Findings of the Electronic Citizen Report Card (eCRC)

Benchmark Survey on the Delivery of Public Services by Pradeshiya Sabhas

Final Report for selected DS Divisions in Monaragala District October 2018

Basith Inadeen, Isuru Thennakoon, Mehala Mahilrajah,
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cepa
centre for poverty analysis

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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 contributes 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, infrastructure, migration, environment as well as the facets of poverty (which explores the broader aspects of poverty and vulnerability).

Acknowledgements

No	DS Division	GN Division	Name of CSO
1	Badalkumbura	Dewathura	Ekamuthu Farmer Organisation
2	Badalkumbura	Ella	Sarana Subasadaka Sangamaya
3	Badalkumbura	Maligathanna	Dilenatharu Women's Organisation
4	Badalkumbura	Lunugala Colony	Aruna RDO
5	Madulla	Pangura	Sri Panghasekara Samagi Subasadana Samithiya
6	Madulla	Namaloya Colony	Namaloya Janapadaya Village Society
7	Madulla	Panguwa	Lahiru Farmer Organisation
8	Madulla	Thalkotayaya	Samurdhi Village Society
9	Madulla	Magandaoya Colony	Pragathi Farmer Organisation
10	Madulla	Kolladeniya	Dinidu Farmer Organisation
11	Madulla	Ritigahawathta	Asarana Sarana Death Donation
12	Madagama	Bibilemulla	Deepthi Kantha Sanvidanaya
13	Madagama	Elhena	Nawahiru Lama Samajaya
14	Madagama	Kotaboowa	Aluthwela Ekamuthu Parisara Samajikayange Samaja Subasadana Samithiya
15	Madagama	Bandiyawa	Badiyawa Thirasara Sahayogitha Padanama
16	Madagama	Pitadeniya	Samurdhi Village Society
17	Madagama	Mallagama	Mallagama RDS
18	Madagama	Rattanadeniya	Wewmada Ekamuthu Subasadana Maranadara Samithiya

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
GN	Grama Niladhari
PS	Pradeshiya Sabha
WRDS	Women's Rural Development Society
RDS	Rural Development Society

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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 have been collaborating to achieve the project results discussed below. While the first study, undertaken during the period of January - February 2018, provided baseline data on the delivery of Pradeshiya Sabha (PS) services in Mullaitivu, Batticaloa and Monaragala Districts, this benchmarking study (second survey) was undertaken in September 2018 to monitor progress of Pradeshiya Sabha services delivery surveyed in the first study.

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 has been 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 findings of the 2nd eCRC survey (benchmarking survey) on the **Delivery of Pradeshiya Sabha (PS) services** in selected GN (Grama Niladhari) Divisions within **Monaragala District.** The survey was carried out in the DS (Divisional Secretary's) Divisions of **Badalkumbura, Medagama** and **Madulla** in September 2018 as a follow-up to the 1st eCRC survey undertaken in January-February 2018.

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

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, the valid sample that was finalised for analysis, following all quality checks, was 1200 households (400 in Batticaloa District, 400 in Monaragala District, and 400 in Mullaitivu District) for the 60 GN Divisions in all three Districts.

Where possible the same households were surveyed during the second round of the eCRC survey. However, it was not a requirement or priority for data collectors to go back to the same households. Feedback from all households in the study area, regardless of whether or not they took part in the first study, is valid for drawing conclusions on the progress of service delivery, as the services are intended for the entire community.

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 imagery was used for the sampling process and given below is a representative satellite image of the study area.
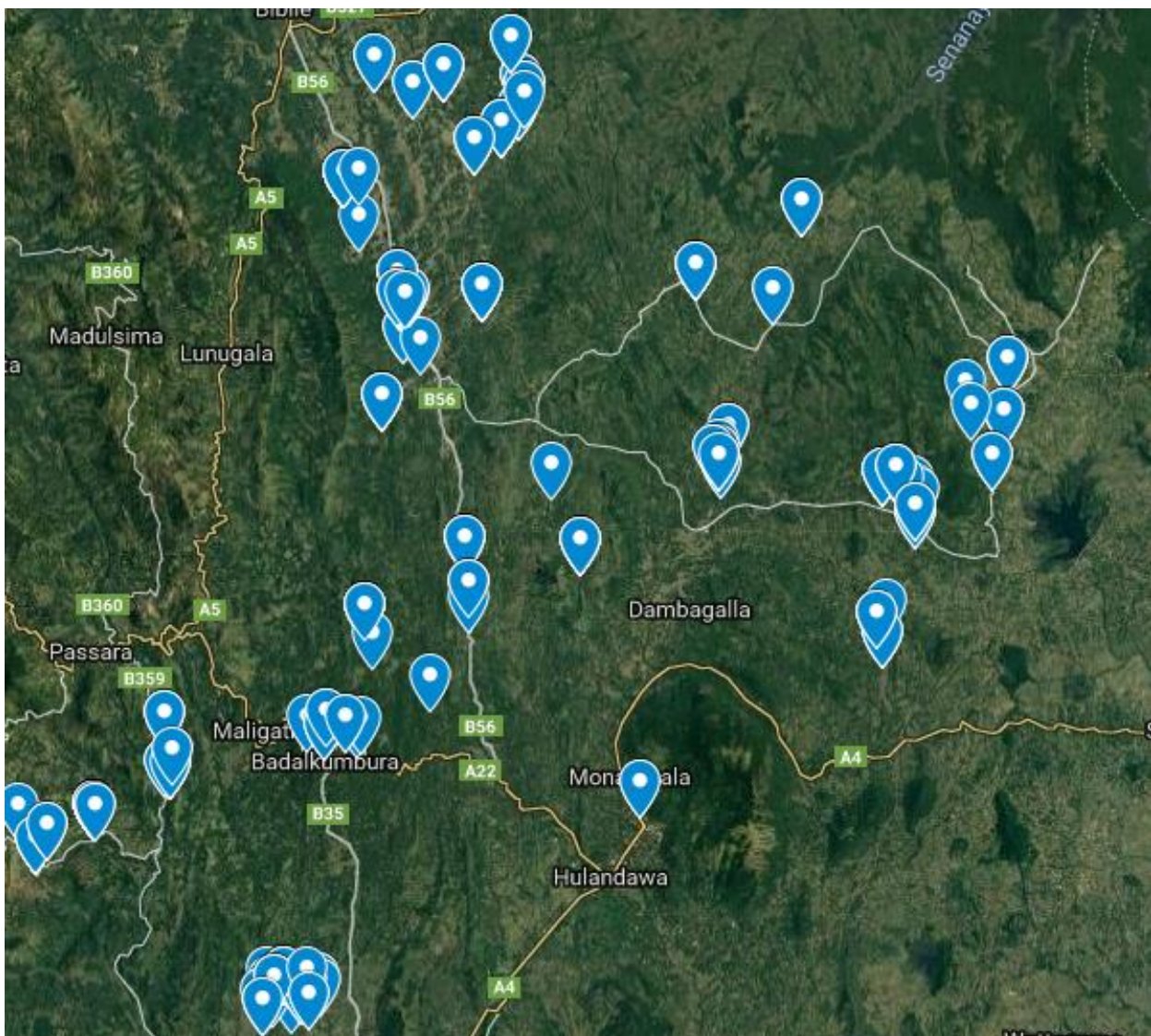
1.5. Methodology

1.5.1. What is a Citizen Report Card?

The Citizen Report Card (CRC) is a simple, yet a 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 being 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 public services that 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.

One of the salient features of the CRC is its ability to give a voice to 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 demand for improved and satisfactory service delivery leading to greater self-reliance and sustainability. 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.

In addition to community inputs, the study also obtains management response from service providers to facilitate a productive dialogue between service users and service providers. The benefit of the study is enhanced by repeating the survey and determining whether the activities mentioned in the management response (or other interventions) have improved the services to the recipients.

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 state 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 GPS 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 delivery of services by the Pradeshiya Sabhas and the status of secondary education services in the areas identified for study. The timing of the survey and other logistical details were finalised in consultation with District Secretaries, Zonal Education Directors and Secretaries of Pradeshiya Sabhas in the Districts concerned. The survey was carried out by a team of Civil Society Organisations (CSOs) that represent each GN Division. The team of CSO members has 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 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 for 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.

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 - Quantity - Maintenance - Overall Satisfaction
Garbage	- Service Coverage - The system of collection - Disposal methods

	• Timely collection • Overall Satisfaction
Roads	• Maintenance / repair during rainy days • Quality of maintenance work • Keeping roads free of potholes • Overall Satisfaction
Streetlights	• Number of streetlights • Response to breakdowns • Intensity / brightness of the streetlights • Overall Satisfaction
Drainage facilities	• Response time for cleaning the drains • Maintenance • Construction • Overall Satisfaction
Playgrounds	• Access to the playground • Safety measures • Cleanliness • Facilities available • Overall Satisfaction
Library	• Time of opening • Maintenance • Availability of recent publications • Facilities available

1.6.   The Study Area

This study covers a number of areas within the Monaragala District that fall under the Pradeshiya Sabhas and Educational Zonal Offices of the DS Divisions of **Badalkumbura, Medagama** and **Madulla** as shown in the table below.

