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

Report for selected GNs in Mullaitivu District

June 2018

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

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All inquiries relating to this publication should be directed to:
Centre for Poverty Analysis
29 R G Senanayake Mawatha, Colombo 7, Sri Lanka
Tel: + 94(011) 2676 955, 4690200
Fax: +94(011) 2676 959
Email: info@cepa.lk
www.cepa.lk

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AUTHOR DETAILS

Basith Inadeen

is a Research Professional at CEPA. He obtained his Bachelor's Degree in Social Science from the University of Colombo. He holds international licenses from the Wageningen University, The Netherlands, on Multi Stakeholder Process and Social Learnings, and on Social Accountability Tools especially the Citizen Report Card methodology from the Public Affairs Centre, Bangalore, India. At CEPA, Basith is involved in capacity building and training as well as research, where he brings his expertise in action and applied research. He is currently playing a leading role working with grass roots level civil society organisations and support to build capacity on social accountability mechanisms, he has also led the Citizen Report Card survey and publication in 2014 carried out by CEPA on Secondary Education Service in Vavuniya and Mullaitivu. He currently leads the Citizen Report Card — Good Governance tool at CEPA.

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.

Kulasabanathan Romeshun

is a Senior Research Professional and a Member of the Management Team at CEPA. He has worked in the development field for the past twenty years with government and funding organisations. He has a Masters in Financial Economics from the University of Colombo.

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.

Mehala Mahilrajah

is a Research Professional at CEPA. She has a Master in Development Practice from the University of Peradeniya. She has Completed a Diploma in Monitoring and evaluation at National Institute of Labour Studies (NILS) with Sri Lanka Evaluation Association (SLEvA). At CEPA, Mehala is involved in capacity building and training, as well as research, to which she brings her expertise in action research. Mehala is currently playing a leading role working with grass roots level civil society organisations and support to build capacity on social accountability mechanisms particularly the "Citizen Report Card' tool. She also has contributed to the Citizen Report Card survey and publication in 2014 carried out by CEPA on Secondary Education Services in Vavuniya and Mullaitivu.

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.

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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

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This study was made possible by the support extended to us by the Districts Secretaries, Additional Secretaries, Divisional Secretaries, Assistant Commissioners of Local Government (ACLGs), Secretaries of Pradhishiya Sabhas (PSs) in the Batticaloa, Monaragala, and Mullaitivu districts and Educational Zonal Directors, Deputy Directors of Education (DDEs) and officers of Mullaitivu, Batticaloa, Monaragala.

CEPA wishes to also thank the Civil Society Organisations from Mullaitivu District listed below that took part in this study.

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No	DS Division	GN Division	Name of CSO
1	Maritimepattu	Selvapuram	Elder's Society
2	Maritimepattu	Mullivaikkal East	Vadduvaakal WRDS
3	Maritimepattu	Mullivaikkal West	Mullivaikkal West WRDS
4	Maritimepattu	Kallapadu South	Kallapadu South RDS
5	Maritimepattu	Mullaitivu South	Unnapilavu WRDS
6	Maritimepattu	Vattapalai	Vattapalai Farmers Organisation
7	Maritimepattu	Silawaththai	Silawaththai WRDS
8	Maritimepattu	Mamoolai	Mamoolai ii RDS
9	Maritimepattu	Mulliyawalai North	Mulliyawalai North RDS
10	Maritimepattu	Keppapilavu	St. Anthony's Fisheries Society
11	Oddusuddan	Vithyapuram	Vithyapuram RDS
12	Oddusuddan	Mankulam	Mankulam North FO
13	Oddusuddan	Muthaiyankaddukulam	1st Track FO
14	Oddusuddan	Thirumurukandy	Thirumurukandy RDS
15	Oddusuddan	Inthupuram	Inthupuram RDS
16	Oddusuddan	Oddusuddan	RDS Chinnachalampan
17	Oddusuddan	Katchilaimadu	Katchilaimadu FO
18	Welioya	Janakapura	Welfare Society
19	Welioya	Kiribanwewa	Samoorthi Society
20	Welioya	Nikawewa South	Famers Organisation

CEPA would also like to acknowledge the invaluable contribution of the parents and students who provided information to enable this study.

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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 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 was tasked with delivering the following Results (R1 & R2):

- R1 – The capacity of CSOs to implement their mandates and 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 for better service delivery.

1.2. Scope of the Report

This report covers the eCRC findings on the Delivery of Public Services in selected GN Divisions within Mullaitivu District based on the eCRC survey carried out in the DS Divisions of Welioya, Ottusuddan and Maritimepattu.

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 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 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 state of the art technology. The eCRC enables the reliable collection of citizen feedback through an Android-based mobile application while analyzing 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 color 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 (CSO) that represent each GN division. 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 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 • 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

The study covers a number of areas within the Mullaitivu District that fall under the Pradeshiya Sabhas and Educational Zonal Offices of the DS Divisions of Maritimepattu, Oddusuddan, and Welioya as shown in the table below.

DS Division / Pradeshiya Sabha	Name of proposed GNs	Number of Villages	Number of households
Maritimepattu DS Division /Maritimepattu PS	Vattapalai	2	443
	Kallapadu South	2	517
	Selvapuram	1	437
	Mamoolai	2	375
	Keppapilavu	2	390
	Mulliwaikkal East	2	464
	Mulliwaikkal West	2	331
	Sillawaththai	3	475
	Mulliyawalai North	2	336
	Mullaitivu South	2	276
Oddusuddan DS Division / Pudukkudiyiruppu PS	Muththayankaddukulam	4	376
	Katchilaimadu	3	303
	Oddusuddan	5	355
	Viththiyapuram	2	259
	Mankulam	6	681
	Thirumurikandy	5	403
	Inthupuram	2	400
Welioya DS Division/ Maritimepattu PS	Nikawewa South	2	577
	Janakapura	4	673
	Kiribbanwewa	1	367

2. KEY FINDINGS

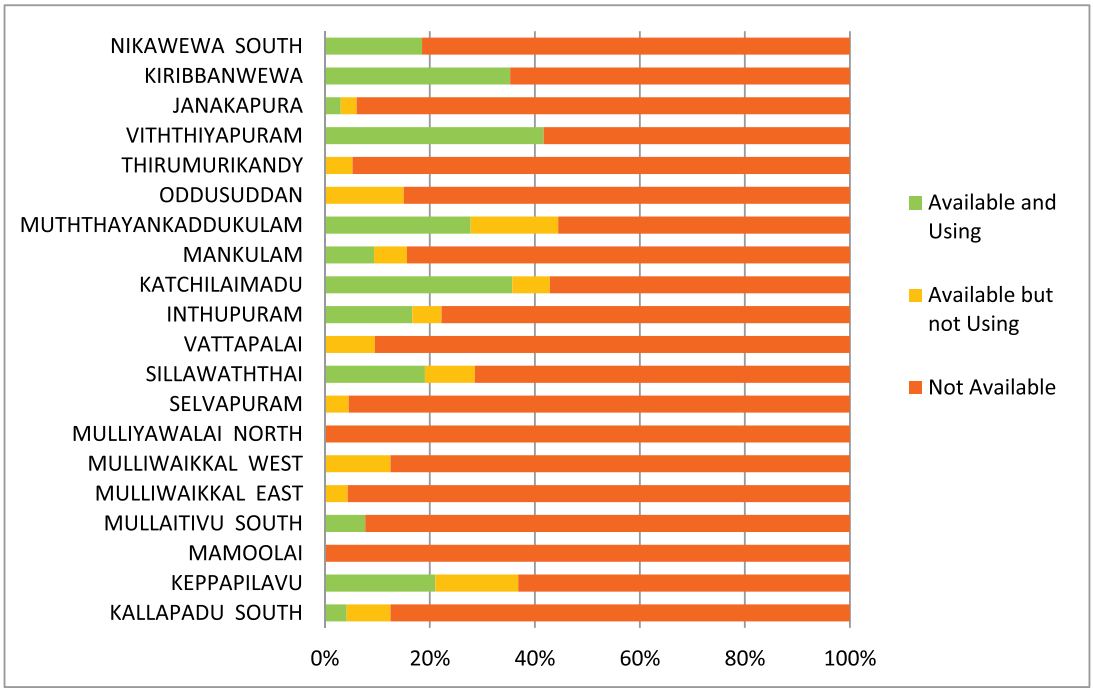
2.1. Availability, Access and Usage of Services

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 throughout the surveyed areas. As shown in Figure 1, the GN Divisions of Mulliyawalai North Mamoolai do not receive any water supply services. As many as 13 GN Divisions (Kallapadu South, Mamoolai, Mullaitivu South, Mulliwaikkal East, Mulliwaikkal West, Mulliyawalai North, Selvapuram, Vattapalai, Mankula, Muththayankaddukulam, Oddusuddan, Thirumurikandy, Janakapura, Nikawewa South) in the study area receive very minimal services where less than 20% of the respondents seem to be accessing water supply services.

