



**Jerusalem Children and Community  
Development Organization  
(JeCCDO)**

*Mission To*

***Enhance and Sustain the Social Accountability Practices, Structures  
and Capacities of the Organization and its Implementing Partners***

*Final Report*

**WORKOD**  **Consults**

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## I. Background

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Jerusalem Children and Community Development Organization (JeCCDO) is a legally registered, non-profit, independent and non-governmental organization which took precedence the 1985 famine of Ethiopia and was established thereof to support children who were abandoned due to the crisis. It commenced the humanitarian service through institutional childcare and later transformed to a community based child care facilitator followed by community empowerment.

JeCCDO operates in three regional states (Amhara, Oromiya, and Southern Nations, Nationalities and Peoples Region) and Dire Dawa City Administration through its five Community Development Program Offices (CDPOs) situated at Bahirdar, Debre Berhan, Debrezeit, Dire Dawa and Hawassa cities and through its 40 implementing partner organizations working in the aforementioned regions and Addis Ababa. JeCCDO runs three major programs, Access to Basic Services (education, health, psycho-social support to OVC), Climate Change Adaptation, Disaster Risk Reduction, Agriculture & Livelihood Development, and Capacity Development, and Partnership Programs.

JeCCDO's organizational objectives include the following among others

- Facilitating communities' effective access to basic services and thereby bring about improvements in the life of communities and children;
- Strengthening communities' institutional and operational capacities to enable them care for children and manage their own development;
- Enhancing communities' knowledge and adaptive capacity to climate changes and disaster risk reductions;
- Making JeCCDO an effective learning and changing organization that promotes innovative ideas and engages key actors in dialogue based on well researched development challenges as well as lessons from experience.

JeCCDO implements as well different programs and projects that promote and generally support its organizational objectives. The promotion of basic service and in

particular the social accountability project is one of such projects that focuses on improving citizen's capacity to demand for quality basic public services. After implementing its ESAP1 pilot project (January 2008 - June 2009), JeCCDO is currently implementing ESAP 2 in partnership with two organizations CDI and DD-CA. The JeCCDO ESAP 2 is implemented at Bahir Dar, Bishoftu, Dire Dawa, Shasemene and Aje towns.

JeCCDO's ESAP 2 is aimed at:

- Empowering citizens and grassroots institutions of five towns to claim quality public basic services in WATSAN and education
- Improving quality of services in response to the concerns and to fulfill the demands of citizens to primary education and WATSAN in the five target towns

The project has several distinct but interrelated phases. One of which is *"Institutionalizing the CSC through Social Accountability Councils (SACs) and the networking forums of CBOs (training, systems establishment, etc)"*

To this end five SACs at Adjie, Bahir Dar, Bishoftu, Dire Dawa and Shashemene towns (which had been established during ESAP1) have been revitalized. However, they are only at their inception stage and lack institutional framework. Indeed, intensive capacity development ventures are imperative to their functionality.

This intervention is hence initiated by JeCCDO with a view to develop the institutional capacity of these SACs and the respective service providers as appropriate.

***Note shall be taken that this study is yet under process. Therefore, any attempt to quote, copy, use, etc shall be after prior notification to and in consultation with JeCCDO.***

## II. Objectives, Approach and Methodology

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### 2.1 Objectives:

The objectives of this study are to find ways and means to;

- a) Develop the institutional capacity of the SACs and the networking forums of CBOs to be able to hold service providers accountable and contribute their share towards improved and transparent delivery of public services.
- b) Enhance the efforts of selected service providers to be accountable and transparent to users and citizens' groups.
- c) Draw lessons from JeCCDO's Social Accountability initiatives so far (both under ESAP 1 and ESAP 2) and establish ways and means of further strengthening and developing its capacity as a facilitator of a process of dialogue and active engagement between citizen's groups (SACs) and public service providers towards improved service delivery.

