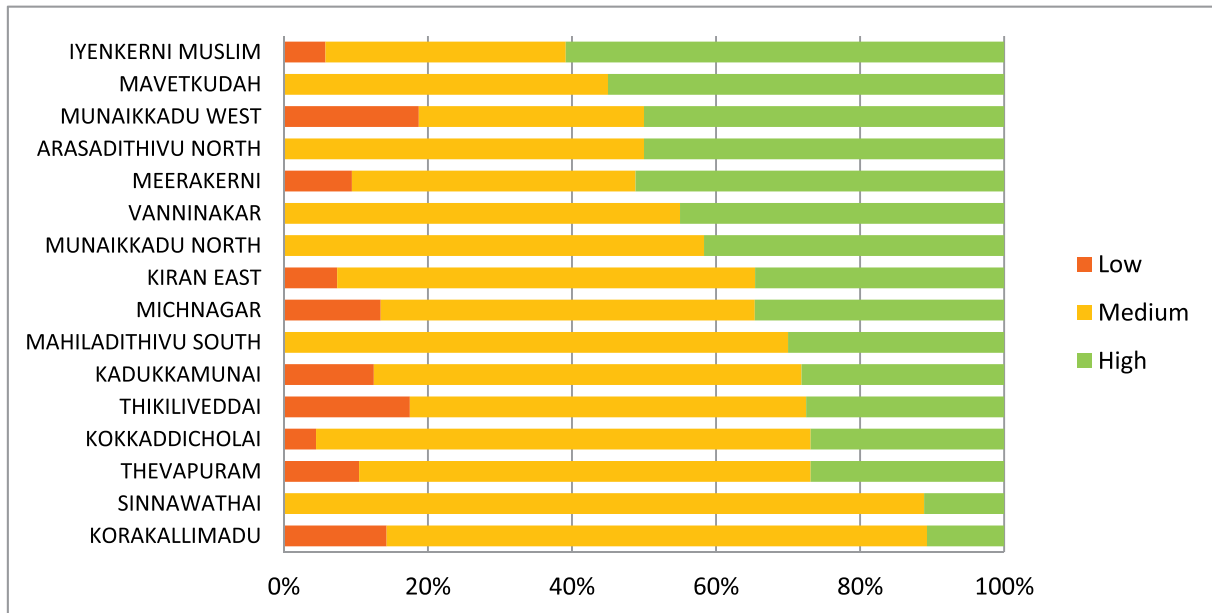


## Drainage Facilities

**Figure 12** indicates that most respondents are moderately satisfied with drainage facilities. However, in GN Divisions of Meerakerni and Thikiliveddai about 50% of the respondents have indicated low satisfaction levels.

**Figure 12: Satisfaction with Drainage Facilities**
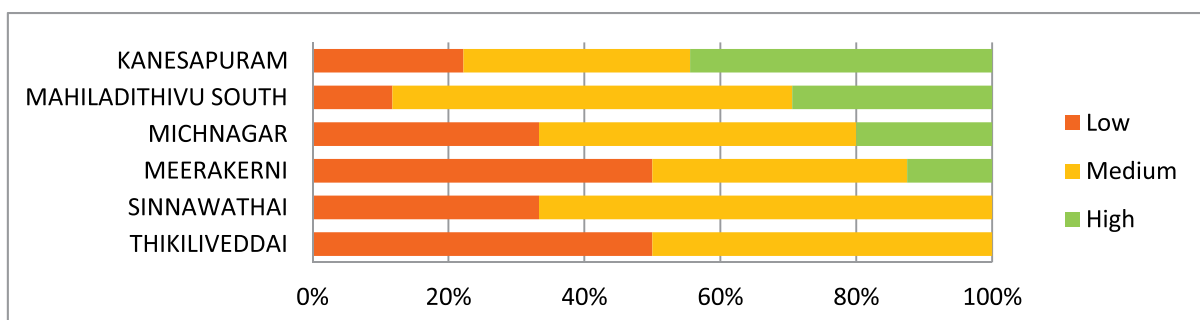


## Playgrounds

**Figure 13** shows that in most GNs there are moderate levels of satisfaction associated with playground facilities. However, 100% of the respondents from GN Divisions of Sinnawathai and Vahaneri indicated low satisfaction levels with playground facilities in their areas.

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**Figure 13: Satisfaction with Playground Facilities**



**Garbage Collection**

As garbage collection services are almost nonexistent in most GN Divisions no analysis is provided on satisfaction levels for garbage collection.