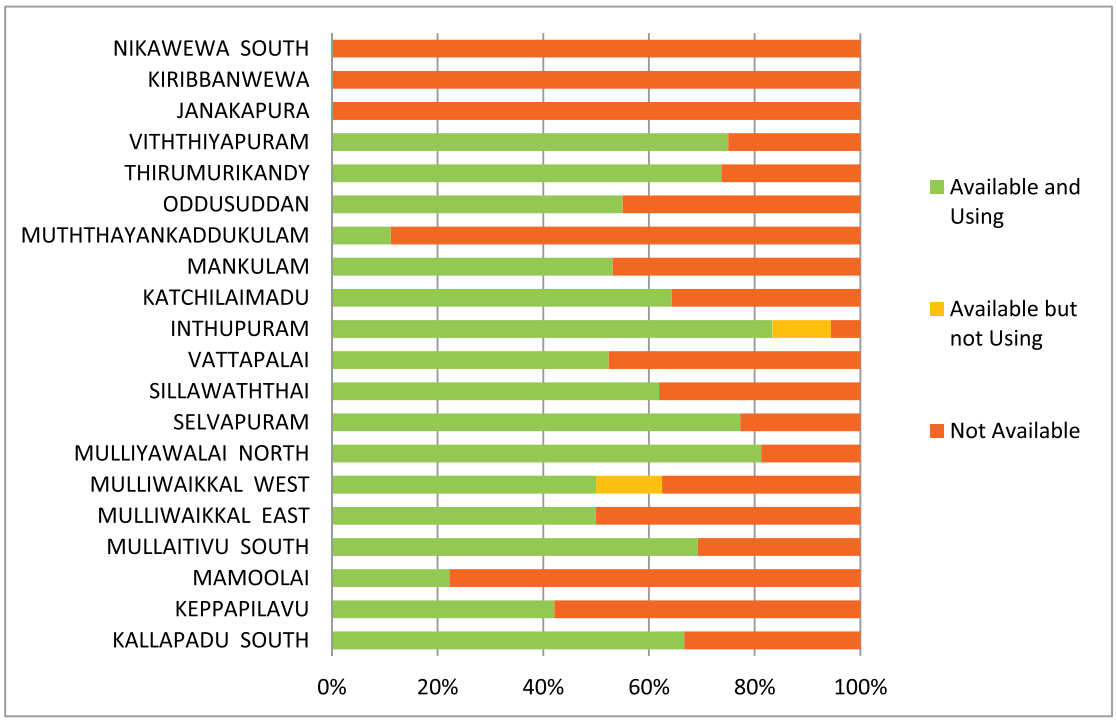
Figure 1: Availability and Usage of Water



Roads

As shown in **Figure 2**, in 14 GN Divisions, 50% or more of the respondents have indicated availability and access to roads and by-roads within their Divisions. However, the GN Divisions of Janakapura, Kiribbanwewa, Nikawewa South have indicated that they have no access to roads and by roads while the GN Divisions of Muththayankaddukulam, Mamoolai, Keppapilavu have very minimal access to road infrastructure. It should be kept in mind that those who responded that Pradeshiya Sabha maintained roads were not available may have done so because of a lack of awareness as to who maintained the roads and not because the roads were actually unavailable in those areas.

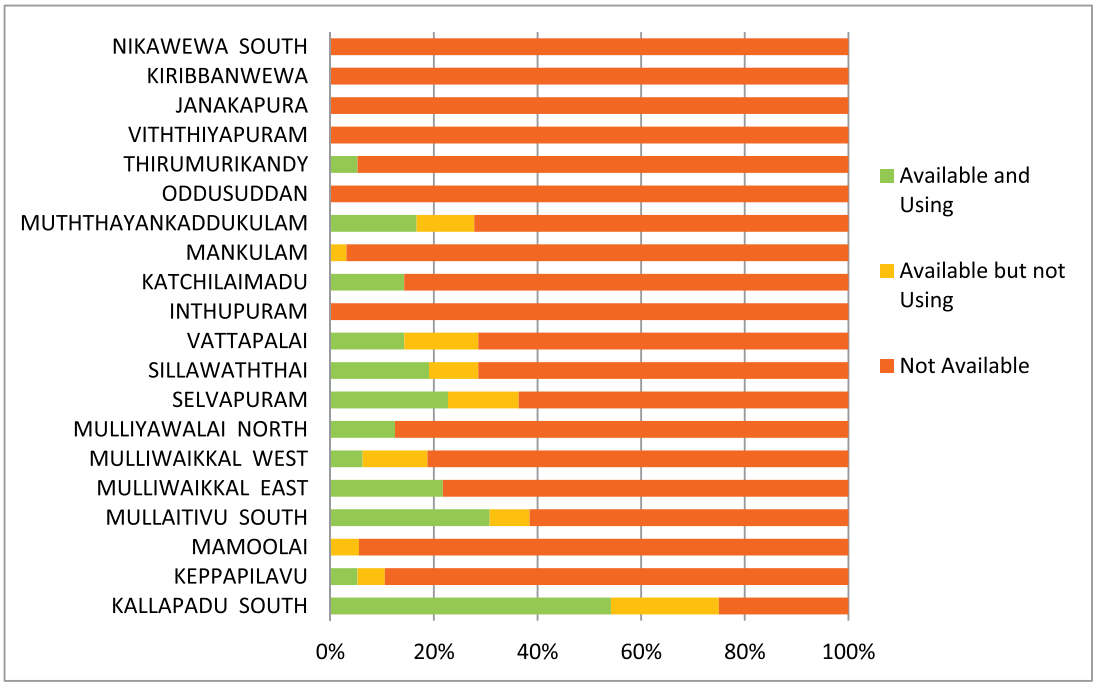
Figure 2: Availability and Usage of Roads and By-Roads



Streetlights

Availability of street lighting appears to be very minimal in the majority of the GN Divisions in the study area as shown in **Figure 3** with less than 40% of the respondents having access to street-lighting in all areas except Kallapadu South. The GN Divisions of Oddusuddan, Janakapura, Kiribbanwewa, Nikawewa South, Inthupuram, Viththiyapuram have no street lighting, while the GN Divisions of Mamoolai, Mulliwaikkal West, Mulliyawalai North, Thirumurikandy, Keppapilavu, Katchilaimadu, Mankulam have very minimal street-lighting.