### 2.3 Approach

- a) **Systemic Approach:** Having a holistic view of the interests, expectations and behavior of various actors and factors (organizations, citizens, policies, laws and instruments) having a bearing on sustaining and institutionalizing Social Accountability processes, structures and initiatives.
- b) **Multiple Perspectives:** Holding the assumption that there is no one truth and view points of the different stakeholders should be taken in to account and balance maintained (i.e. between the demand and the supply side players).
- c) **Appreciative Inquiry:** Building on what JeCCDO as a civil society organization has already achieved in promoting SA in Ethiopia and

further expanding existing and/or emerging potentials and opportunities  
;Focusing more on its '**growth problems**'

- d) **Understanding Service provider motivations:** A continuous search for what motivates leaders and decision makers to allow and/or resist SA processes (i.e. identifying and working on supply side stakeholder comfort zones, anxieties, and perceived risks )
- e) **Understanding Service user mind sets:** A closer look in to what attitudes, values and cultural norms are in play as motivators or de-motivators for citizen's groups (CBOs) to effectively participate in social accountability processes and initiatives.

### 2.3 Methodology

The study made use of both primary and secondary sources of data.

- The primary data was obtained through field visits that included focus group discussions, key informant interviews and observation of the situation on the ground;
  - A) **Field visits** were made to all JeCCDO and implementing partner ESAP2 project sites i.e. Bishoftu, Dire Dawa, Shashemene, Aje and Bahirdar
  - B) **Focus group discussions and Key informant interviews** were held with the representatives of **key stakeholders** both on the demand and supply side of Social Accountability activities that included;
    - Discussion with city officials and relevant sector office heads that helped the mission team gain the perspectives of the service providers and decision makers. These included; Education bureaus and offices in Bishoftu, Dire Dawa and Shashemen, Water and health bureaus and offices in Bishoftu, Bahirdar and Aje, Civil service offices in Bishoftu and Bahirdar cities, Finance and economic development bureaus in Dire Dawa, Bishoftu and Bahirdar city administrations.

- Consultations with SAC members, CBO leaders, PTA and SHG members as structures representing the voice of the demand side. These discussions were helpful in identifying the relevant actors and stakeholders for deepening and sustaining the results of the SA initiatives. In addition, it helped to understand the capacity needs at the local level to institutionalize SA practices and gains.

C) **Series of in-house reflective and consultative meetings** with JeCCDO management and staff at different stages of the intervention, both during the design of the interventions and validation of data from the field. In addition, feedback sessions were held with the top management of JeCCDO on the preliminary findings and recommendations that enriched the study.

D) **A final validation workshop was held with JeCCDO** and partner relevant staff and management, where invaluable comments and inputs were obtained that were incorporated to this final report.

A total of 138 individuals<sup>1</sup> representing the aforementioned organizations participated in the various discussions and interviews held during the course of the study.

- The secondary data constituted review of JeCCDOs ESAP2 documents/reports as well as an extensive review of global and national Social Accountability experiences and proven practices was made to draw lessons that could fit with the Ethiopian context.

In Addition, in depth document review and examination of existing planning policies, laws regulations standards and practices having a bearing on the sustainable use and institutionalization of SA practices in Ethiopia was made.

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<sup>1</sup> Please see Annex 1 for list of informants

### III. Literature Review

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The review of literature focused on establishing the conceptual understanding and meaning of SA among the development community, the current state of SA practices globally with particular reference to the Ethiopian national context and the ESAP1 and ESAP2 experiences of enhancing citizens' participation in improved and accountable delivery of basic services. The pertinent issues that came out in this regard are captured below;

#### 3.1 The Concept of Social Accountability;

- Broadly defined, accountability is the obligation of power-holders to take responsibility for their actions. It describes the dynamics of rights and responsibilities that exist between people and the institutions that have an impact on their lives, in particular the relationship between the duties of the state and the entitlements of citizens.
- The concept of accountability is at the heart of both democratic governance and equitable human development. A democratic and inclusive society is based on a social contract between a responsive and accountable state and responsible and active citizens, in which the interests of the poorest and most marginalized are taken into account. Such contracts "have to be constructed over time, through mutual interactions between states and citizens" (Kabeer, 2010).
- Social accountability is about affirming and operationalizing direct accountability relationships between citizens and the state. Social accountability refers to the broad range of actions and mechanisms beyond voting that citizens can use to hold the state to account, as well as actions on the part of government, civil society, media and other societal actors that promote or facilitate these efforts. (World Bank, 2005)

- Traditionally, citizen or civil society-led efforts to hold government accountable have included actions such as public demonstrations, protests, advocacy campaigns, investigative journalism, and public interest lawsuits. In recent years, the expanded use of participatory data collection and analysis tools combined with enhanced space and opportunity for citizen/civil society engagement with the state have led to a new generation of social accountability practices. They emphasize a solid evidence base and direct dialogue and negotiation with government counterparts. (Carmen M. et.al, 2004 )