# 2.3. Hidden Costs

## 2.3.1. Costs Incurred for Services

The survey also looked into hidden costs incurred by the public when obtaining services by way of various payments that they are requested to pay to service providers. These payments are separate from utility payments. Understanding the nature and occurrence of hidden costs can provide authorities a means to determine if these costs are legitimate or if they are necessary.
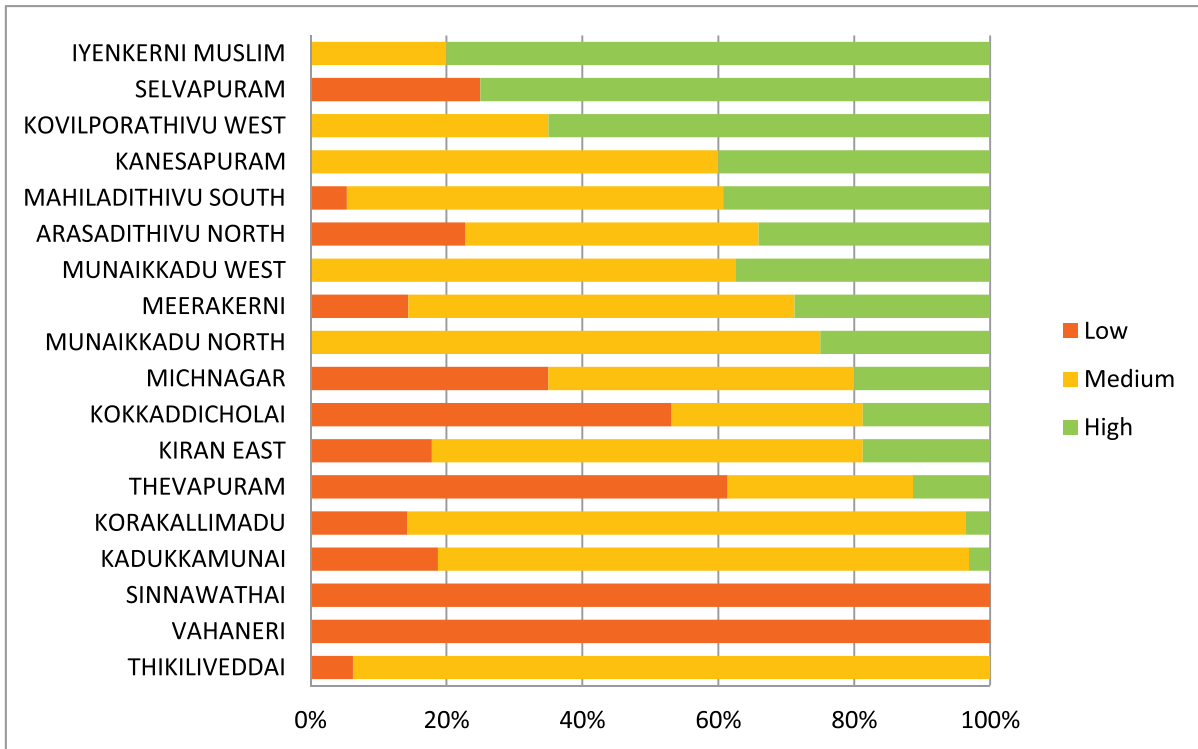
Most users of the services in question indicated that there were no hidden costs associated with the services that they obtained. However, there are reports of additional or hidden costs incurred by a few users for all seven services surveyed as shown in **Figure 14**. For garbage collection services as many as 93 users have said they have incurred additional or hidden costs for the services. This

anomaly of costs reported by users might be worth further investigation to determine the nature and the reasons for these additional costs to the users. However, it should also be kept in mind that some households make voluntary payments to garbage collectors to ensure that they continue to come to their houses for regular garbage collection rounds. With regards to costs associated with road services, this can be explained in terms of costs incurred by the community for serving refreshments (tea) to road maintenance crews. Costs associated with playgrounds can sometimes be payments that must be made for using the playgrounds for various large gatherings such as sporting events.

**Figure 14: Hidden Costs Incurred when Obtaining Services**
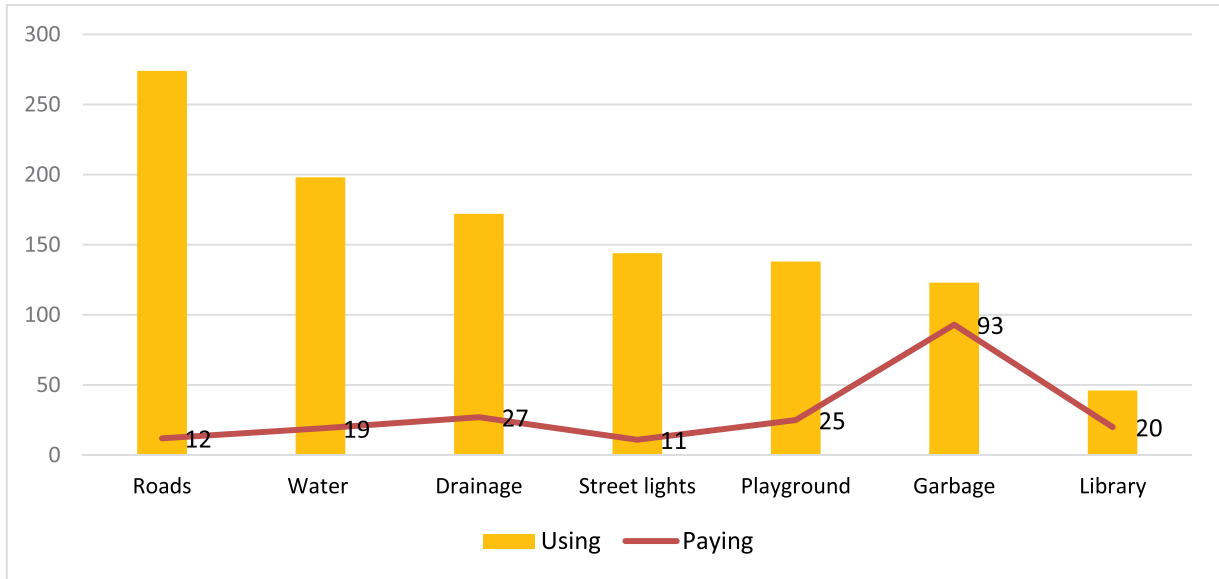


## 2.3.2. Responsiveness to Complaints / Grievances

**Figure 15** shows that there are considerably low levels of response to public complaints and grievances from local government / service providers. In 12 out of 20 GN Divisions, less than 50% of the respondents received a response to their complaint / grievance. In the GN Divisions of Michnagar, Kanesapuram, Iyenkerni Muslim, Mavetkudah and Kovilporothivu West, less than 30% of the service users received responses, indicating very weak levels of grievance redress in these GN Divisions.