DS Division / Pradeshiya Sabha (PS)	GN Name	Number of Households	Population
Badalkumbura DS Division / Badalkumbura PS	Ella	757	307
	Maligathenna	1312	388
	Kotamuduna	415	1169
	Miyenakandura	520	1000
	Dewathura	699	2576
	Lunugala colony	1190	557
Medagama DS Division / Medagama PS	Bendhiyawa	1635	417
	Kotabowa	440	1459
	Bibilamulla	1096	325
	Mellagama	570	1472

|			
	Elhena	1031	301
	Pitadheniya	863	278
	Raththanadheniya	1153	385
Madulla DS Division / Madulla PS	Namal oya colony	1082	321
	Panguwa	1308	296
	Kolladeniya	1500	419
	Ritigahawatta	1015	276
	Maganthaoya colony	930	255
	Pangura	799	243
	Thalkotayaya	714	242

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 and progress made in services delivery during February -September 2018. Baseline data collected during the 1st eCRC survey is referred to as **Wave 1** or the **first wave** and data collected during the 2nd eCRC survey is referred to as **Wave 2** or the **second wave** in the discussion below.

Water

As shown in **Figure 1**, the availability of water supply services in Badalkumbura and Madulla DS Divisions show a slight improvement. It is possible that some of these improvements have taken place through greater involvement of elected representatives after the local government elections held in February 2018. On the other hand, the availability of water supply services in Medagama shows a slight decline, with only quarter of the households in the Division having water supply services available to them during the second wave. This needs to be understood in the context that during the rainy season, most households do not rely on the pipe-borne water or water supplied by bowsers from Pradeshiya Sabhas as they have other water sources available to them.

**Figure 1: Availability and Usage of Water**
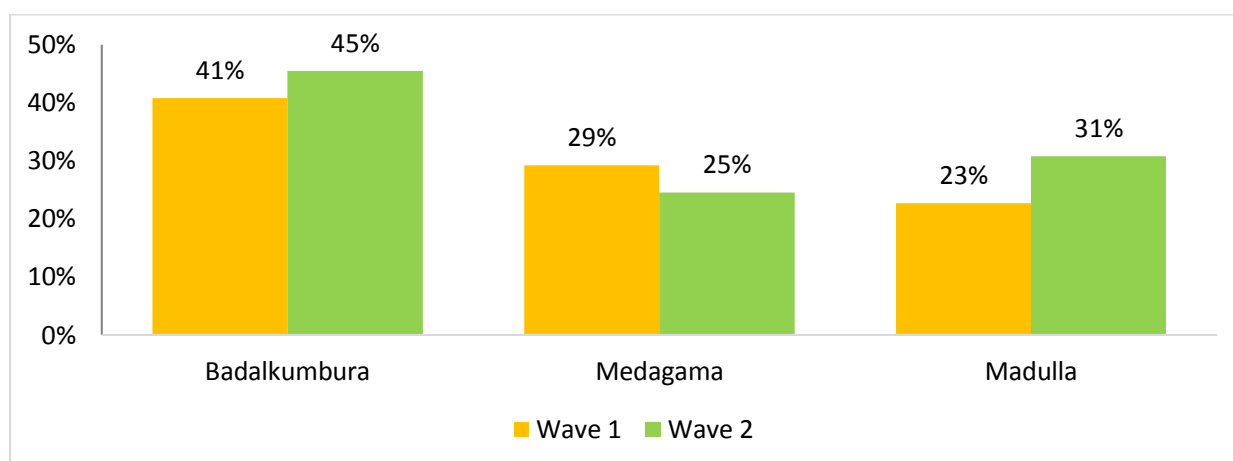
It is noted that Pradeshiya Sabhas can be exempted from having to provide household pipe-borne water supply, as rural household water supply is usually provided by community-based water supply schemes undertaken with project funding.

Roads

As indicated in **Figure 2**, the proportion of households having access to adequate roads and by-lanes in Badalkumbura and Medagama DS Divisions show a slight increase during the last four months with more than 75% of the households reporting the availability of adequate roads and by-lanes during the second wave. It is possible that some of these improvements have taken place through greater involvement of elected representatives after the local government elections held in February 2018. However, in Madulla DS Division, there is a noticeable decline during the second wave in the proportion of the households reporting the availability of adequate roads and by-lanes. This is attributed to the fact that many roads in the area which are un-tarred had become muddied or damaged due to excess rain, and the lack of maintenance had aggravated the situation.
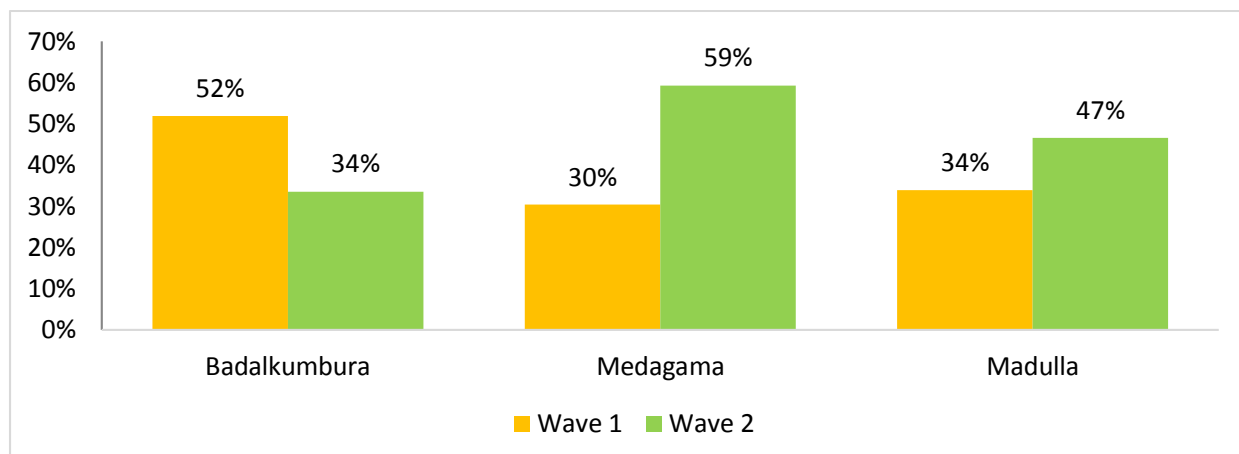
Figure 2: Availability and Usage of Roads and By-lanes
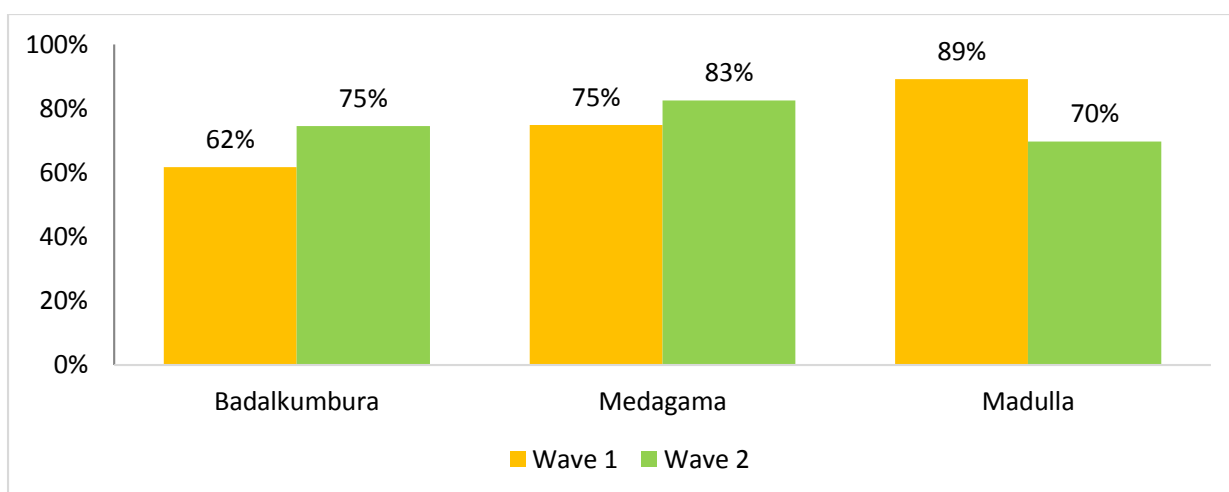
Streetlights

Figure 3 illustrates that the availability of street lighting in both Medagama and Madulla DS Divisions has increased during the last four months.

**Figure 3: Availability of Streetlights**

Medagama DS Division in particular shows a considerable improvement, where the number of households having access to street lighting have almost doubled with about 59% of households reporting the availability of street lighting in their area.   Badalkumbura DS Division on the other hand, shows a noticeable decline in the availability of street lighting. This can be attributed to street lights not functioning due to lack of maintenance of exiting lights. Moreover, there is an expectation that each house should have a street light adjacent to the house. This is not possible with the budget allocated for street-lighting.

Garbage Collection Services

Figure 4 indicates the extent of garbage collection services available in the study area. Overall, in all three DS Divisions, only a very small percentage of households (2% or less) had garbage collection services during the first wave. The second wave shows a slight improvement in Badalkumbura and Madulla DS Divisions. However, the overall proportion of households having access to garbage collection services in Monaragala District during the second wave is still very minimal (5% or less).