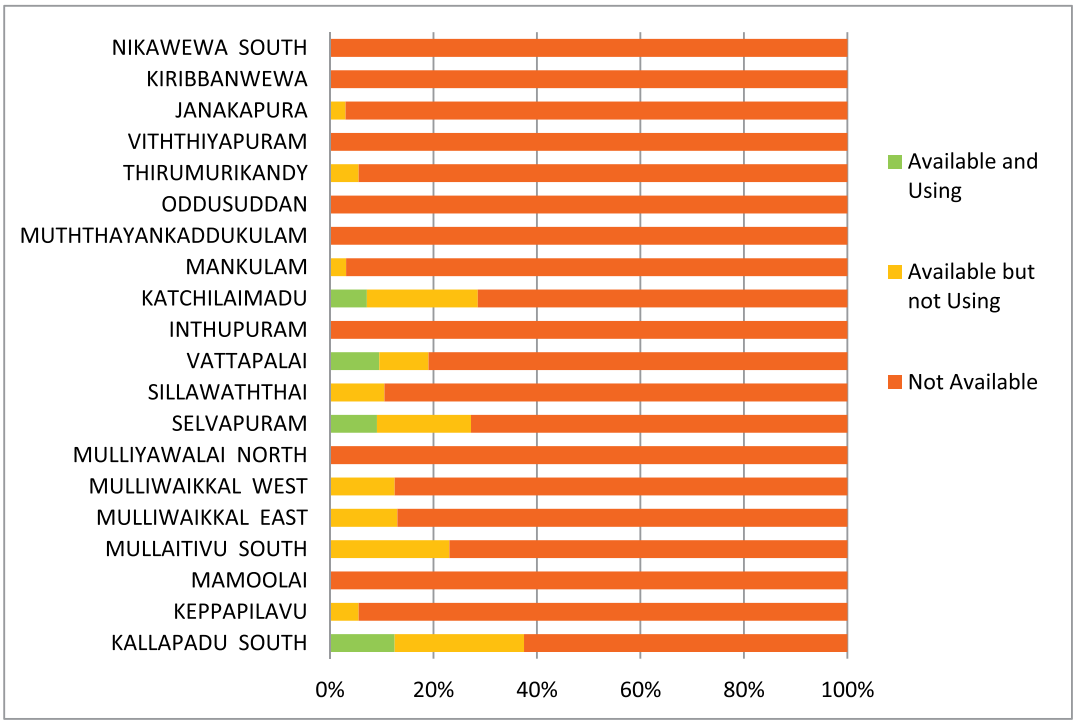
Figure 3: Availability of Streetlights



Garbage Collection Services

Figure 4 indicates the extent of garbage collection services available in the study area. As can be seen from **Figure 4**, an overwhelming majority of the GN Divisions have no garbage collection services or the respondents do not make use of whatever rudimentary services that are available. Less than 20% of the respondents made use of the garbage collection services in four of the GN Divisions in the study area. 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 a health hazard and sufficient awareness building is required to educate the public on proper waste management methods.

Figure 4: Availability and Usage of Garbage Collection Services

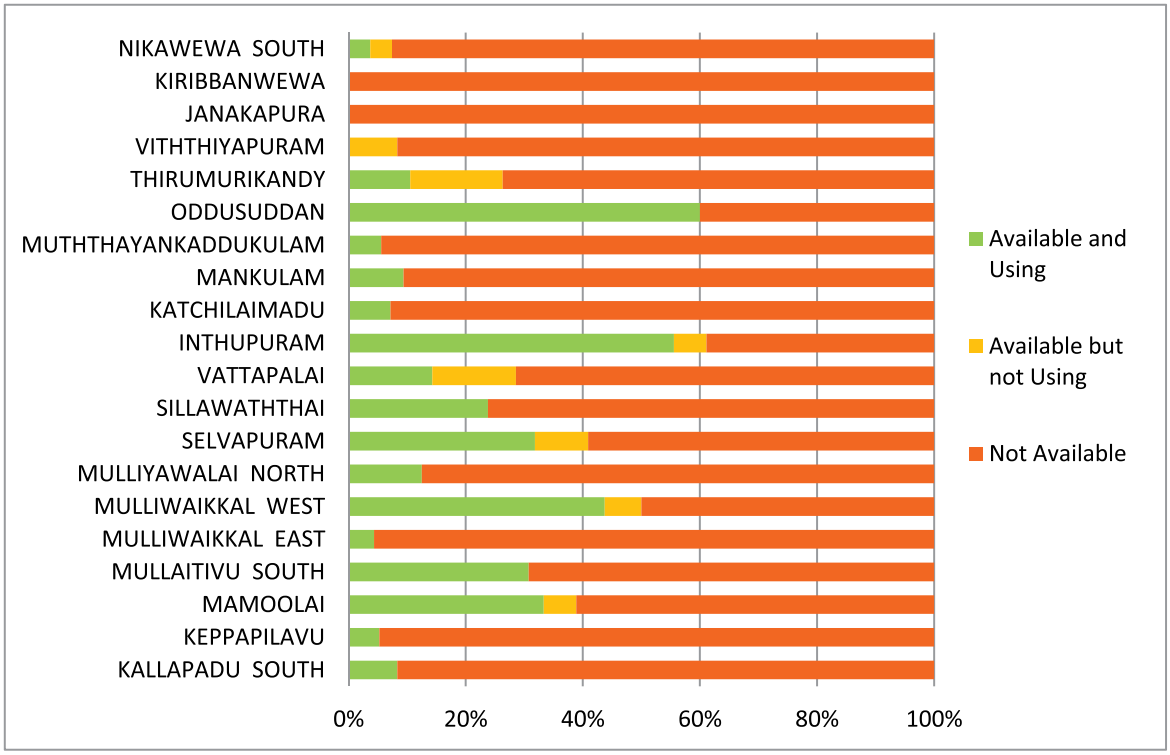


Library Facilities

Figure 5 shows that library facilities[1] are available in most GN Divisions with the exception of Janakapura and Kiribbawewa Divisions. In seven GN Divisions less than 10% access library facilities while in three GN Divisions more than 40% of the Respondents access library facilities.

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

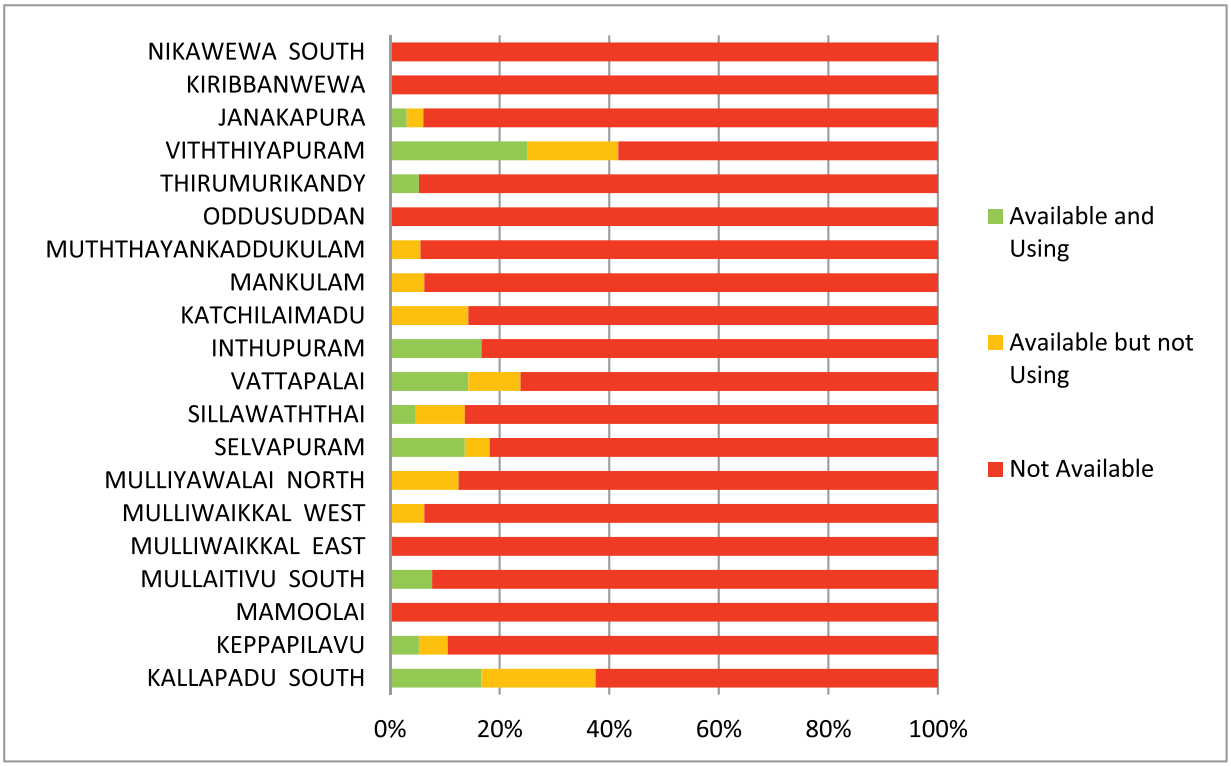
Figure 5: Availability and Usage of Library Facilities



Drainage Facilities

Figure 6 indicates that only a small minority of the respondents are accessing and using drainage facilities. In most GN Divisions less than 20% of the respondents have access to drainage facilities. The GN Divisions of Nikawewa South, Kiribbanwewa, Oddusuddan, Mulliwaikkal East, Mamoolai have no drainage facilities.