In the majority of the GN Divisions, the levels of satisfaction among service users regarding the response received is very low, with the Vahaneri GN Division showing close to 90% low satisfaction with responsiveness from service providers. In Arasadithivu North on the other hand, close to 70% of the respondents have indicated they were moderately satisfied with the response received and close to 20% have indicated they were highly satisfied. As can be seen from Figure 14, for this indicator, overall, high satisfaction levels are very minimal or nonexistent across the 20 GN Divisions.

**Figure 15: Satisfaction with Response to Complaints / Grievances**
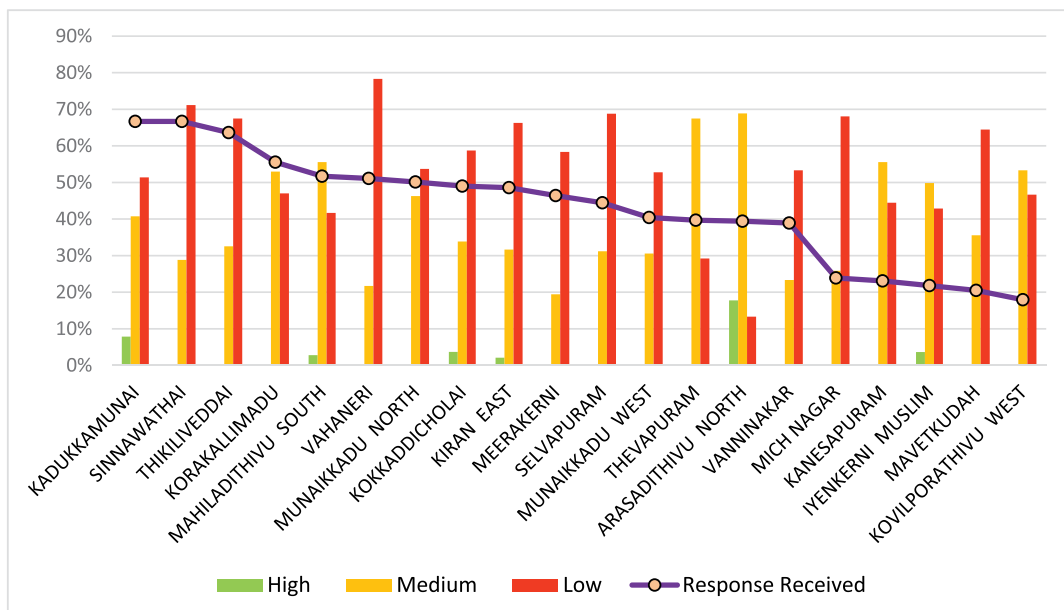
# 3. OVERALL SCORING FOR SERVICES

**Figure 16** indicates the scoring given to the performance of the surveyed public services delivered by the Pradeshiya Sabhas in Batticaloa District. The scoring is provided for public service performance within each of the GN Divisions within the study area. Scoring is provided based on the percentages of highly satisfied users of the surveyed public services.

For example, the colour in coding in **Figure 16** denotes the following:

| Colour | % of highly satisfied users | Action required |
|---|---|---|
| <span style="color:red">■■■</span> | highly satisfied users below 40% | Needs urgent attention |
| <span style="color:orange">■■■</span> | highly satisfied users between 40%-60% | Needs improvement |
| <span style="color:green">■■■</span> | highly satisfied users above 60% | Needs to maintain performance or better still if improvements can continue. |

As shown in **Figure 16** there are a number of areas needing urgent attention within each GN Division. Roads, street lighting and playgrounds appear to be key priorities for most GN Divisions.

**Figure 16: Satisfaction Ratings for Services**

| | Eravur | | | Koralaipatru South | | | | | Manmunai Southwest | | | | | | | Poratheevupatru | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Iyenkerni Muslim | Meerakerni | Mich Nagar | Kiran East | Korakallimadu | Thevapuram | Thikilliveddai | Vahaneri | Arasadithivu North | Kadukkamunai | Kokkaddicholai | Mahiladithivu South | Munaikkadu North | Munaikkadu West | Kanesapuram | Kovil Porathivu West | Mavetkudah | Selvapuram | Sinnawathai | Vanninakar |
| Water | 83% | 69% | 89% | 39% | | | 20% | 22% | | 28% | | | | | 100% | | | 11% | 53% | |
| Garbage Collection | 74% | 53% | 75% | 45% | 22% | 29% | | | 75% | | 0% | 67% | 88% | | | | | | | 44% |
| Roads | 16% | 9% | 11% | 5% | 0% | 0% | 5% | 0% | 5% | 7% | 2% | 10% | 0% | 0% | 20% | 0% | 0% | 0% | 3% | 0% |
| Streetlights | 53% | 50% | 47% | 29% | | 33% | | | | 0% | 0% | 26% | 0% | | 0% | | | 0% | 0% | 67% |
| Drainage | | 13% | 20% | | | | 0% | | | | | 28% | | | 44% | | | | 0% | |
| Playground | 80% | 29% | 22% | 19% | 4% | 13% | 0% | 0% | 38% | 3% | 19% | 39% | 25% | 38% | 40% | 65% | | 75% | 0% | |
| Library | 58% | 49% | 35% | 35% | 11% | 26% | 28% | | 50% | 28% | 26% | 30% | 42% | 50% | | | 55% | | 11% | 45% |

highly satisfied respondents  below 40%

highly satisfied respondents  between 40%-60%

highly satisfied respondents  above 60%

service not available (if the availability of service is less than 10% the service is considered as not available)

# 4. RECOMMENDATIONS

## 4.1. Service-wise Areas for Improvement

### 4.1.1. Areas for Immediate Action

The eCRC survey results revealed a number of areas that the respondents identified as needing immediate action. This is summarised for each DS Division in **Figure 17**. These priority areas should receive immediate attention from the Pradeshiya Sabhas. Overall in all four DS Divisions, roads street lighting and drainage facilities are the key priorities.