### **3.2 Increased prominence of the social accountability agenda in the global development discourse:**

- Over the past decade, many international development actors have used social accountability initiatives as their preferred route to facilitating constructive engagement and dialogue between governments and citizen as a means to ensure efficient and equitable service delivery in an accountable and transparent manner.. *Early social accountability initiatives* aimed at improving the efficiency of service delivery, and mechanisms and instruments of interventions included citizen report cards and *community scorecards*, *community monitoring*, *participatory planning tools* and social audits. More recent social accountability mechanisms include participatory budgeting, public expenditure tracking, gender budgeting, citizen juries and other forms of public hearings, participatory monitoring of donor commitments to advance the MDGs and reporting to international treaty-monitoring bodies. ( ODI , November 2011),

### **3.3 Inclusive development and linking states and societies for responsive governance: (DFID, 2010)**

- Over the past decade, much of the governance agenda of international development agencies has focused on how to build state institutions that are capable, accountable and responsive to their citizens, and which can in turn develop and implement policies for overcoming poverty, protecting human rights, or extending democracy.

- Simultaneously, separate donor policies have supported citizen-led approaches to social development. Contemporary research on inclusive development strongly suggests, however, that strategies are needed which focus on the interaction between institutions and citizens – that is, on the relationships *between* states and societies – in constructing and implementing development policy.
- In certain circumstances, citizen engagement with the state can help to confer legitimacy, demand accountability, influence policies, counter elite capture of resources and implement effective services. Putting citizens at the centre, as members of states and societies, is hence critical for moving beyond the traditional state–civil society divide that has characterized much donor funding and policy. The demand side provides the supply side its legitimacy to govern (interdependence).

### 3.4 The Ethiopian National Context:

- The importance attached to citizens' participation in the country's socio-economic development is captured in the country's current development policy and strategy document, i.e. the Growth and Transformation Plan (GTP) 2010/11-2014/15. The Good Governance component of the GTP articulates in this regard, the need for citizens' participation in the form of expressing their demands, aspirations, engaging in the process of formulation of policy and strategy, planning, monitoring and evaluation. (MoFED, 2010)
- The nationwide '**Promotion of Basic Service Program (PBS-III)** 'in this regard aims at achieving poverty reduction through expanding access to quality basic services while improving accountability and transparency. Key focal sectors of the PBS-III program include; education, health, water, agriculture, and rural roads. (ADF, 2012)
- The Promotion of Basic Service Program consists of three sub-programs, including; Basic Service Block Grants (sub-program A), Strengthening Local

Accountability & Transparency Systems (sub-program B), and Results Enhancement Fund (sub-program C).

- ✚ Sub-program B contains three components which include: **Citizen's Engagement (Component B1)**, Local Public Financial Management & Procurement (Component B2), and Managing for Results (Component B3).
  
- ✚ The Citizen's Engagement (Component B1) in turn contains three sub-components-Financial Transparency & Accountability (FTA), **Social Accountability (SA)**, and Grievance Redress Mechanisms (GRM).
  
- ✚ PBS III is expected to: *“...reinforce citizen's participation in monitoring the performance of basic service delivery at the woreda and kebele levels through stronger linkages of FTA and Social Accountability. Scaling up and formalizing citizens participation in budgetary processes and monitoring of social basic service delivery performance will be a key feature of PBS III. The engagement of all stakeholders including government and citizens will promote sustainability and also increase the impact of social accountability outcomes on service delivery” (ADF, 2012)*

From the foregoing, one could observe that there are global and national policy and program opportunities citizens could build on to hold local service providers accountable for their decisions and actions. The daunting challenge remains however, identifying and building local capabilities , both on the demand and supply side of the equation , that would make constructive engagement, and thus improved , efficient and equitable service delivery a reality.

## IV. Major Findings

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### 4.1. Achievements

**4.1.1.** The fact that JeCCDO retained SAC structures from ESAP1 is a laudable achievement as it laid the basis for institutionalization by retaining and 'lingering on' the accountability agenda even in the absence of external project funds. SACs served as communication channels to increase awareness on SA.