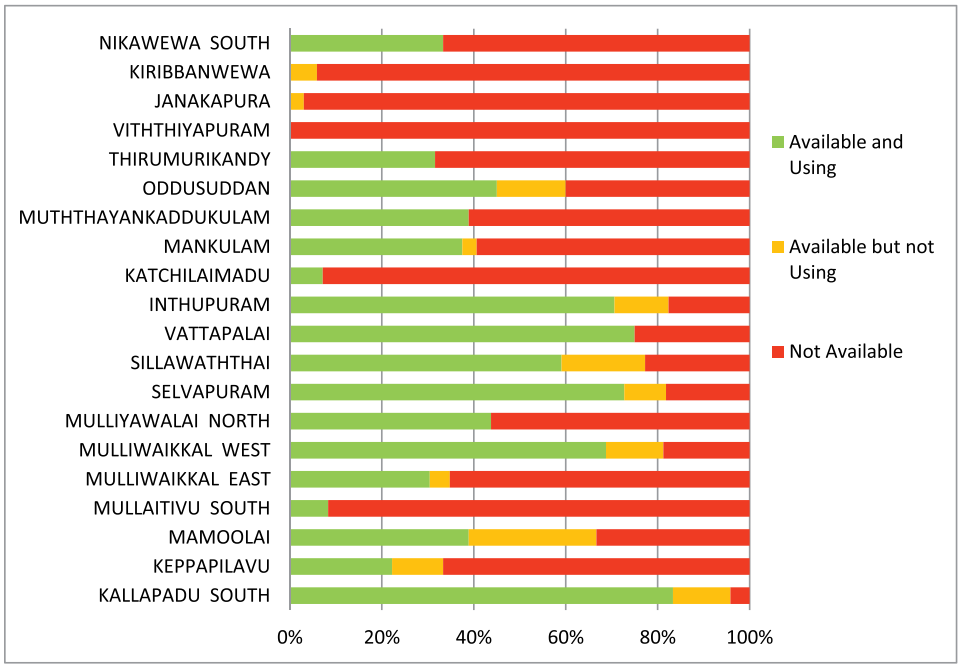
Figure 6: Availability and Usage of Drainage Facilities



Playgrounds

Figure 7 shows that except for Viththyapuram GN Division there are playground facilities available in the other GN Divisions. Only minimal access to playground facilities are available in Kiribbanwewa, Janakapura, Katchilaimadu and Mullaitivu South. In 10 GN Divisions, more that 40% of the respondents are able to access playground facilities.

Figure 7: Availability and Usage of Playground Facilities



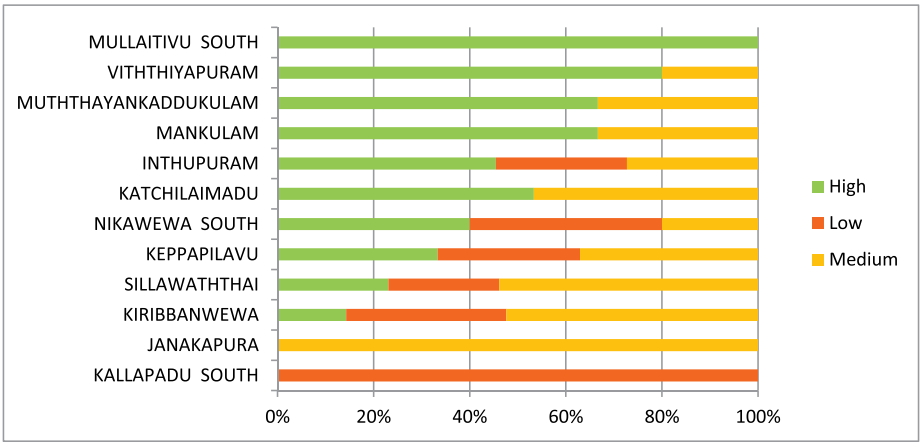
2.2. Overall Satisfaction with the Services

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

Water

As shown in **Figure 8**, satisfaction levels with the water supply services are quite mixed. While a majority of the water supply service users are either highly or moderately satisfied with the service, low levels of satisfaction can also be seen in some GN Divisions (Inthupuram, Nikawewa South, Keppapilavu, Sillawaththai, and Kiribbanwewa Divisions) with 100% of the respondents. In Kallapadu South GN Division indicating low levels of satisfaction.

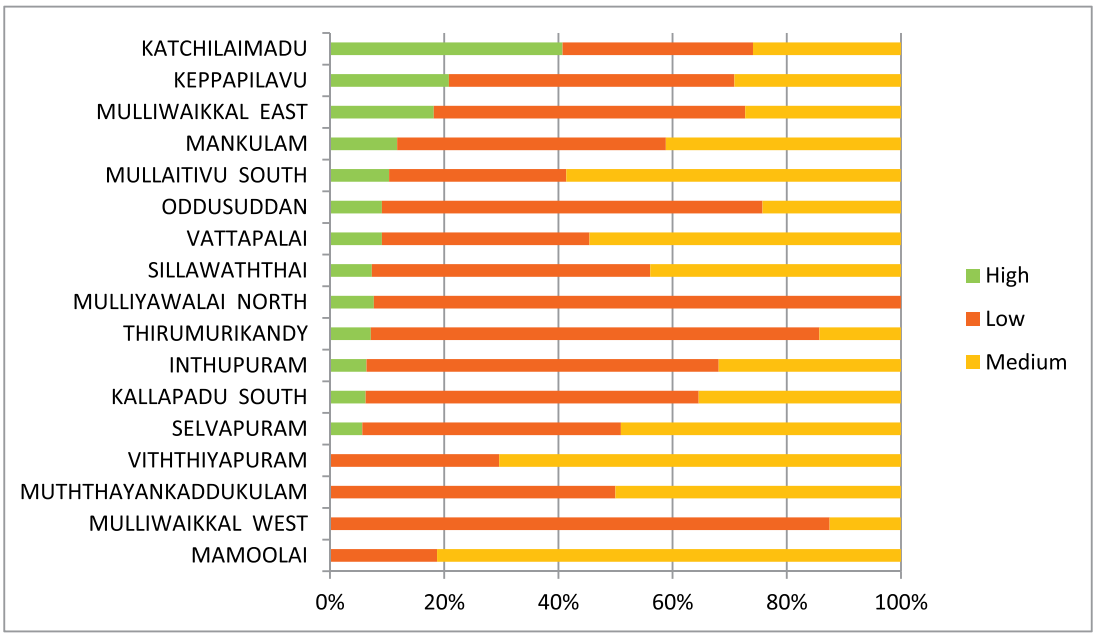
Figure 8: Satisfaction with Water Services



Roads

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 or moderate satisfaction associated with the road infrastructure within their divisions. Those who have indicated high levels of satisfaction are in the minority. The GN Divisions of Mulliwaikkal West, Mulliyawalai North, Thirumurikkandy and Inthupuram may be particularly underserved in terms of road infrastructure based on the low satisfaction levels indicated by respondents.