**Figure 17: Priority Services for Immediate Attention by PS**
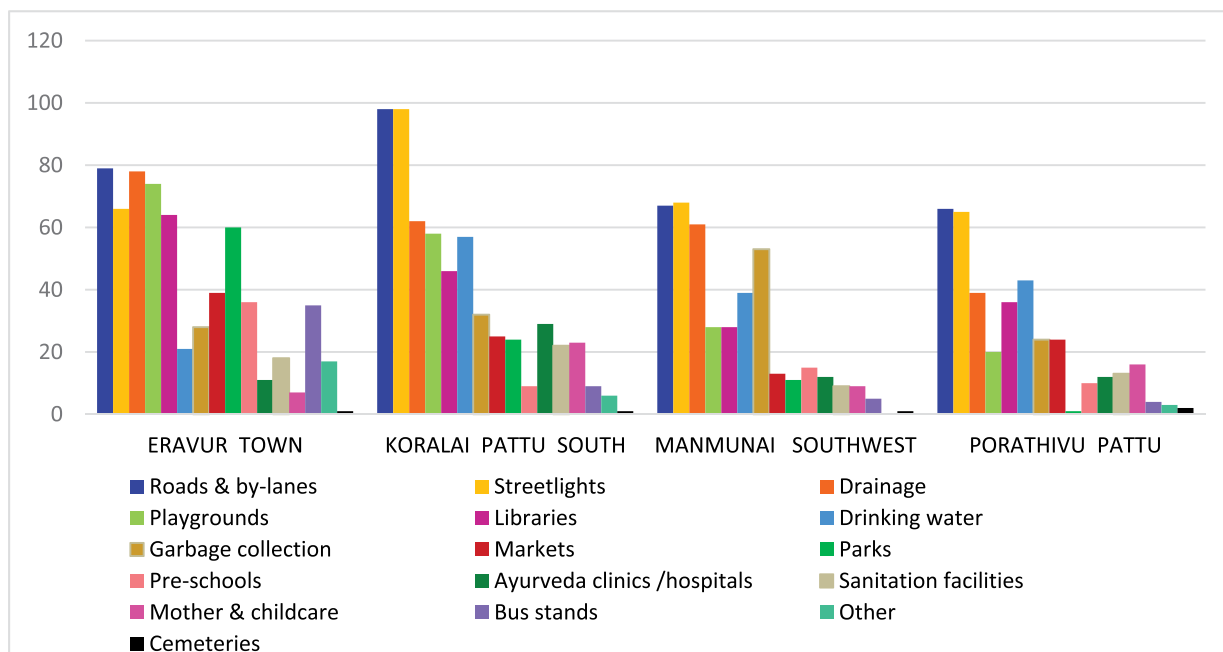


Subsequent **Figures 18, 19, 20** and **21** indicate the areas that need attention within each DS Division. These may need to be prioritised for the next budget.

- Key priority Areas for Eravur Pattu – roads, playgrounds and drainage

- Key priority Areas for Koralai Pattu South – roads, street lights, drainage and drinking water

- Key priority Areas for Manmunai Southwest - street lights, roads and drainage

- Key priority Areas for Porothivu Pattu - roads, street lights, and drinking water