**Figure 4: Availability and Usage of Garbage Collection Services**
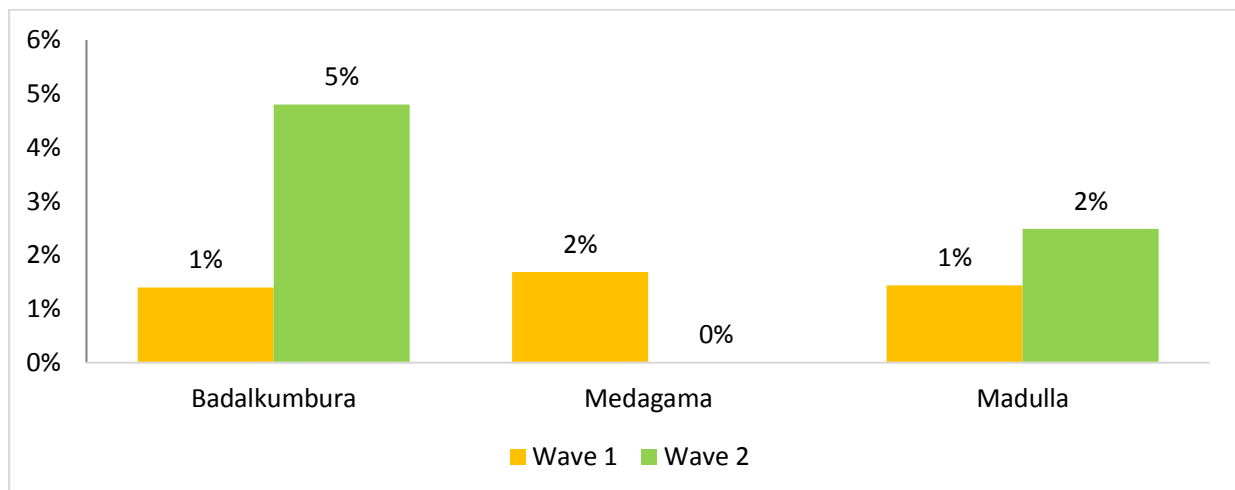
The limited availability of garbage collection services in these DS Divisions needs to be understood in the context of a recent circular issued by the government that bio-degradable garbage will not be collected from houses that have more than 20 perches of land. Since most rural households have more than 20 perches of land, this is possibly the reason why garbage collection is not undertaken in certain areas within these Divisions. In addition, the Pardeshiya Sabhas have indicated the lack of resources such as tractors to offer the service covering a Division. It was also noted that some households burnt polythene and plastics to ignite their stoves. Toxic fume from burning plastics is a health hazard and therefore, sufficient awareness building is required to educate the public on proper waste management methods.

Library Facilities

Figure 5 shows that library facilities[1] have shown some improvement or at least more households had access to library facilities in all three DS Divisions[2] during the second wave. However, the proportion of households having access to library facilities is generally low in all three DS Divisions, with households in Medagama DS Division having the least access. The highest proportion of households having access to library facilities, which is only 20%, is reported from Badalkumbura DS Division.

Figure 5: Availability and Usage of Library / Reading Room Facilities
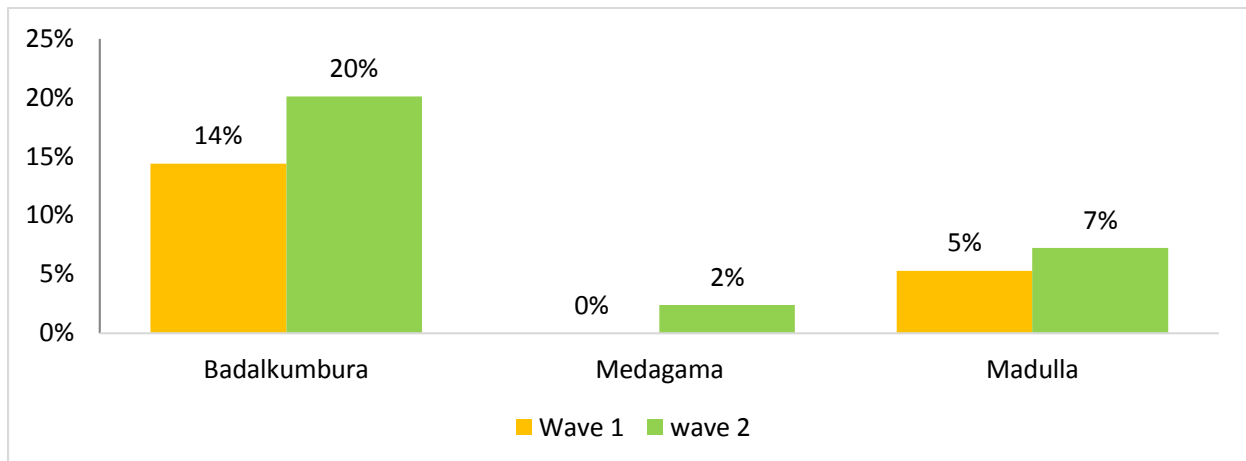
Drainage Facilities

During the second wave availability of drainage facilities have improved in all three DS Divisions as shown in **Figure 6.**

Figure 6: Availability and Usage of Drainage Facilities

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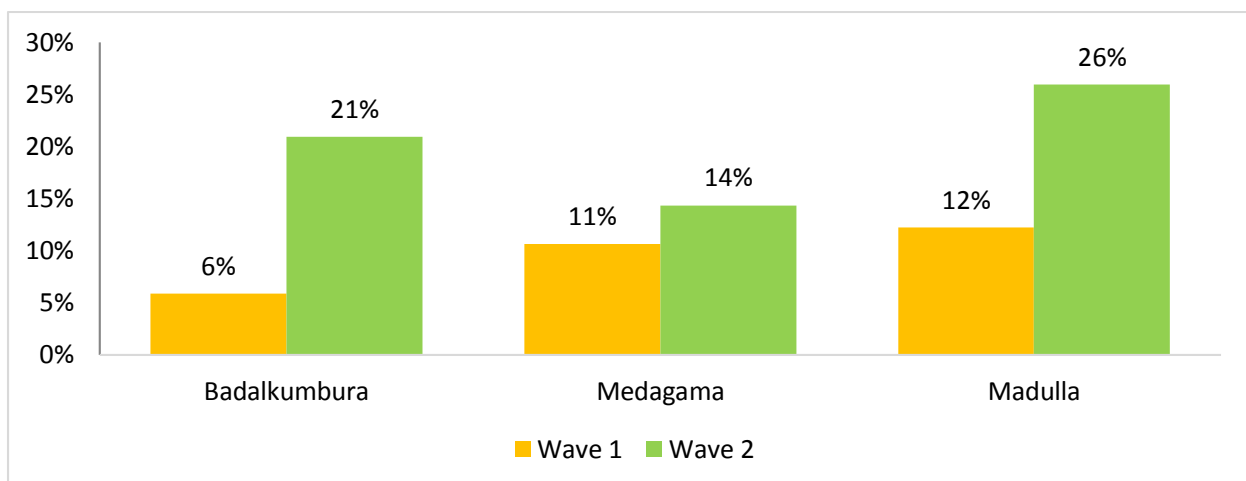
[1] Some of these were reading rooms. Those with a book collection of more than 3500 books were considered as libraries.

[2] This is limited to selected GN Divisions in the study area identified in section 1.6 of the report.

Playgrounds

Figure 7 indicates that the availability of playground facilities has improved noticeably in Madulla DS Division while Badalkumbura and Medagama DS Divisions.
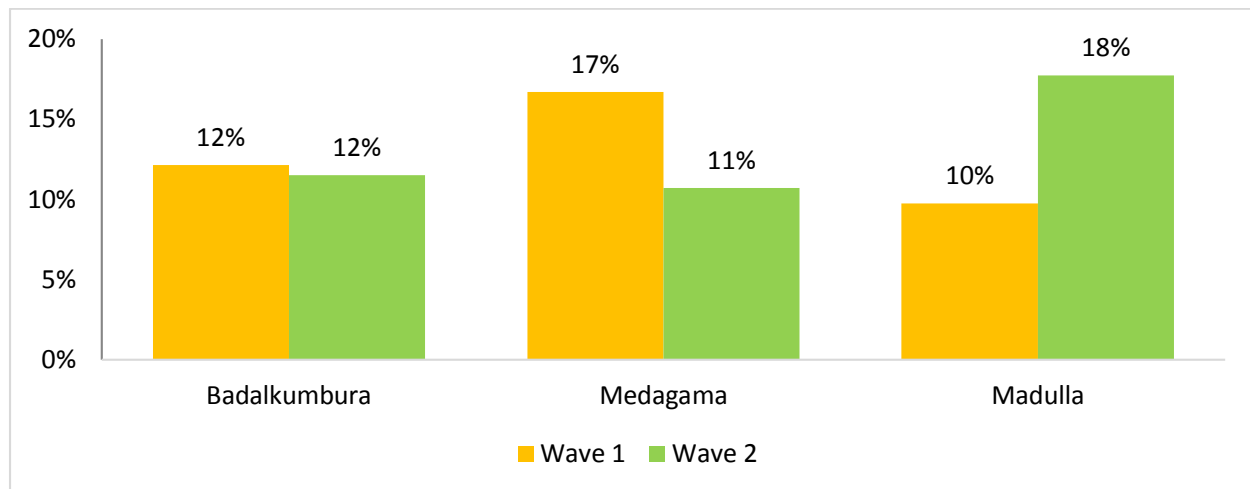
Figure 7: Availability and Usage of Playground Facilities