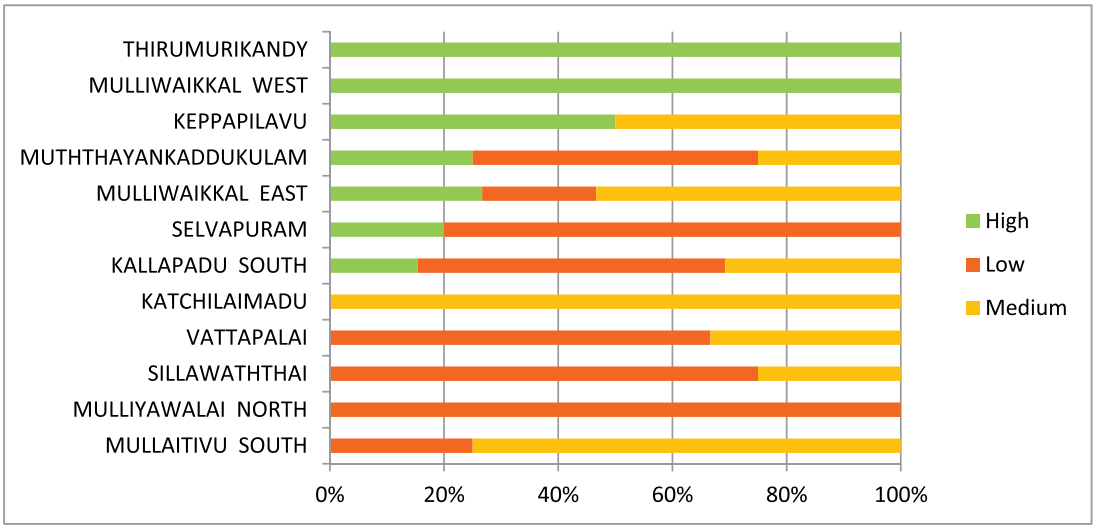
Figure 9: Satisfaction with Roads



Street lighting

As indicated in **Figure 1**0, the Mulliwaikkal West and Thirumurikkandy Divisions show 100% high satisfaction with street lighting, while the GN Divisions of Mulliyawalai North, Sillawaththai, Vattapalai and Selvapuram show significant levels of low satisfaction with street lighting facilities.

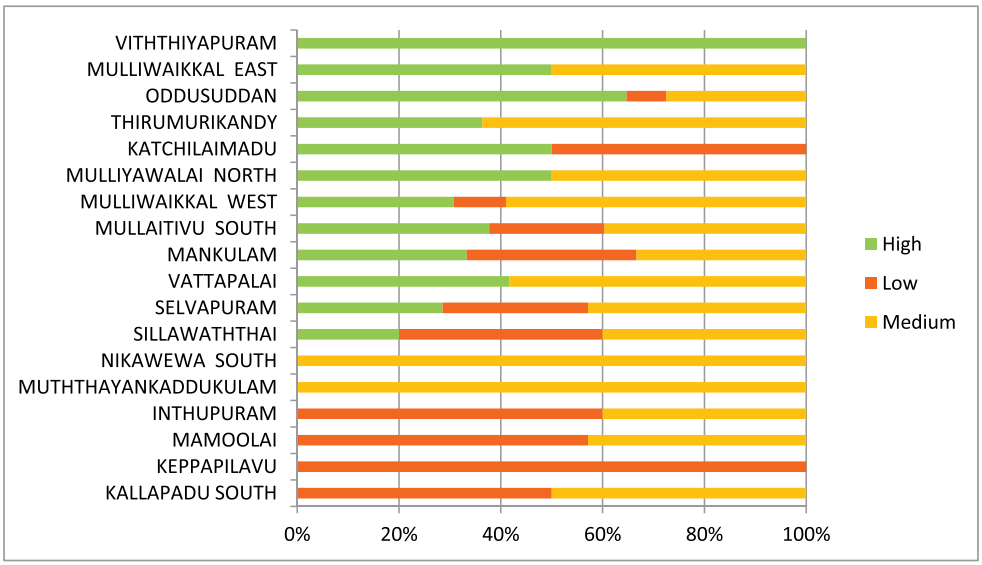
Figure 10: Satisfaction with Street-lighting



Library Facilities

As indicated in **Figure 11,** most respondents appear to be either highly satisfied or moderately satisfied with library services. Lunugala, however, maybe experiencing considerable shortcomings judging by 100% low satisfaction levels among the respondents in terms of library facilities.

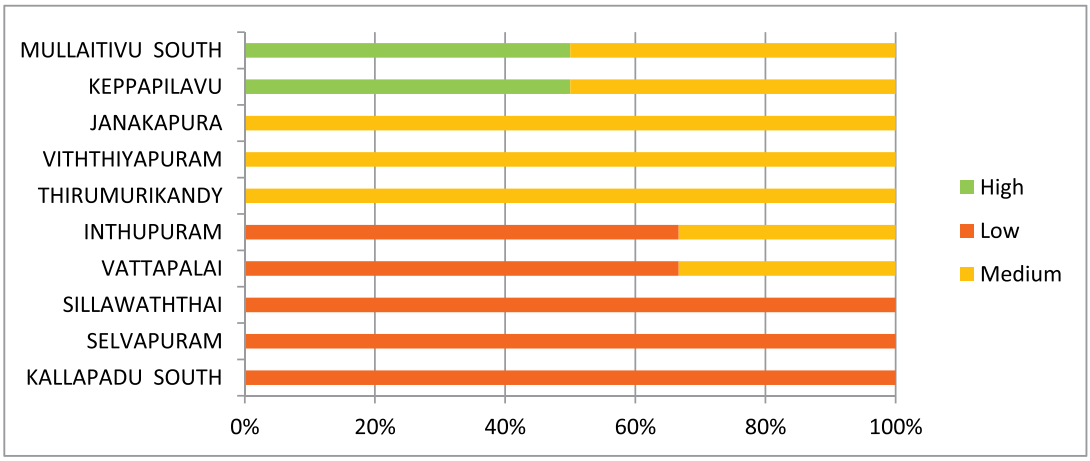
Figure 11: Satisfaction with Library Facilities



Drainage Facilities

Figure 12 indicates that most respondents are either moderately satisfied or have very low levels of satisfaction with drainage facilities. In the GN Divisions of Sillawaththai, Selvapuram and Kallapadu South 100% of the respondents have indicated low levels of satisfaction with drainage facilities in their Division.

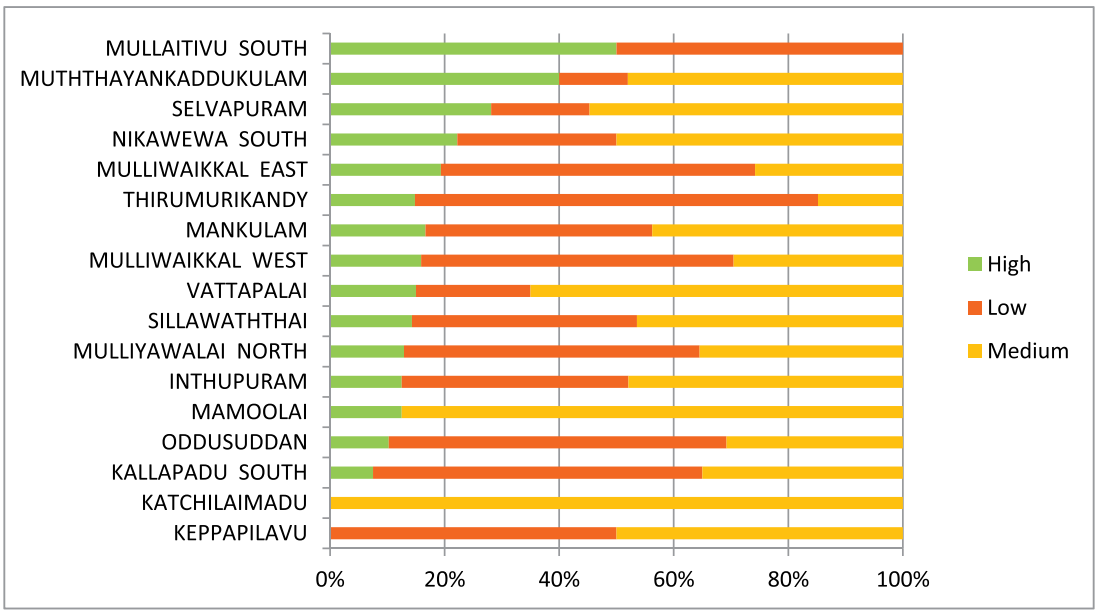
Figure 12: Satisfaction with Drainage Facilities



Playgrounds

Figure 13 shows that in most GNs there are moderate levels of satisfaction associated with playground facilities. However, GN Divisions such as Thirumurikandy, Mulliwaikkal East, Oddusuddan and Kallapadu South may have less than adequate conditions associated with their playground facilities judging by the low levels of satisfaction.