**Figure 18: Priority Services for Improvement in Eravur Town Division**
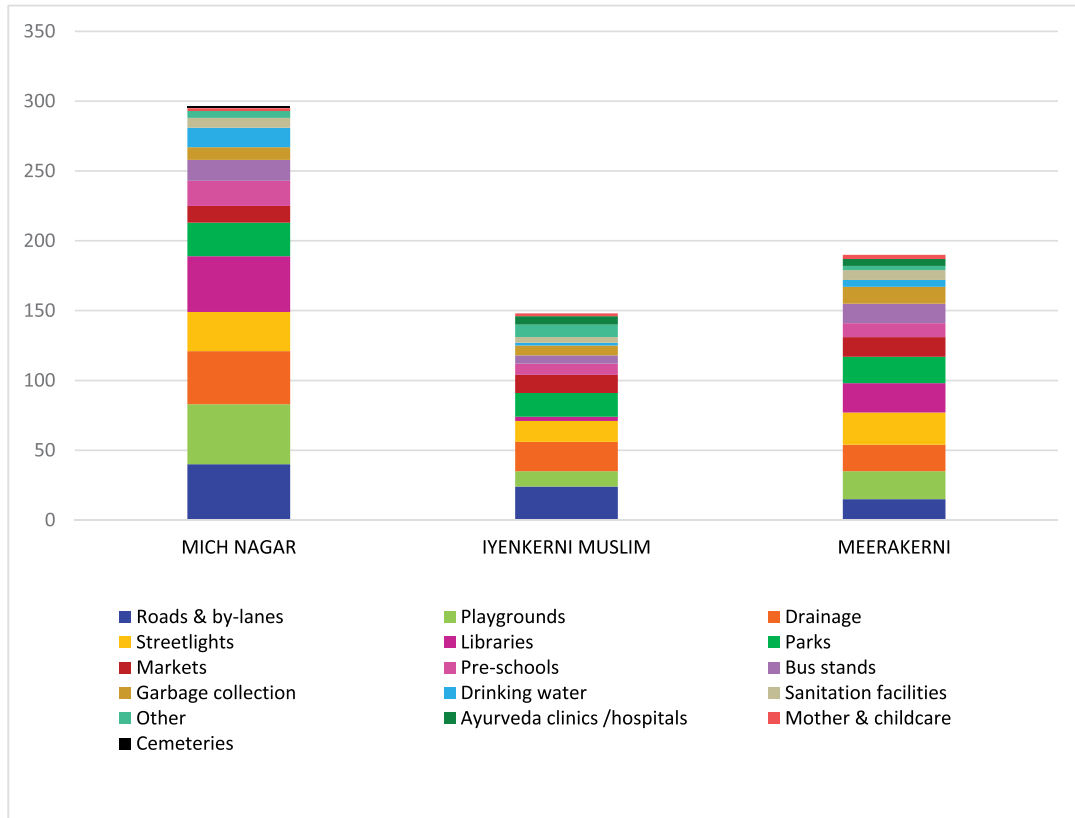


**Figure 19: Priority Services for Improvement in Koralai Pattu South Division**
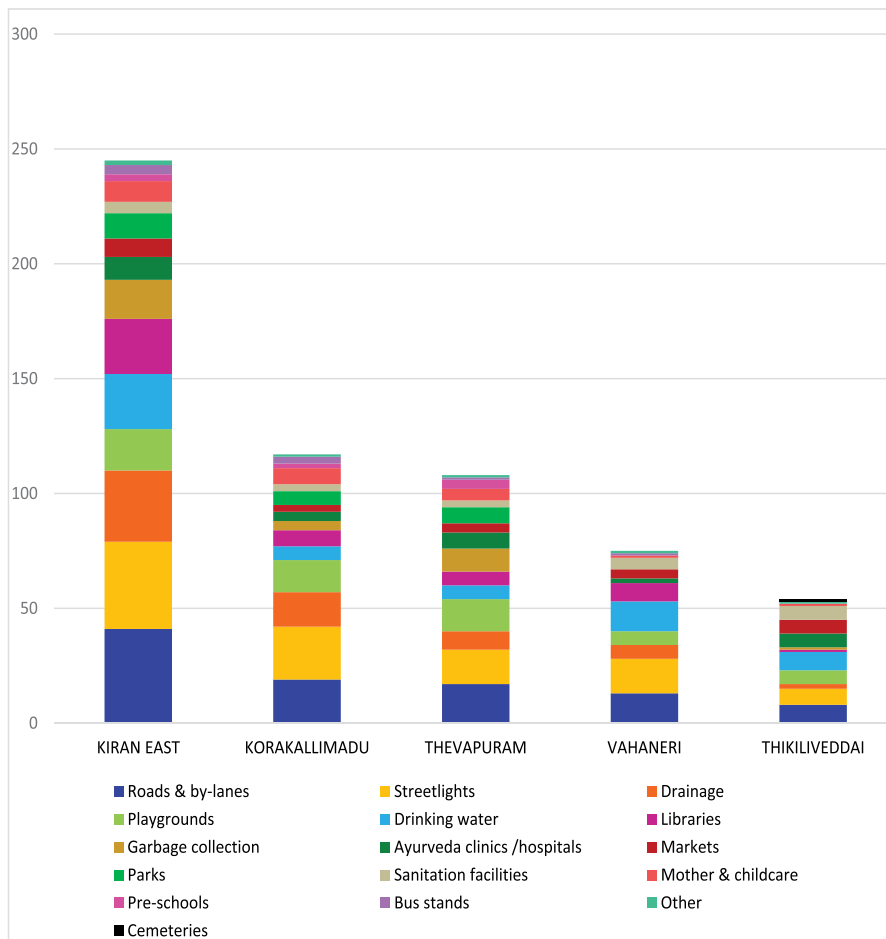
## Figure 20: Priority Services for Improvement in Manmunai Southwest Division