**4.1.2. It appears that there is a promising SA movement catalyzed by JeCCDO and its implementing partners, where;**

- Residents in 5 cities across 3 regions are mobilized in an organized way to articulate their needs and complaints concerning public service provision in the areas of primary education and WASH openly,
- A dialogue forum where service providers and users came in to direct engagement was forged, that culminated in the crafting of a reform agenda and joint plans of action to improve delivery of public services,
- Bottom-up planning and budgeting appears to be getting good ground as of recent times side by side the conventional top down planning approach.

**4.1.3. Awareness on service standards, entitlements and responsibilities growing:**

- More than 3,040 people (drawn from different cross-section of the society, including marginalized and vulnerable social groups) were actively involved in the various stages of the SA intervention. In JeCCDO's SA intervention areas, a good number of community groups are now not only able to demand their service entitlements, but are as well aware of their responsibilities.

**4.1.4. Inclusion of sector office representatives in SACs** appears to have facilitated joint ownership of social accountability process and strengthened trust and confidence between the demand and supply sides. It was interesting to note as well that, the SAC members were instrumental in linking the SAC activities and issues with their respective line/Mayors offices and CBOs they represented respectively.

**4.1.5. The evidence based and rigorous work to identify service delivery gaps** appears to have been an “*eye opener*” for service providers to look into service delivery problems that were overlooked before (particularly for marginalized community groups). Perhaps, indicating the need for a more inclusive planning by service providers at the outset.

**4.1.6. The commitment expressed by local government** decision makers during the interface meetings, triggered by JeCCDO’s awareness raising and confidence building measures (PIM<sup>2</sup>s), that drew in Mayors and Deputy Mayors to the joint dialogue and problem solving process was exemplary. Cases here include;

- Attempts currently underway by SACs in all the 5 cities to engage sector offices to incorporate the agreed up on joint action plans and local government councils to make budget decisions accordingly for the coming (2007 E.C.) fiscal year. The 2007 budget for Bishoftu and Bahirdar are reported to have incorporated already some of the demands articulated during the interface meetings.
- Allotment of sizable amount of funds to construct 9 new and renovate 15 water distribution points in Bahirdar city, networking with another development organization (ORDA).
- Construction of more latrines, school fences and procurement and maintenance of desks in Shashemene town.

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<sup>2</sup> Pre-interface meetings, which are consultations done with decision makers prior to the interface meetings proved to be helpful to prepare decision makers to assume a more active and supportive roles during the interface meetings were said to have led to concrete decisions (commitments). This could perhaps be one additional step to consider in the CSC process.

- Decision made by the Mayor of Bishoftu town to remove residential houses out of a school compound and find a replacement for the families.
- Initiatives by water and energy office to work on rainwater harvesting in Aje.
- A decision has been made to purchase two liquid waste disposal vacuum trucks, as there were none owned by the municipality of Bishoftu.
- Expression of commitment by the Bahirdar CA to provide proper attention to marginalized slums and densely populated areas in addition to focus on major water projects.
- Purchase of one more solid waste collection truck by Bihsoftu city administration.
- Action already underway to separate female and male toilets in Schools (Dire-dawa and Shashemene)
- The decision made by the municipality to construct public toilets, solid and liquid waste disposal sites in the coming fiscal year in Aje town.
- The decision to renovate the highly dilapidated 'Yenege Tesfa' primary school in Dire-dawa city.
- Private toilets were temporarily constructed within the compounds of households that do not have their own legal lands especially in Belay Zeleke (Bahir Dar city).
- A decision has been made to prepare 6 dry wastes collection pits (one at each zone).
- 3.4 million birr budget (from local source or municipality) is allocated to construct a new primary school and 3.5 million birr (from school grant) is allocated to renovate Bekelecha primary school (Bishoftu town)
- Purchase of three two wheel and one three wheel motor bikes made with Birr 200,000 for monitoring and follow up of the education service provision (Bishoftu town)

#### **4.1.7. Mutual understanding and appreciation of public service delivery problems:**

Service providers in most of the visited cities recognized the value added of SA tools in bringing in to light their own limitations in service delivery that were communicated openly with users. This appears to have led to better understanding and improved communication between the supply and demand side representatives.

#### **4.1.8. The recognition of SACs in their efforts to mobilize communities** for the assessment of services, the crafting of the jointly agreed up on plans of actions and close follow up of the reform implementation process was acknowledged by local governments including allotting them office space to run their operations. (Bishoftu, Tokuma primary school; Bahirdar, Tserse Dingil).