Figure 13: Satisfaction with Playground Facilities



Garbage Collection

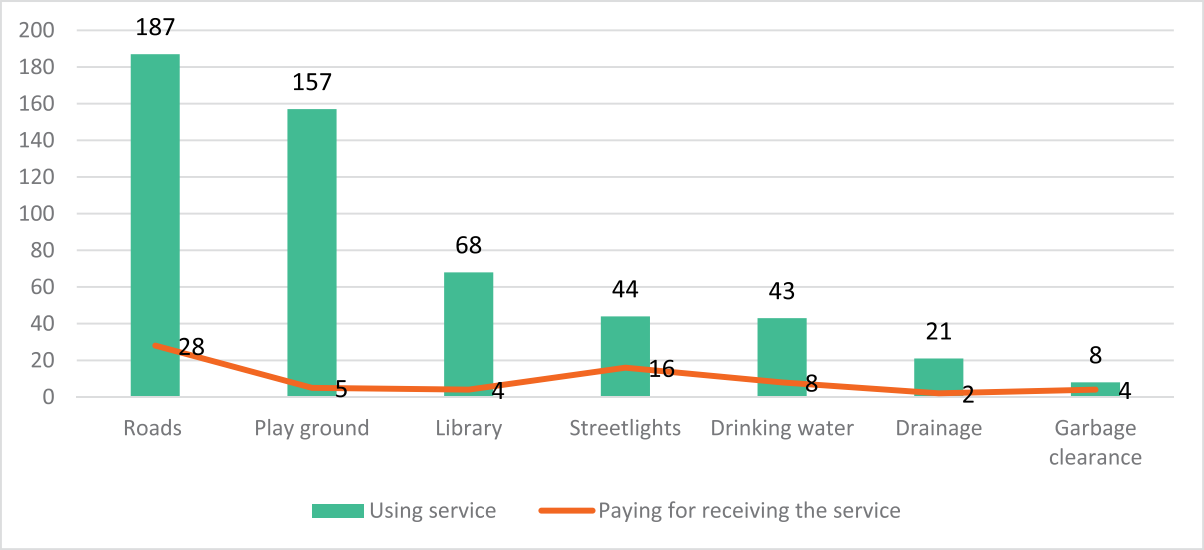
As garbage collection services are very rudimentary in most GN Divisions, no analysis is provided on satisfaction levels.

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.

Figure 14: Hidden Costs Incurred when Obtaining Services

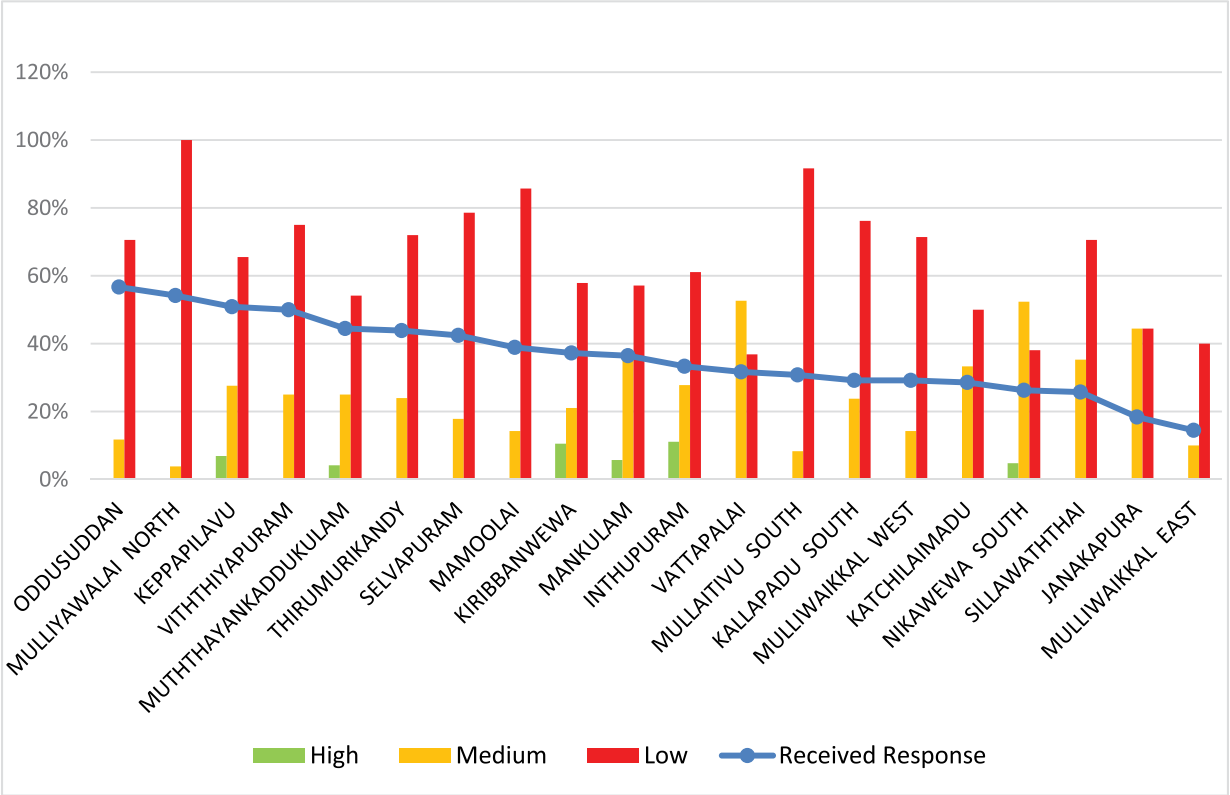


2.3.2. Responsiveness to Complaints / Grievances

Figure 15 shows that there are considerably low levels of response to public complaints and grievances from local government / service providers in most GN Divisions. In 13 out of 20 GN Divisions, less than 40% of the respondents received a response to their complaints / grievances. In the GN Divisions of Janakapura and Mulliwaikkal East less than 20% of the respondents received responses, indicating very weak levels of grievance redress in these GN Divisions.

In a majority of the GN Divisions satisfaction levels with the response received is very low with some divisions (Keppapilavu and Mullaitivu South) showing low satisfaction among more than 90% of the respondents. 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 selected public services delivered by the Pradeshiya Sabhas surveyed in Mullaitivu District. The scoring is provided for public service performance within each of the GN Divisions in the study area, based on the percentages of highly satisfied users of the surveyed public services.

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

Colour	% of highly satisfied users	Action required
	highly satisfied users below 40%	Needs urgent attention
	highly satisfied users between 40%-60%	Needs improvement
	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, followed by water supply facilities appear to be the key priorities for most GN Divisions.