General Observations

As discussed above, there are noticeable improvements in service availability in the three DS Divisions. It is possible that some of these improvements have taken place due to greater involvement of elected representatives in addressing the needs of communities, following the local government elections held in February 2018.
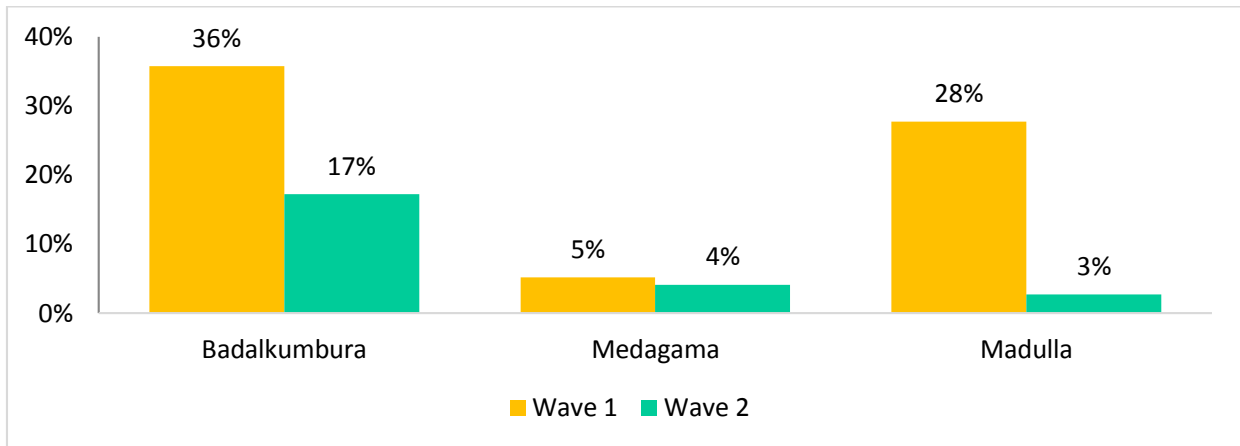
2.2. Overall Satisfaction with the Services

The survey also gathered data on the satisfaction levels of the service users regarding the public services surveyed under this study. Baseline data collected during the 1st eCRC survey is referred to as **Wave 1** or the **first wave** and data collected during the 2nd eCRC survey is referred to as **Wave 2** or the **second wave** in the discussion below. The graphs below pertain only to high satisfaction levels.

Water

Figure 8 illustrates that high satisfaction levels with the water supply services in Badalkumbura and Madulla DS Divisions have declined significantly while satisfaction levels in Medagama DS Division shows no improvement and remain fairly low during the second wave. The decline in satisfaction levels need to be understood in the context that households rely less on pipe-borne water supplied by the Pradeshiya Sabhas during the rainy season as there are other sources of water available to them.

Figure 8: Satisfaction with Water Services

Roads

Satisfaction with roads and by-lanes has slightly increased in all three DS Divisions, with Madulla showing the highest improvement. This is attributed to Pradeshiya Sabhas carrying out road clearing activities. Yet, overall satisfaction remain low in all three Divisions with not more than 12% of the households reporting they are highly satisfied with the existing road infrastructure in these divisions.

Figure 9: Satisfaction with Roads
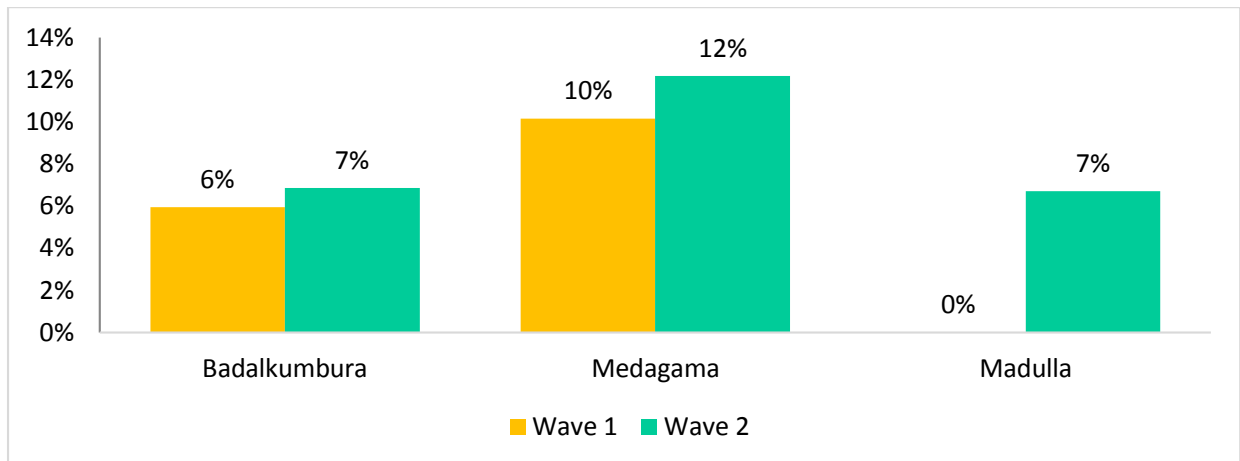
Street lighting

As presented in **Figure 10** satisfaction with street lighting has declined in all three DS Divisions during the second wave with Madulla DS Division showing a significant decrease in the percentage of households that are highly satisfied with this service.

Figure 10: Satisfaction with Street-lighting
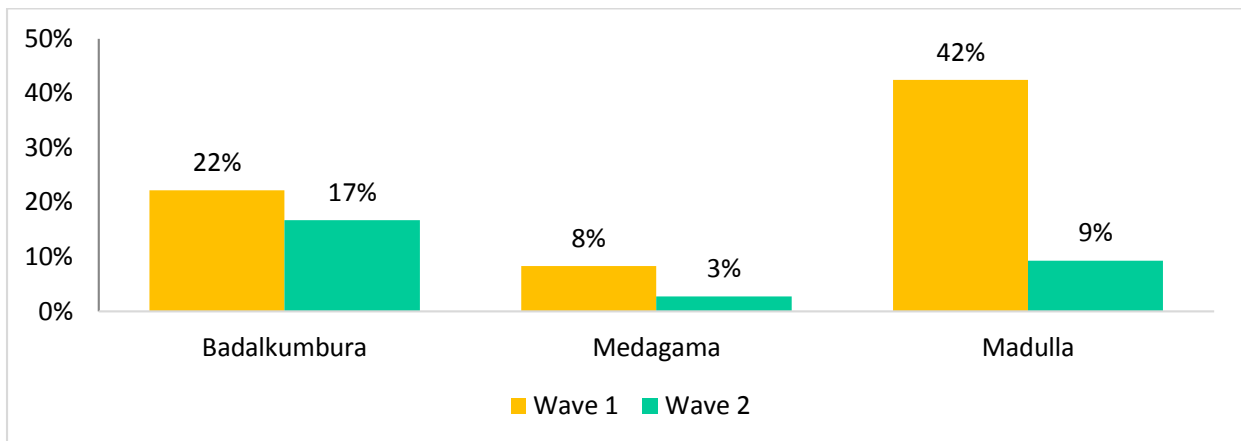

Although availability of street lighting showed an increase in Medagama and Madulla DS Divisions, the reasons for low levels of satisfaction is that households have indicated that they are not satisfied with the quantity, quality and maintenance of street lights that are provided to them. Another reason for reduced levels of satisfaction in these divisions is due to expectations of households to have a street light right adjacent to their house. It is not possible to provide a street light in front of every house as Pradeshiya Sabhas have been providing street lights based on the budget allocated to the residents in the area.

Library Facilities

Figure 11 shows that satisfaction with library facilities have decreased in Badalkumbura and Madulla DS Divisions during the second wave, while Medagama DS Divisions shows no improvement with none of the households reporting that they are highly satisfied with library facilities available to them.