Legend:
- Streetlights
- Roads & by-lanes
- Drainage
- Garbage collection
- Drinking water
- Libraries
- Playgrounds
- Pre-schools
- Markets
- Ayurveda clinics /hospitals
- Parks
- Sanitation facilities
- Mother & childcare
- Bus stands
- Cemeteries
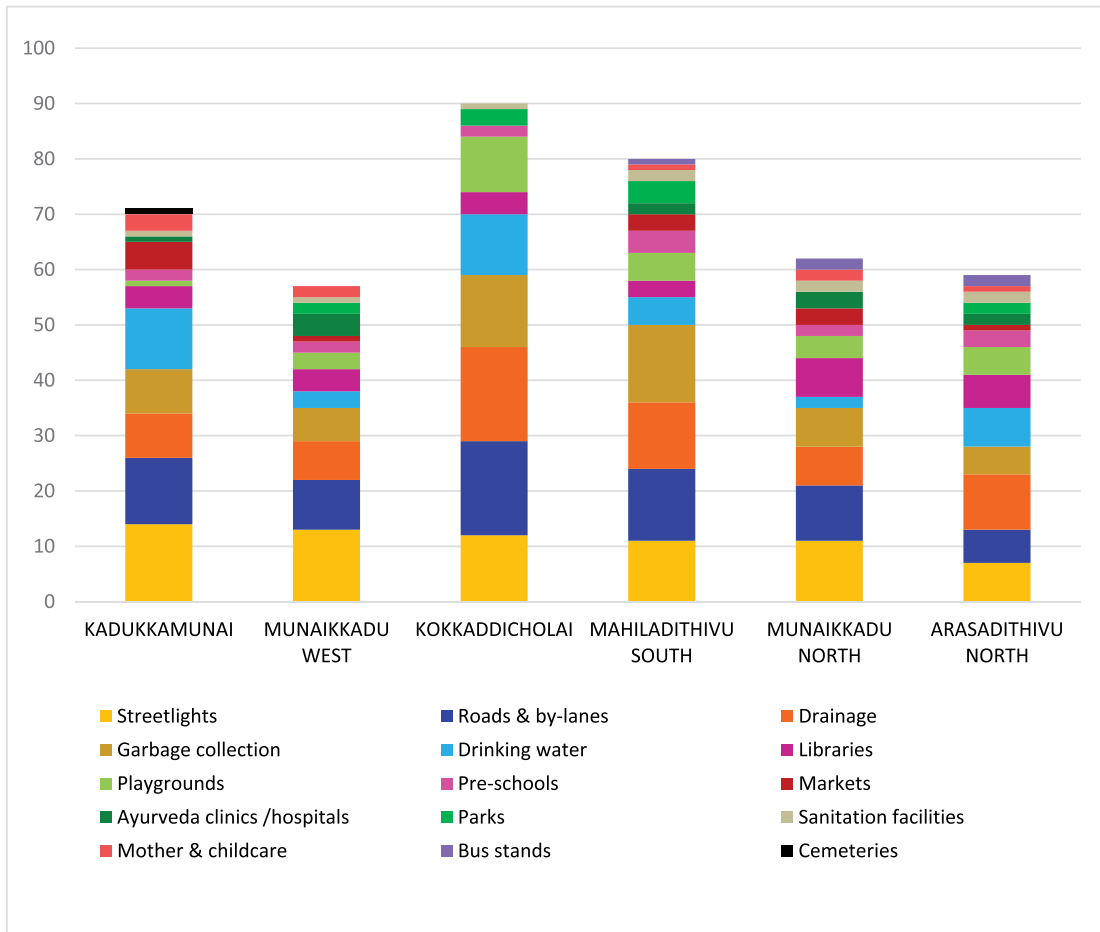
## Figure 21: Priority Services for Improvement in Porothivu Pattu Division



Legend:
- Roads & by-lanes
- Streetlights
- Drinking water
- Drainage
- Libraries
- Garbage collection
- Markets
- Playgrounds
- Mother & childcare
- Sanitation facilities
- Ayurveda clinics /hospitals
- Pre-schools
- Bus stands
- Other
- Cemeteries
- Parks
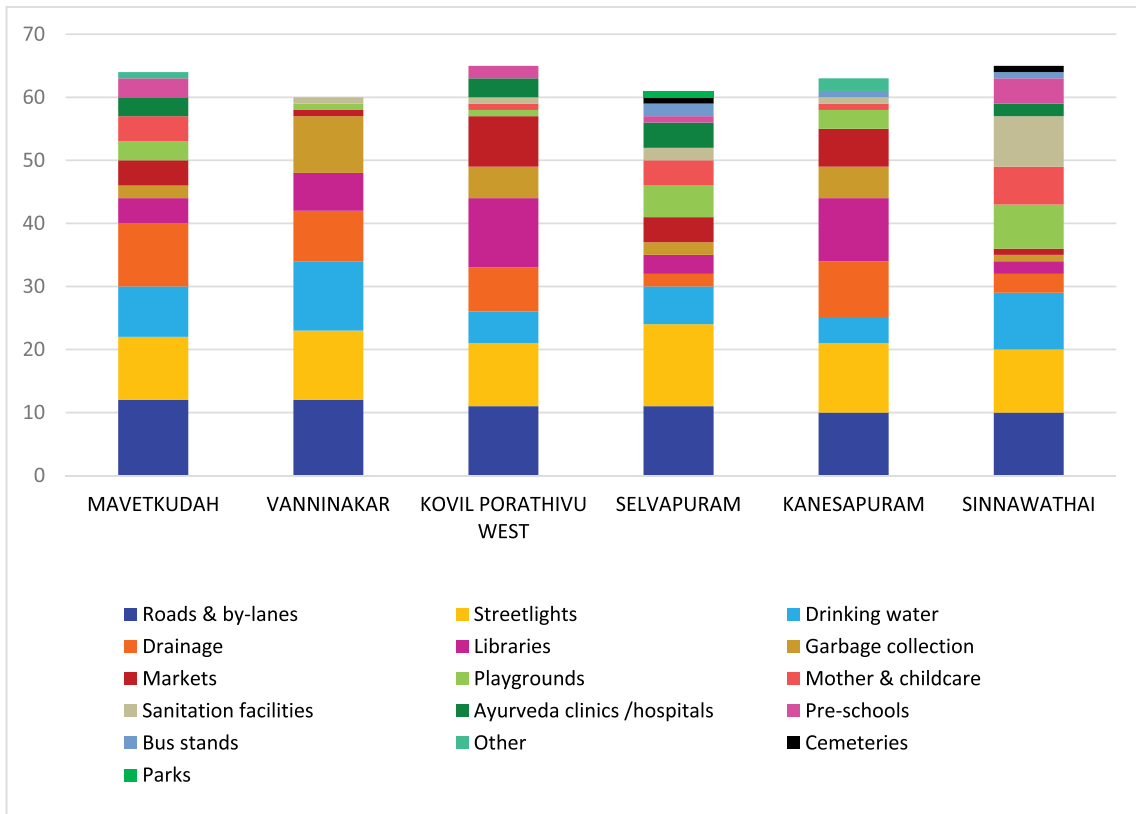
In instances where respondents were dissatisfied with the delivery of public services by the Pradeshiya Sabhas in general, they identified a number of reasons for dissatisfaction such as, a lack of facilities or the lack of maintenance of facilities (such as damaged roads and lack of street lights) which sometimes give rise to safety issues; poor response from government officials in addressing complaints; and political disinterest and inertia in taking necessary action. Suggestions made by respondents for improving the delivery of Pradeshiya Sabha services emphasized the need for politicians and government officials to be more actively engaged in addressing community concerns; the need for officials to be more responsive in addressing complaints made by service users and to develop facilities at the village levels such as construction of roads and drainage, water supply and sanitation facilities etc.