Figure 16: Satisfaction Ratings for Services

Service	Selvapuram	Kallappaadu South	Silavaththai	Mamoolai	Mullivaaikkal West	Mullivaaikkal East	Mullaitivu South	Mulliyavalai North	Vatrappalai	Kepapilavu	Inthupuram	Vithyapuram	Muththaiyankaddukulam	Katsilaimadu	Mankulam	Oddusuddan	Thirumurikandy	Janakapura	Kiribanvewa	Nikkaweva South
Street light	20%	15%	0%			27%	0%	0%	0%				33%	0%						
Playground	28%	8%	14%	13%	16%	21%		14%	15%	0%	13%		49%		17%	11%	17%			22%
Roads	6%	6%	8%	0%	0%	18%	11%	8%	9%	21%	7%	0%	0%	41%	12%	9%	7%			
Carbage clearance		0%							0%											
Drainage	0%	0%					100%		0%		0%	0%								
Drinking water			25%							38%	56%	80%	67%	53%					15%	40%
Library	29%		20%	0%	43%		42%	50%	31%		0%					69%	50%			

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

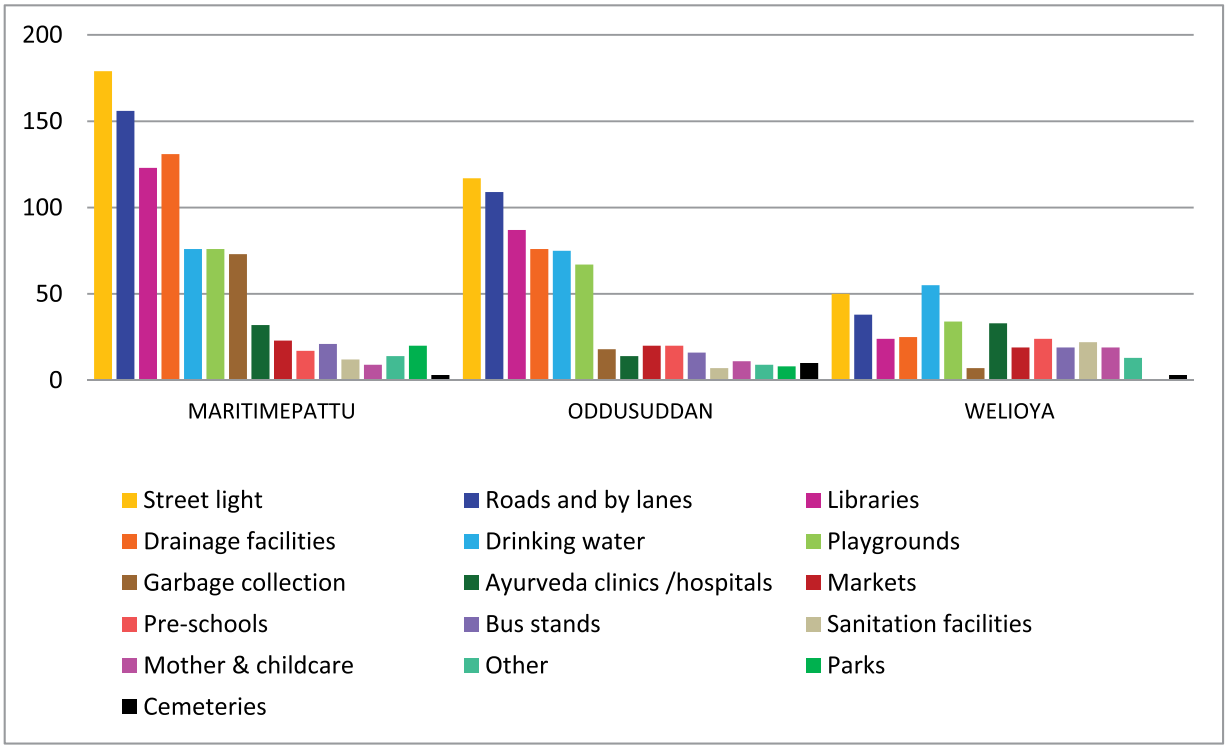
4.1. Service-wise Areas for Improvement

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**. The prioritised areas should receive immediate attention from the Pradeshiya Sabhas.

Overall, in all three DS Divisions, street lighting, roads and drainage facilities are the key priorities. In addition to these, drinking water supply is also an area needing immediate action, in the Welioya DS Division.

Figure 17: Priority Services for Immediate Attention by DS Division



The subsequent **Figures 18, 19 and 20,** indicate the areas that need attention within each GN Division and may need to be prioritised for the next budget.

- Key priority areas for Maritimepattu Division – street lights, roads, libraries and drainage facilities
- Key priority areas for Oddusuddan Division – street lights, roads, library facilities
- Key priority areas for Welioya Division – street lights, roads, libraries and drainage facilities