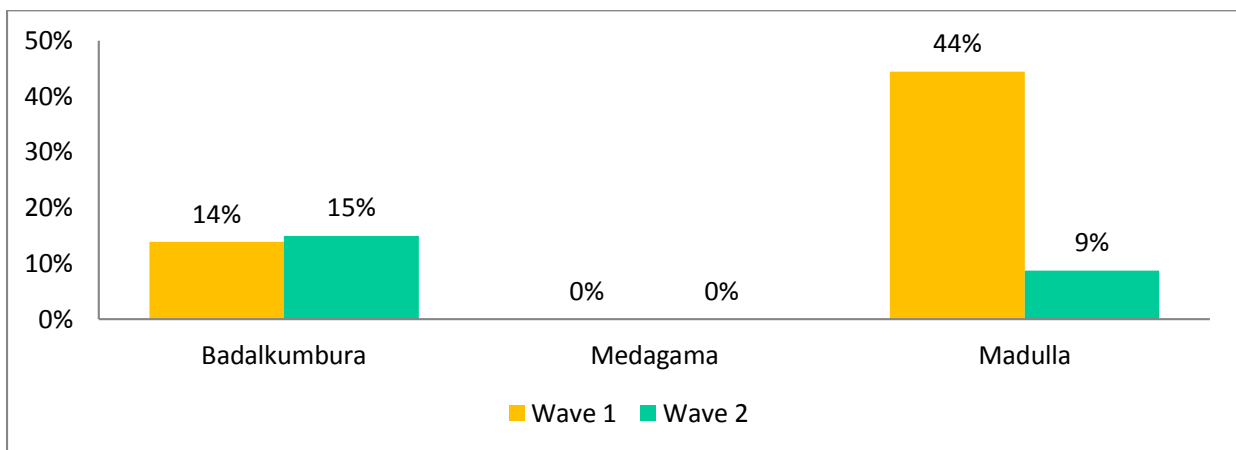**Figure 11: Satisfaction with Library Facilities**
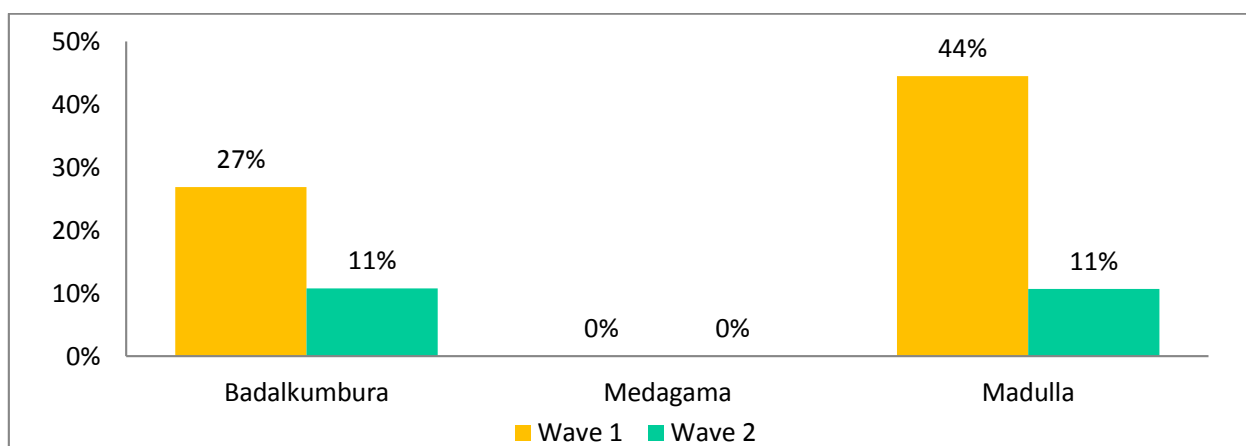
This indicates issues relating to quality, availability, usefulness and /or relevance of library resources provided. The low level of satisfaction is generally due to households comparing the service available to them with other libraries with more extensive resources.

It should be noted however, although there is a decline in high satisfaction levels associated with library facilities, moderate satisfaction levels have increased during the second wave.

Drainage Facilities

There are no significant changes in satisfaction levels associated with drainage facilities in Badalkumbura and Medagama DS Divisions. However, in Madulla DS Division, the satisfaction levels have dropped drastically from 44% to only 9% of the households indicating that they are highly dissatisfied with the facility. This is due to the fact that existing drains are not sufficient to handle the excessive flow during the rainy season experienced in the area. This can be further aggravated by poor maintenance of drains within the area which is problematic.

Figure 12: Satisfaction with Drainage Facilities

Playgrounds

Figure 13 shows that satisfaction levels in regards to playground facilities show a slight increase in Badalkumbura DS Division.

Figure 13: Satisfaction with Playground Facilities
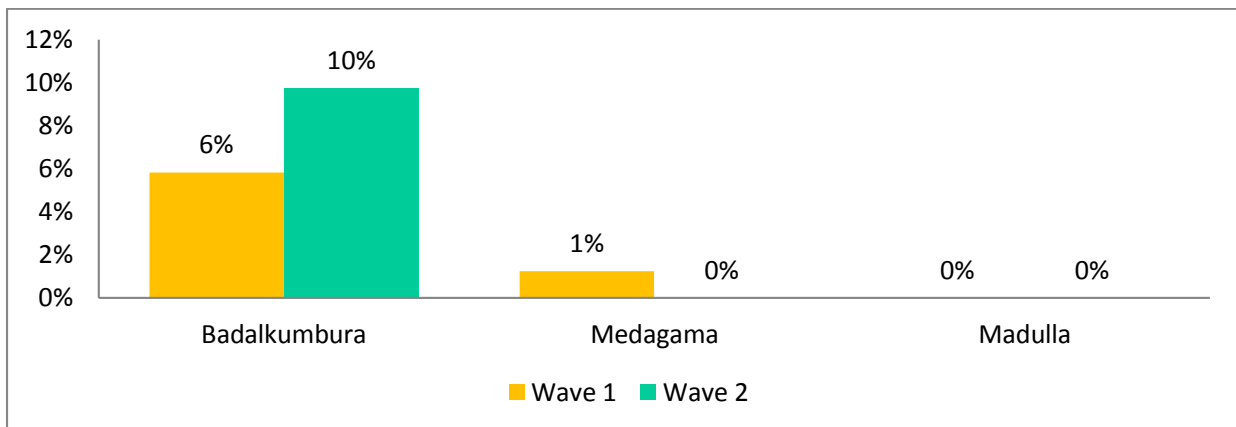
However, high satisfaction levels associated with playground facilities are almost none in the Medagama and Madulla DS Divisions. The low levels of satisfaction are because playground facilities are in poor conditions due to excessive rain and lack of maintenance during the rainy months. However, it should be

noted that despite the lack of high levels of satisfaction associated with playground facilities, a considerable number of respondents expressed moderate levels of satisfaction during the second wave.

Garbage Collection

As garbage collection services are very basic in most GN Divisions, no analysis is provided on satisfaction levels.

2.3.   Additional Costs and Complaints

2.3.1.   Costs incurred for Services

The survey also looked into hidden costs incurred by the public for obtaining services. Understanding the nature and occurrence of hidden costs / payments can provide authorities a means to determine if these costs are legitimate or if they are necessary.

Figure 14: Payments / Hidden Costs Incurred when Obtaining Services
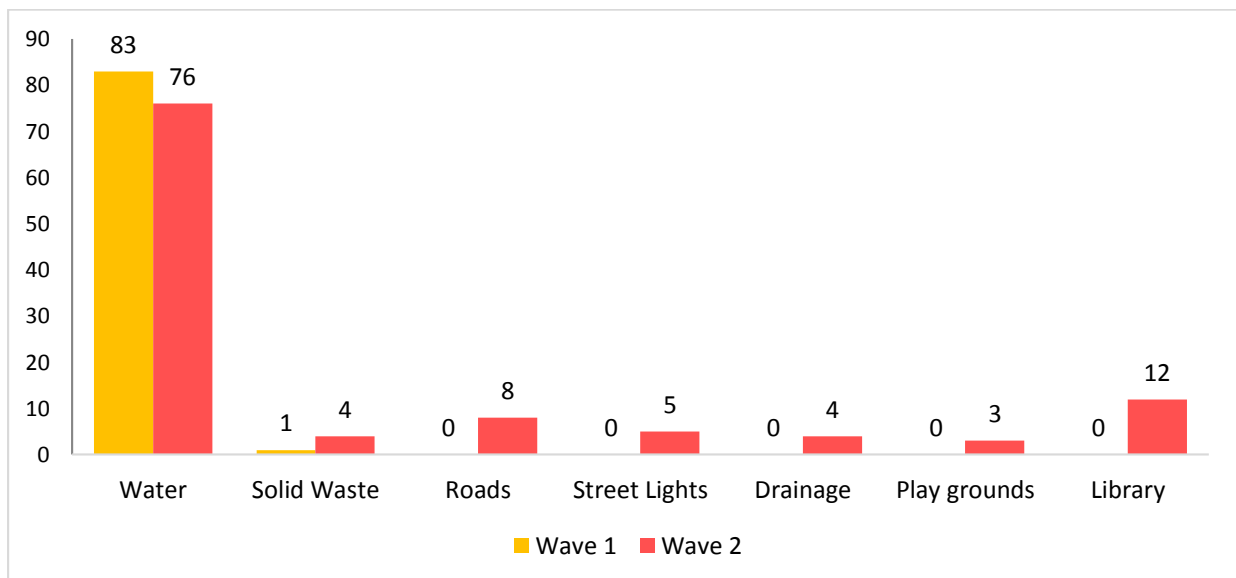
During both the first and second waves, most users of the services in question indicated that they incurred payment for water services, as they are billed for water supply services (see **Figure 14**). During the second wave, a small number of households reported that they have incurred costs for garbage collection services, roads, drainage facilities, library facilities, playgrounds, and streetlights. Costs incurred for library facilities is in terms of library membership fees, while cost incurred for playgrounds is for payments made to authorities for using playground facilities for various events. With regards to the streetlights, the costs are due to some residents connecting their domestic electricity supply to power street lights near their homes, in the absence of a public electricity supply to the street lights. With regards to costs associated with roads, this can be explained in terms of costs incurred by the community for serving refreshments (tea) to road maintenance workers. Costs incurred for drainage

facilities, is due to some households laying pipelines on their property to connect into the public drainage system. Nevertheless, to have a greater clarity on the issue of hidden/additional costs, it is important to further probe into how and where Pradeshiya Sabha services would entail costs for the service users.