### 4.1.2. Other Considerations

Given the context that Batticaloa District has been affected by the 30-year civil war, the Pradeshiya Sabhas have performed well with scope for further improvement. The data from this study can provide a good benchmark (especially the scoring provided in **Figure 16**) to plan reforms and improvements.
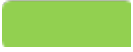
Immediate priorities and areas identified for improvement should be taken into account for future planning activities concerning public service delivery.

The wide variation in service delivery among the GN Divisions deserve to be examined more closely to understand how inequities in the delivery of public services across GN Divisions can be addressed.

## 4.2. Way Forward

Action plans have been prepared based on the preliminary findings of the eCRC survey. Findings were presented to senior officials of Local Government, PS Secretaries, and community representatives. Discussions between service providers and service receivers were facilitated to produce actions plans identifying short term and long term objectives for improving services before the 2nd round of the eCRC. The action plans for the delivery of services from the Batticaloa Pradeshiya Sabhas are provided in Annex 1.

The 2nd eCRC survey is planned for October 2018, which will enable tracking of progress against the ratings provided for service delivery in **Figure 16.** It is expected that progress will be made on the short term actions identified in the action plan. If satisfaction of service delivery has improved, colour changes in the ratings chart (**Figure 16**) can be expected to reflect the following satisfaction ratings. Even if a colour change is not evident, an increase in the satisfaction percentage can be considered as progress being made in terms of service delivery.

| Colour | % of highly satisfied users | Action required |
|---|---|---|
| (red) | highly satisfied users below 40% | Needs urgent attention |
| (orange) | highly satisfied users between 40%-60% | Needs improvement |
| (green) | highly satisfied users above 60% | Needs to maintain performance or better still if improvements can continue. |

The service providers will need to implement the actions identified in the action plans to improve service delivery while the community will closely follow up with the service providers on the progress of the activities and track progress against the ratings provided in Figure 16. This progress tracking system may also be a useful tool for public representatives to demonstrate to the public, how service delivery improvements are taking place in their respective electorates.

The information provided by this eCRC can be used for launching further investigations into problem areas keeping in mind that the findings from the eCRC are signposts based on community feedback, indicating where more complex underlying issues of service delivery may reside. To understand the causes that underpin these issues, it may require deeper probing and study.

To undertake focused action, the following can be recommended:

- Based on the eCRC ratings, identify delivery performance areas that are particularly weak,
- Investigate underlying causes and factors that impede effective service delivery diagnosing gaps that need to be filled in order that the services may be improved,
- A combination of interventions may be required to address service delivery gaps,
- Once delivery gaps are addressed, following up on the satisfaction levels of the service users will be useful to determine if delivery performance has improved from the benchmarked levels.

# ANNEX 1 : ACTION PLANS

**Action plan for improving satisfaction on PS services based on the eCRC findings - Eravur Pattu Pradeshiya Sabha**

| Serial no | Priority of services (which service) | Long term (LT) or Short term (ST) | Who is responsible | Other stakeholders/ resources needed | Commencing date | Ending date | Follow up by whom |
|---|---|---|---|---|---|---|---|
| 1 | Drainage | ST | Pradeshiya Sabha - PS | RDS/ME | May 2018 | June 2018 | RDS/ Pradeshiya Sabha |
| 2 | Library | ST | Pradeshiya Sabha - PS | RDS/ME | June 2018 | | RDS/ Pradeshiya Sabha |
| 3 | Street Lights | ST | Pradeshiya Sabha - PS | RDS/ME | 2018.05.31 | | RDS/ Pradeshiya Sabha |
| 4 | Playground | ST | Pradeshiya Sabha - PS | RDS/ME | 2018.05.25 | | RDS/ Pradeshiya Sabha |

**Action plan for improving satisfaction on PS services based on the eCRC findings - Oddamavady Pradeshiya Sabha**

| Serial no | Priority of services (which service) | Long term (LT) or Short term (ST) | Who is responsible | Other stakeholders/ resources needed | Commencing date | Ending date | Follow up by whom |
|---|---|---|---|---|---|---|---|
| 1 | Street Lights | ST | Pradeshiya Sabha - PS | Public CC/RDS | May 2018 | June 2018 | CC/RDS, Pradeshiya Sabha - PS |
| 2 | Drinking water (place the water tank ) | ST | Pradeshiya Sabha - PS | Public CC/RDS | June 2018 | October 2018 | CC/RDS, Pradeshiya Sabha - PS |
| 3 | Roads and by-lanes | LT | Pradeshiya Sabha - PS | Public CC/RDS | July 2018 | November 2018 | CC/RDS, Pradeshiya Sabha - PS |
| 4 | Library/ Reading room | LT | Pradeshiya Sabha - PS | Public CC/RDS | May 2018 | December 2018 | CC/RDS, Pradeshiya Sabha - PS |
| 5 | Drainage | LT | Pradeshiya Sabha - PS | Public CC/RDS | November 2018 | December 2018 | CC/RDS, Pradeshiya Sabha - PS |

| Serial no | Priority of services (which service) | Long term (LT) or Short term (ST) | Who is responsible | Other stakeholders/ resources needed | Commencing date | Ending date | Follow up by whom |
|---|---|---|---|---|---|---|---|
| 6 | Playground | LT | Pradeshiya Sabha - PS | Public CC/RDS | August 2018 | December 2018 | CC/RDS, Pradeshiya Sabha - PS |
| 7 | Garbage cleaning | LT | Pradeshiya Sabha - PS | Public CC/RDS | January 2019 | | CC/RDS, Pradeshiya Sabha - PS |