Figure 18: Priority Services for Improvement in Maritimepattu Division

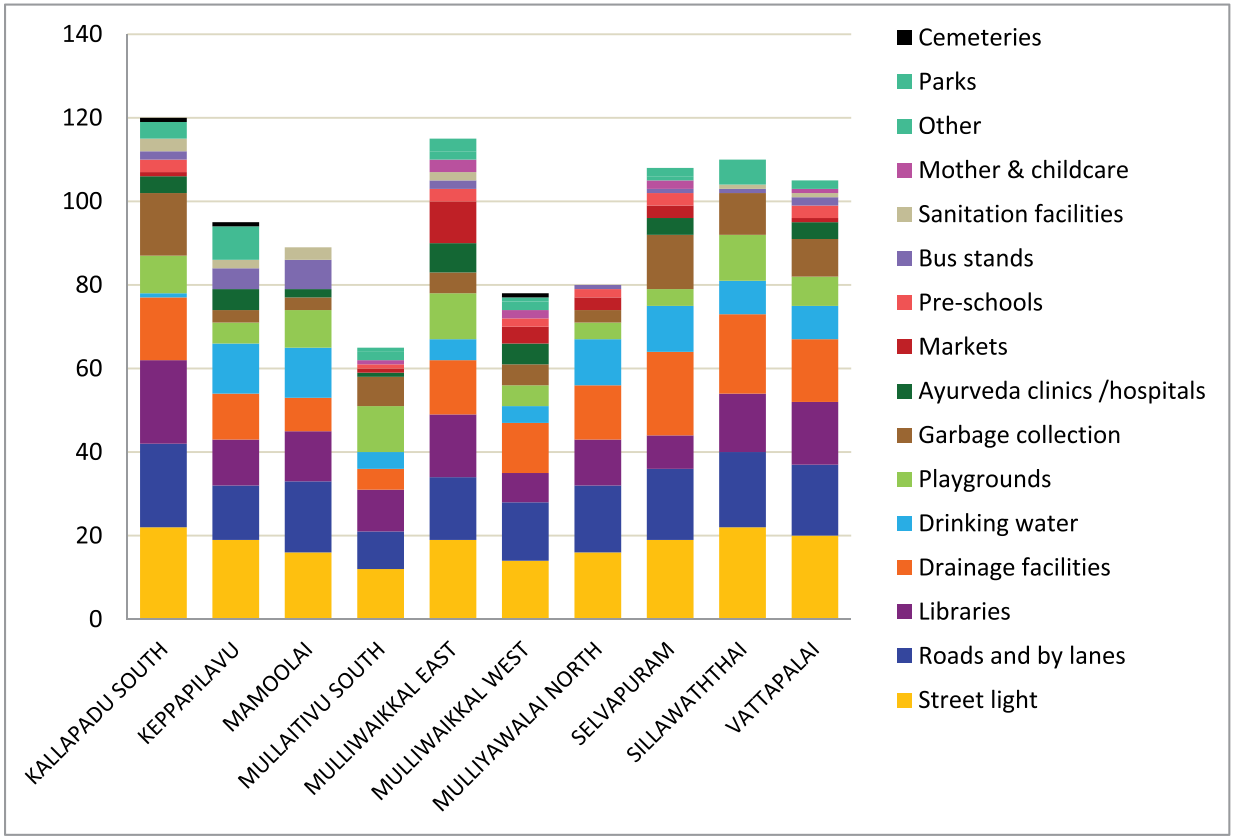


Figure 19: Priority Services for Improvement in Oddusuddan Division

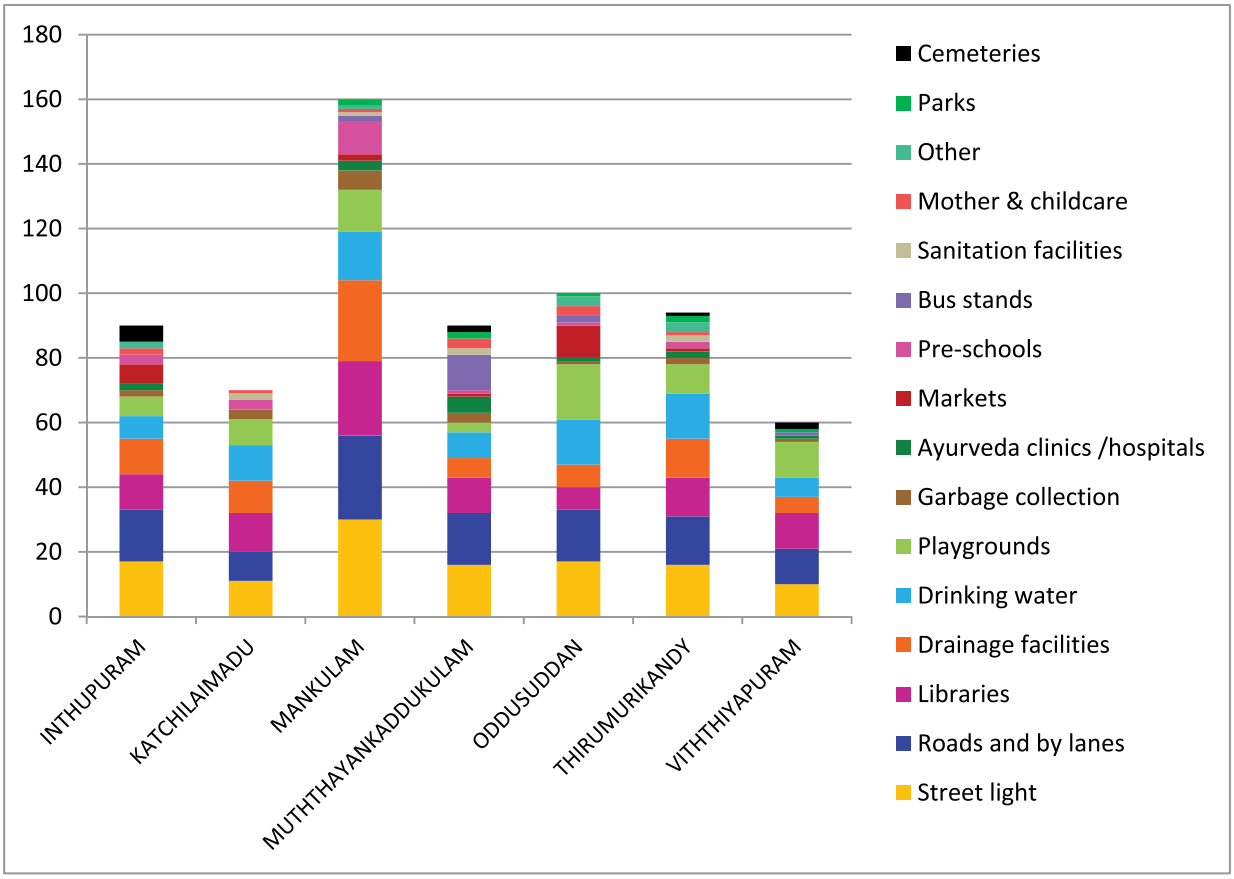
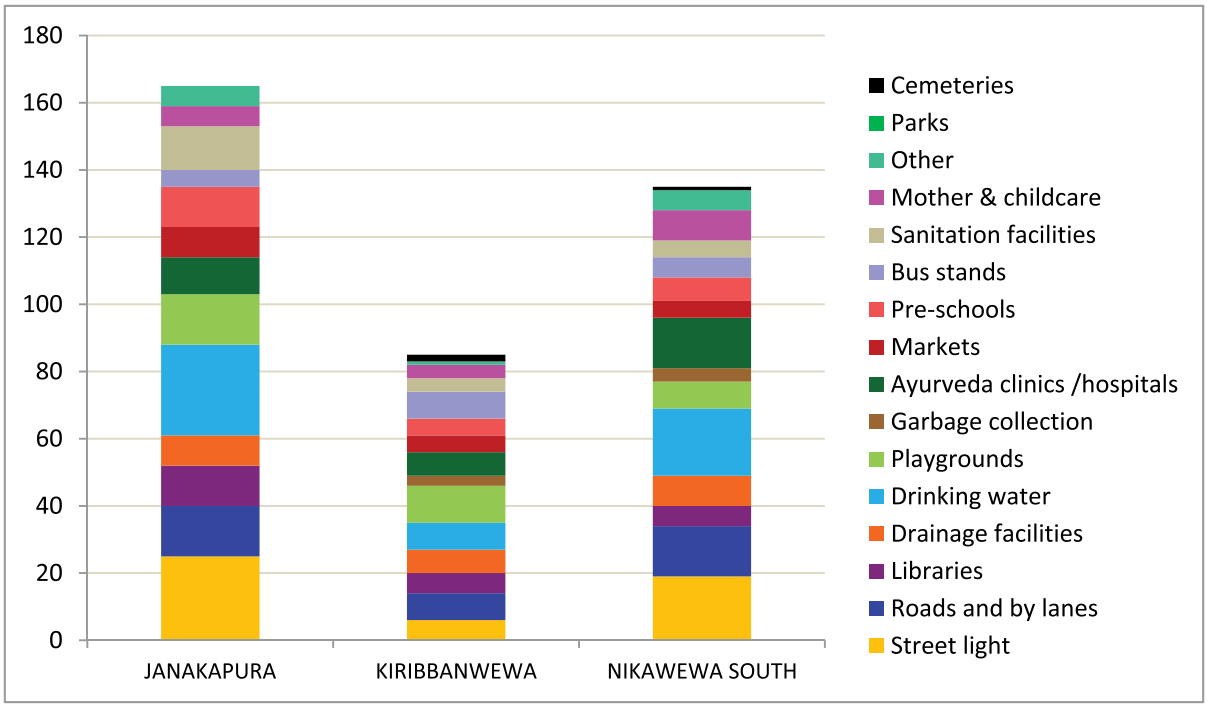


Figure 20: Priority Services for Improvement in Welioya Division



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, the lack of necessary facilities; safety issues due to the 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. 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 proper service delivery; ensure better planning and monitoring of service delivery; consult with services users at the village level, and make the public aware of the services being provided by the PS Divisions.

4.1.2. Other Considerations

Given the context that Mullaitivu 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.

The immediate priorities and areas identified for improvement should be taken into account for planning future activities concerning public service delivery.

The wide variation in service delivery among GN Divisions deserves 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. The findings were presented to senior officials of Local Government, Secretaries of PSs 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 of the Mullaitivu 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 percentage of satisfaction can be considered as progress being made in terms of service delivery.

expected to reflect the following satisfaction ratings. Even if a colour changes are 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
	highly satisfied users below 40%	Needs urgent attention
	highly satisfied users between 40%-60%	Needs improvement
	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 investigation 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

*This action plan is based on the discussion during preliminary finding sharing session held on () at Maritimepattu Pradeshya Sabha – Mullaitivu

Action plan for improving satisfaction on PS services based on the eCRC findings – Maritimepatru Pradeshya Sabha

Serial no	Priority of services (Which services)	Long term (LT) or Short term (ST)	Who is responsible	Other stakeholders/ needed resources	Commencing date	Ending date	Follow up by whom
1	Street Lights	ST	Pradeshya Sabha - PS	RDS	Ongoing		RDS/ Pradeshya Sabha

*This action plan is based on the discussion during preliminary finding sharing session held on () at Puthukkudiyiruppu Pradeshya Sabha – Puthukkudiyiruppu

Action plan for improving satisfaction on PS services based on the eCRC findings – Puthukkudiyiruppu Pradeshya Sabha

Serial no	Priority of services (Which services)	Long term (LT) or Short term (ST)	Who is responsible	Other stake holders/ needed resources	Commencing date	Ending date	Follow up by whom
1	Street Lights	ST	Pradeshya Sabha - PS	RDS	Ongoing		RDS/ Pradeshya Sabha

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.

29, R. G. Senanayake Mawatha,
Colombo 7, Sri Lanka
Tel : +94 11 4690200, 2676955
Fax : +94 11 2676959
E-mail : info@cepa.lk
www.cepa.lk

centre for poverty analysis

European Union

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