2.3.2. Responsiveness to Complaints / Grievances

Figure 15 indicates that during the second wave, only about 41% of the households in Badalkumbura DS Division reported that they received a response to their complaints. On the other hand, in Madulla and Medagama only about one third of the households reported that they had received a response. The figure also shows that in all three DS Divisions satisfaction levels with the response received for complaints and grievances are extremely low. Overall, high and moderate satisfaction levels have declined during the second wave with close to 70% of the households reporting low satisfaction with how complaints are handled by service providers.

Figure 15: Satisfaction with Response to Complaints / Grievances
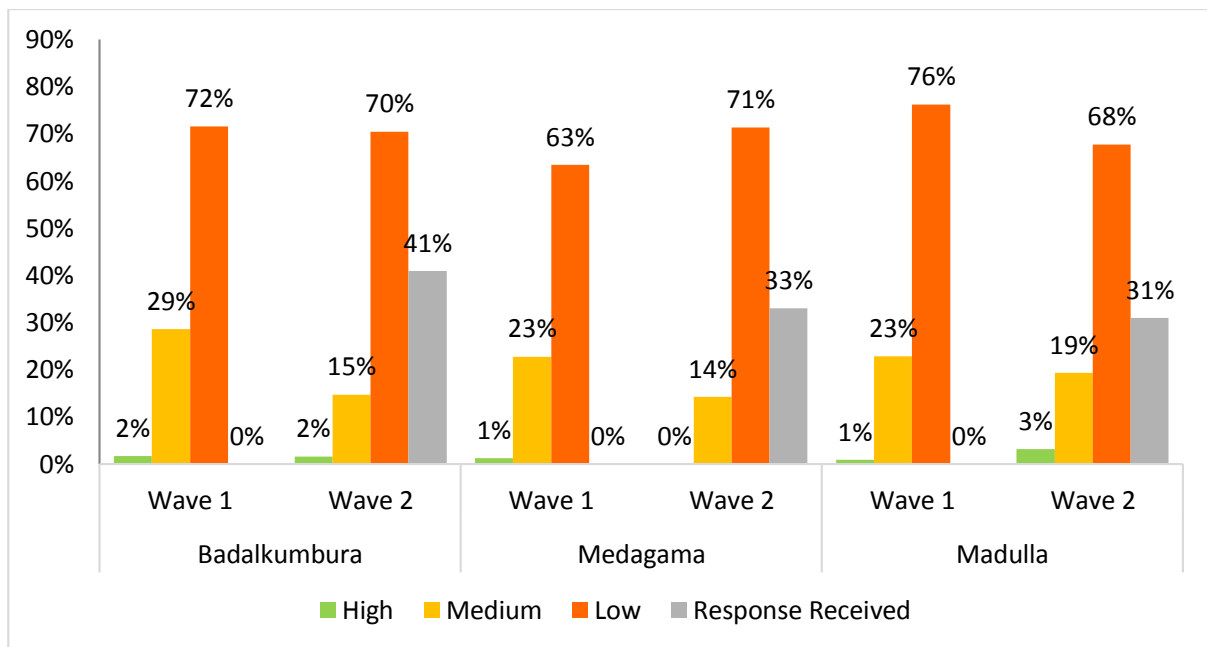
3. Overall Scoring for Services

Figure 16 indicates the scoring given to the performance of public services delivered by the Pradeshiya Sabhas in the three DS Divisions. Scoring is provided based on the percentages of satisfied users of secondary education services.

The colour coding in **Figure 16** denotes the following:

Colour	% of highly satisfied users	Action required
███	Satisfied users below 40%	Needs urgent attention
███	Satisfied users between 40%-60%	Needs improvement
███	Satisfied users above 60%	Needs to maintain performance or require improvements to continue

Satisfied users include both highly and moderately satisfied service users

As shown in **Figure 16**, although most of the service delivery ratings are marked red, satisfaction levels have improved in some areas during the second wave (indicated by the upward pointing arrows). However, there is room for more improvement and most service areas could benefit from continued attention by the Pradeshiya Sabhas

Figure 16: Satisfaction Ratings for Services

	Water	Roads	Street lights	Drainage	Playground	Library facilities
Wave 2						
Badalkumbura	19% ↓	45% ↑	32% ↑	39% ↓	11% ↓	28% ↓
Madagama	32% ↑	37% ↑	42% ↑	10% ↑	9% ↑	14% ↑
Madulla	35% ↑	10% ↑	42% ↓	34% ↓	11% ↑	20% ↑
Wave 1						
Badalkumbura	28%	11%	0%	56%	12%	41%
Madagama	11%	6%	29%	0%	3%	0%
Madulla	18%	4%	44%	44%	0%	11%

Satisfied respondents below 40%

Satisfied respondents between 40%-60%

Satisfied respondents above 60%
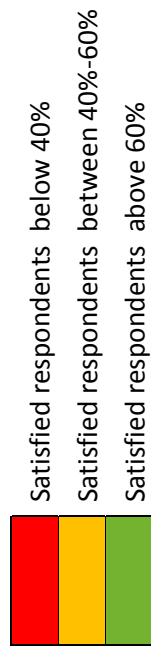
4. Recommendations

4.1. Service-wise Areas for Improvement

4.1.1. Areas for Immediate Action

The 2nd 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**. Overall, the priority areas identified within the three DS Divisions during the second wave are roads, drinking water, libraries, playgrounds, drainage facilities and street lighting.

Figure 17: Priority Services for Immediate Attention by Pradeshiya Sabha
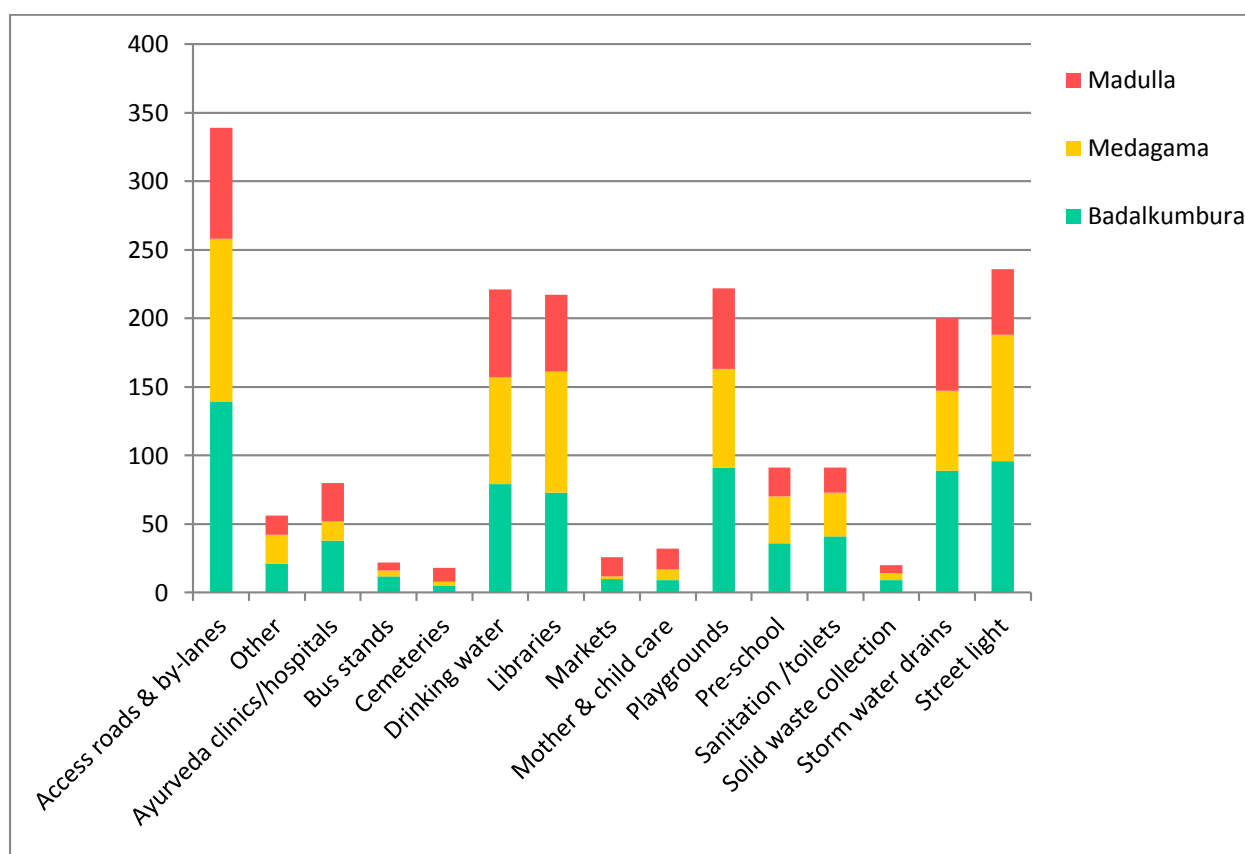
The subsequent **Figures 18, 19** and **20** provide priorities identified during the second wave of the study for each DS Division. In Badalkumbura DS Division roads, street lighting and playgrounds are the key priorities. In Medagama DS Division roads, street lighting and library facilities are the key priorities. In Madulla DS Division the key priorities are roads, drinking water and playground facilities. These prioritised areas should receive immediate attention from the Pradeshiya Sabhas and require further attention and prioritisation for the next budget.