**Action plan for improving satisfaction on PS services  based on the eCRC findings – Koralai Pattu South Pradeshiya Sabha**

| Serial no | Priority of services (which service) | Long term (LT) or Short term (ST) | Who is  responsible | Other stakeholders/ resources needed | Commencing date | Ending date | Follow up by whom |
|---|---|---|---|---|---|---|---|
| 1 | Street Lights | ST | Chairman and Secretary | CBOs and Public | June 2018 | September 2018 | Pradeshiya Sabha and Public |
| 2 | Drinking water | LT | Chairman and Secretary | CBOs and Public | July 2018 | December 2018 | Pradeshiya Sabha and Public |
| 3 | Garbage cleaning | LT | Chairman and Secretary | CBOs and Public | August 2018 | December 2018 | Pradeshiya Sabha and Public |
| 4 | Library | ST | Chairman and Secretary | CBOs and Public | September 2018 | September 2018 | Pradeshiya Sabha and Public |
| 5 | Drainage | LT | Chairman and Secretary | CBOs and Public | October 2018 | December 2018 | Pradeshiya Sabha and Public |
| 6 | Roads and by-lanes | LT | Chairman and Secretary | CBOs and Public | November 2018 | December 2018 | Pradeshiya Sabha and Public |

**Action plan for improving satisfaction on PS services based on the eCRC findings – Porathivu Pattu Pradeshiya Sabha**

| Serial no | Priority of services (which service) | Long term (LT) or Short term (ST) | Who is responsible | Other stakeholders/ resources needed | Commencing date | Ending date | Follow up by whom |
|---|---|---|---|---|---|---|---|
| 1 | Drinking water | ST | Chairman and Secretary | Public | 2018.04.15 | 2018.10.15 | Pradeshiya Sabha |
| 2 | Street Lights | ST | Chairman and Secretary | Public | 2018.05.15 | Continue | Pradeshiya Sabha |
| 3 | Cemetery | ST | Chairman and Secretary | Public | 2018.05.05 | 2018.06.10 | Pradeshiya Sabha |
| 4 | Garbage cleaning (Awareness ) | ST | Chairman and Secretary | Public | 2018.05.15 | Continue | Pradeshiya Sabha |
| 5 | Playground | LT | Chairman and Secretary | Public | | | |
| 6 | Roads | LT | Chairman and Secretary | Public | | | |
| 7 | Drainage | LT | Chairman and Secretary | Public | | | |
| 8 | Library | ST | On request of required books from the readers | Public | Within one month | | |
| 9 | Maintain and repair by-lanes | ST | Chairman and Secretary | Public | 2018.05.05 | 2018.08.31 | |

**Action plan for improving satisfaction on PS services based on the eCRC findings - Manmunai South West Pradeshiya Sabha**

| Serial no | Priority of services (which service) | Long term (LT) or Short term (ST) | Who is responsible | Other stake holders/ needed resources | Commencing date | Ending date | Follow up by whom |
|---|---|---|---|---|---|---|---|
| 1 | Garbage cleaning | One month - ST- | Pradeshya Sabha - PS | CSOs | 10.05.2018 | 10.06.2018 | Chairman, Secretary CSO Leader, Secretary of CSO |
| 2 | Street Lights | ST | Pradeshya Sabha - PS | Public and CSOs | 01.06.2018 | 30.08.2018 | Chairman, Secretary CSO Leader, Secretary of CSO and Public |
| 3 | Library/ (syllabus books / text books | LT | Pradeshya Sabha - PS | Public and readers | 01.05.2018 | 01.11.2018 | Chairman, Secretary Community Centre |
| 4 | Drinking water (drought seasons) | LT | Pradeshya Sabha - PS | Public | July 2018 | November 2018 | Chairman, Secretary and Public |
| 5 | Roads and by lanes | LT | Pradeshya Sabha - PS | CSO | | | |
| 6 | Play Ground maintenance | LT | Pradeshya Sabha - PS | | | | |
| 7 | Drainage | LT | Pradeshya Sabha - PS | | | | |

Under the European Union funded project "Co-creating social development and good governance: fostering cooperation between CSOs and government authorities for better social services" CEPA undertook electronic Citizen Report Card (eCRC) Surveys in selected Grama Niladhari Divisions within three districts, namely Batticaloa, Monaragala and Mullaitivu Districts. The eCRC surveys aimed to determine the quality of services, accountability of service providers and areas for improvement in two sectors:

(i)   Delivery of secondary education services and
(ii)  Delivery of public services by Pradeshiya Sabhas, within the study area.

This report presents the findings of the first eCRC survey with the objective of attempting to use the eCRC as a tool for assessing access, quality and satisfaction of actual users of public services as well as a tool for social accountability and transparency. The eCRC survey results revealed a number of areas that the respondents identified as needing immediate attention and action to improve service delivery within the three districts.   Based on the preliminary findings of the eCRC survey, action plans were prepared and discussions between service providers and service receivers were facilitated. This report has been prepared to proactively disseminate the findings from this study and use this information to advocate operational policy and practice reform measures, where needed.

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