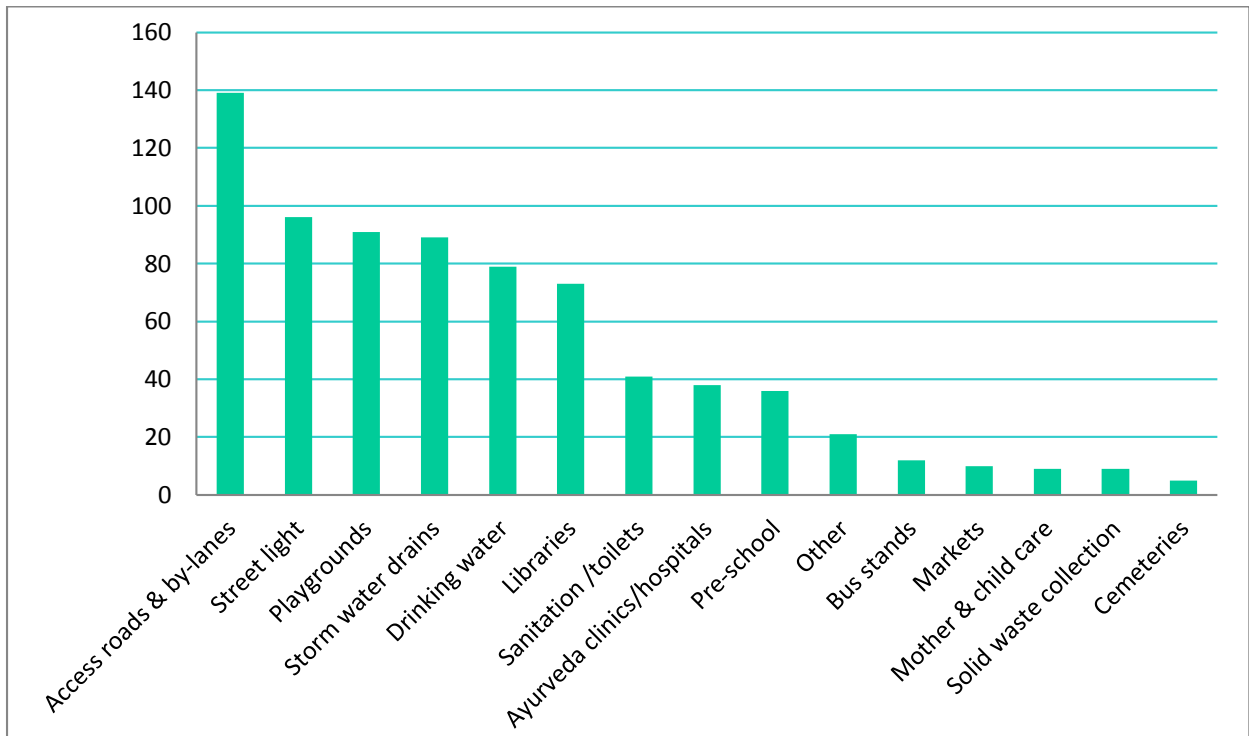**Figure 18: Priority Services for Improvement in Badalkumbura DS Division**

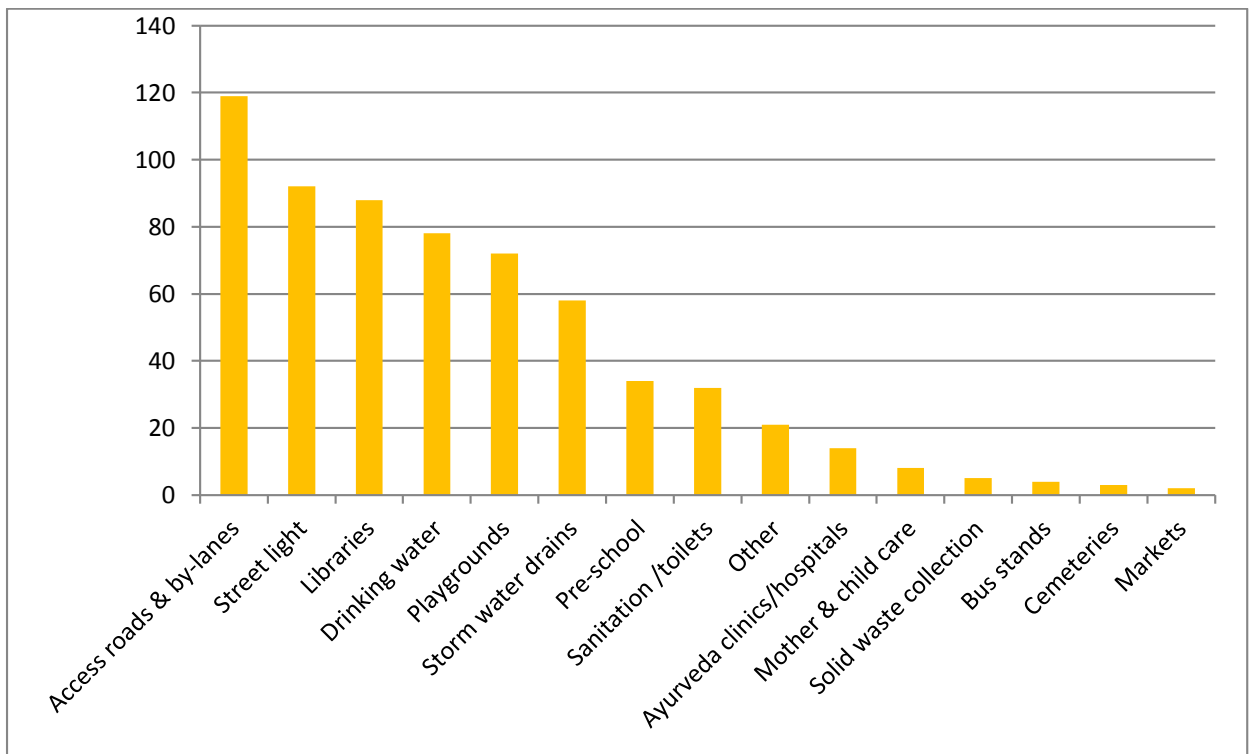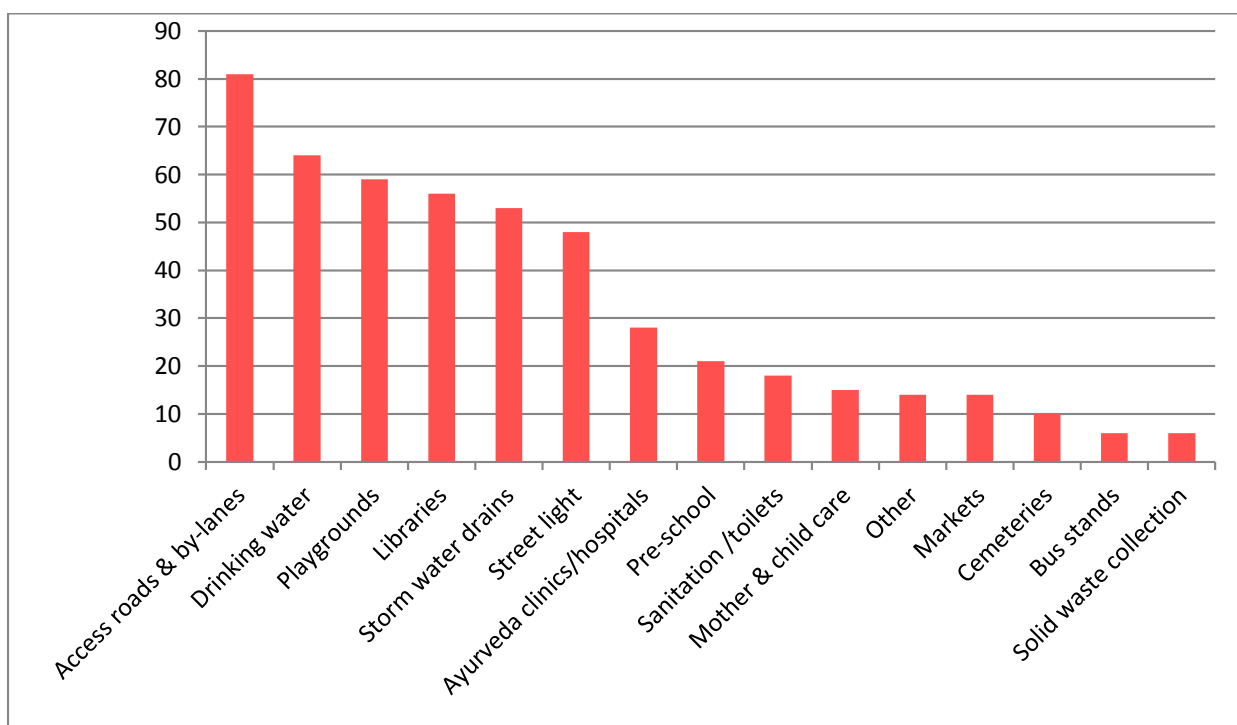**Figure 19: Priority Services for Improvement in Medagma DS Division**

Figure 20: Priority Services for Improvement in Madulla DS Division

In instances where respondents were dissatisfied with the delivery of public services in general, they identified a number of reasons for dissatisfaction such as, lack of necessary facilities; safety issues due to lack of maintenance of facilities (damaged roads and drainage systems, lack of street lights etc.); public is not made aware of the facilities available; poor response from government officials in addressing complaints; and lack of proper monitoring and oversight from relevant authorities; delays due to political barriers and the lack of fund allocations. Suggestions made by respondents for improving the delivery of Pradeshiya Sabha services emphasised the need for politicians and government officials to be more accountable for effective service delivery; ensure better planning and monitoring of service delivery; consult with service users at the village level, and provide awareness to the public regarding public services available to them.

It was also observed that some facilities were not in a satisfactory condition due to challenges posed by excessive rain during the rainy season. Therefore, it is required to increase maintenance activities during these periods so that services remain in an adequate condition all throughout the year.

4.1.2. Other Considerations

Given that the Pradeshiya Sabhas had very limited time (only four months between the 1st eCRC survey and this follow-up study), to address opportunities for improvement, the Pradeshiya Sabhas have performed reasonably well as there are certain improvements in service delivery. The findings from this study are useful (especially the scoring provided in **Figure 16**) for measuring progress made, and for identifying areas that need closer attention. Service delivery gaps highlighted in this study should be

examined more closely to understand how these can be addressed. Further, the immediate priorities identified should be considered when planning future interventions related to public service delivery.

4.2.   Way Forward

Action plans (see Annex 1) were prepared based on the preliminary findings of the 1st eCRC survey in May 2018. These findings were presented to senior officials of Local Government, Secretaries of Pradeshiya Sabhas and community representatives. Discussions between service providers and service users were facilitated to produce action plans identifying short term / long term actions for improving Pradeshiya Sabha services before the second round of the eCRC survey in October 2018. These action plans are particularly useful for CSOs to track progress and accountability of service providers.

The 2nd eCRC survey was undertaken in October 2018, to follow-up on progress against the ratings provided for Pradeshiya Sabha services delivery during the 1st eCRC survey. The colour coding provided below was used for indicating satisfaction levels and for highlighting priority areas that need to be addressed. **Figure 16** provides a comparison between the satisfaction levels during the baseline study (first wave) and the follow-up study (second wave). Any changes in colour reflect changes in satisfaction levels, thereby indicating level of progress / relapse that has taken place during the last four months.

Colour	% of highly satisfied users	Action required
🟥	Satisfied users below 40%	Needs urgent attention
🟧	Satisfied users between 40%-60%	Needs improvement
🟩	Satisfied users above 60%	Needs to maintain performance or require improvements to continue

Satisfied users include both highly and moderately satisfied service users

It should be noted that even if a colour change is not evident, an increase in the percentage denoting satisfaction levels can be considered as progress made in terms of service delivery.

With regards to improved satisfaction levels, in general it was observed that the 1st eCRC survey findings provided awareness and the impetus for service users to engage in a productive dialogue with the service providers regarding service improvements they needed. This has prompted service providers to take greater action to improve services in certain areas leading to greater satisfaction levels among service users.

Therefore, the progress tracking chart in **Figure 16** offers a number of advantages. It provides an opportunity for service users to communicate their levels of satisfaction regarding public services and insist greater accountability / action from service providers. It is also a useful tool for public

representatives to demonstrate to the public, how service delivery improvements have taken place from the first wave to the second wave in their respective electorates.

The information provided in this eCRC should be used for launching further investigations into problem areas keeping in mind that the findings in the eCRC are signposts based on community feedback, pointing to where more complex issues relating to service delivery reside. Deeper probing is required to understand the causes that underpin these issues.

To undertake focused action, the following are 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 should be filled for services to be improved.
- A combination of interventions is required to address service delivery gaps,
- Once delivery gaps are addressed, following up on the satisfaction levels of the service users is essential to judge if delivery performance has improved from the benchmarked levels.

Annex 1: Action Plans

Citizen Report Card Survey- Action Plan- Badalkumbura Pradeshiya Sabha

Names of GNDs covered by the CRC
Kotamuduna, Dewathura, Miyenakandura, Ella, Maligathanna, Lunugala Colony

No	Priority services	Short term/Long term	Responsibility	Other stakeholders and resources	Start Date	Close Date	Who will monitor the progress	Monthly meeting
01	Street lights	Short term	Badalkumbura PS	Electrician of the Provincial Council, Electricity Board	20 May 2018	31 December 2018	Chairman of PS & CSOs	20 July 2018
02	Roads & bi-roads (maintenance and building necessary roads	Short term & Long term	Badalkumbura PS	Badalkumbura PS Uva Provincial Council	20 May 2018	Year 2020	Chairman of the PC & CSOs	After three months
03	Drinking Water(extending the water service and purifying the water)	Long term	Badalkumbura PS National Water Supply & Drainage board	Badalkumbura PS	25 May 2018	Year 2020	Badalkumbura PS, National Water Supply & Drainage Board, CSOs	After three months
04	Toilet facilities	Long term	Badalkumbura PS	Public Health Inspector (PHI)	May 2018	Year 2020	CSOs & PS	After three months

Contribution

S.H.A. Chathurika- Secretary-Badalkumbura Pradeshiya

M.A. Dhammika- Kotamuduna

R.W. Ashoka Wijesinghe-Ella

A.M. Sapun Priyankara-Maligatanna

J.M. Somalatha- Lunugala Janapadaya

R.M. Premathilaka-Lunugala Janapadaya

Date - 10.05.2018, Venue – Assistant Commissioner Office of Local Government (ACLG Office) - Monaragala

Citizen Report Card Survey - Action Plan- Medagama Pradeshiya Sabha

Names of the GNDs covered in the survey
Rattanadeniya, Bandiyawa, Kotabowa, Mallagama, Bibilamulla, Elhena, Pitadeniya,

No	Priority services	Short term/ Long term	Responsibility	Other stakeholders and resources	Start Date	End Date	Who will monitor the progress	Monthly meeting
01	Drinking water	Long term	PS member of the relevant GN Division, CSO members	Ministers, PS member of the relevant GN Division, CSO members, Government officials	June 2018	2020	Technical officer, Medagama PS	Friday-third week of every month
02	Street lights	Short term	CSOs and PS	Technical officer Technical Assistant, Electricity Board	May 2018	December 2018	Civil society organisations	Friday-third week of every month
03	Roads and by-lanes	Long term	CSOs and PS	CSOs and Ps representative of the relevant Zone	May 2018	August 2019	CSOs and Ps representative of the relevant Zone	Friday-Third week of every month
04	Waste management	Short term	COS members and PHI officer	PHI (Public Health Inspector), Relevant government officials of the particular GN	May 2018	2019	PHI (Public Health Inspector), Community Police unit, CSOs	Friday-third week of every month

Contribution

R.M. Senevirathna- Secretary- Madagama PS

Padmini Neranjala – Rattanadeniya

Wasanthi Sanjeewani -Rattanadeniya

Chandima Jeewanthi - Bendiyawa

Chamodi Upeshika-Pitadeniya

Gayani Madhuwanthi- Pitadeniya

Date - 10.05.2018, Venue – Assistant Commissioner Office of Local Government (ACLG Office) – Monaragala

Citizen Report Card Survey- Action Plan- Madulla Pradeshiya Sabha

Names of GNDs covered in the survey
Namaloya Janapadaya, Pangura, Kolladeniya , Ritigahawatta, Panguwa, Thalkotayaya, Magandaaoya Janapadaya

No	Priority services	Short term/ Long term	Responsibility	Other stakeholders and resources	Start Date	End Date	Who will monitor the progress	Monthly Meeting
01	Street Lights	Short term	Chairman of the Madulla PS & Technical Assistant	PS & Community	10 May 2018	10 October 2018	PS & CSOs	Once a month
02	Roads and bi-lanes	Long term	Madulla PS	PS & Community	10 May 2018	2020	PS & CSOs	Once a month
03	Drinking Water	Long term	Madulla PS & Provincial Council	Madulla PS	10 May 2018	2020	PS & CSOs	Once a month
04	Waste management	Short term	PS	Madulla PS	10 May 2018	10 June 2018	PS	Once a month
05	Drainage	Short term	General public	Madulla PS	10 May 2018	10 May 2018	PS	Once a month
06	Playground	Long term	Madulla PS	Madulla PS	10 May 2018	10 May 2018	PS	Once a month
07	Library	Short term	Madulla PS	Madulla PS	10 May 2018	10 May 2018	PS	Once a month

Contribution

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K.M. Chandrapala - Ritigahawatta

K.M. Pushpa Kumari - Ritigahawatta

R.M. Samansiri - Magandaoya Janapadaya

Date - 10.05.2018, Venue – Assistant Commissioner - Office of Local Government (ACLG office) – Monaragala

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 follow-up electronic Citizen Report Card (eCRC) Surveys in selected Grama Niladhari Divisions within the Batticaloa, Monaragala and Mullaitivu Districts during September - October 2018. This second round of eCRC surveys aimed to determine the progress made in terms of quality of services, accountability of service providers and areas for improvement in the two sectors previously surveyed:

(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 second eCRC survey at DS Divisions 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 second eCRC survey results revealed progress made as well as a number of areas that the respondents identified as still needing attention and action to improve service delivery within the three Districts. Based on the preliminary findings of the first eCRC survey undertaken in January - February 2018, action plans were prepared and discussions between service providers and service receivers were facilitated, subsequently followed by the second eCRC survey. This report has been prepared to proactively disseminate the findings from second survey and to use this information to advocate operational policy and practice reform measures, where needed.

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