#### **4.1.9. The recognition of JeCCDO as a credible and trust worthy partner** to facilitate dialogue and engagement process between public service providers and user communities/citizens' groups using social accountability tools and approaches.

## **4.2. Challenges**

#### **4.2.1 Significant service delivery gaps** on the ground compared to the prevailing service delivery capacities of public service providers. This is often observed to lead to indifference and resignation on the part of service user communities limiting their voluntary and active participation in local development initiatives.

- 4.2.2 Inaccessibility of relevant officials;** particularly sector Office Heads due to other engagements coupled with ***high rate of staff turnover*** in these offices.
- 4.2.3** While the demand of SACs for external capacity support to organize and run their business appears justifiable, it appears that their demand for legal status at this early stage of the engagement process between the supply and demand side could lead to duplication of efforts and resources and pose a threat of creating parallel structures that are not well grounded in the community and hence not sustainable.
- 4.2.4** Although there appears to be a growing acceptance of SA tools as instruments for improved service delivery, there is still a **dominant perception**, particularly among supply side sector offices, of **SAIPS essentially as service providers and gap fillers** than facilitators and interlocutors of constructive engagement between the demand and supply sides. This could perhaps be alluded to the historical role of CSOs as essentially service providers and more importantly to the prevailing legal limits for CSOs to engage in rights based programs.
- 4.2.5 Limited geographic cover and equity issues:** Owing perhaps to obvious budget limitations, the current coverage of JeCCDOs SA project in the 5 cities i.e 4 out of 9 kebeles in both Bahirdar and Shashemene, 4 out of 13 Kebeles/PAs in Bishoftu, 4 out of 9 Kebeles and 34 PAs in Diredawa obviously poses a challenge as far as reach is concerned. At the same time this could as well be an opportunity for scaling up. Mention should however be made of Diredawa CA that appreciates the SA interventions while challenging the inequitable distribution of SA project sites along settlement patterns.

**4.2.6** The fact that time and resource limitations did not allow the full utilization of the PPB tool, particularly when compared to the effective use of the CSC observed in all the visited sites, apart from introductory training on PPB and formation of Kebele level PPB SAC members (delegates). Related to this is the still infant relationship between FTA and SA programs that is still limited to the use of FTA trainers in PPB trainings and has a lot of room for improvement for policy and practical reasons.

**4.2.7** The composition of SAC members representing both the Supply and Demand sides and which was mentioned earlier as an advantage could also be a challenge in terms of potential role mix-up between the demand and supply side. This is particularly the case where the demand side lacks the proper institutional and structural link with its service user community from which it can independently generate service complaints, needs and grievances; particularly from vulnerable sections of the community.

### **4.3. Opportunities**

**4.3.1 Global favorable conditions** among the development community and governments to take social accountability as one of the governance tools to achieve MDG, including giving focus and emphasis on accountable monitoring systems in the post 2015/MDG scenario (UNDP 2013).

**4.3.2 The fact that promoting accountability and transparency is one of the seven pillars of the GTP.** The Ethiopian government has translated its vision and strategy of good governance in to programs and projects. Component three of its PBS program that is manly intended to provide citizens with efficient, effective and transparent basic services consists of a major sub-program called “**citizens’ engagement**” that is further sub-divided in to three projects i.e. Financial Transparency and Accountability (FTA), Social Accountability (SA) and Grievance Redress Mechanism

(GRM). The fact that the government has social accountability as one of its core development agendas is an incredible opportunity to build on.

**4.3.3. Building on the achievements of the ESAP1** that allowed the testing of key social accountability tools, ESAP2 provides policy, organizational, technical and financial support for its social accountability implementing partners (that includes JeCCDO in both ESAP1&2) and is currently running social accountability projects in 248 Woredas of the country in all regions. These programs have capacitated hundreds of thousands of citizens to develop awareness on their rights entitlements and duties in the provision of public services. On the supply side, they have enabled key service providers across the country in the areas of health, education, water and sanitation, agriculture and rural roads services to open up for citizens' feedback as a means to improve access, quality, efficiency, transparency and accountable delivery of basic services. JeCCDO is hence provided with an opportunity to learn from and contribute to this significant national development agenda.

**4.3.4** The strong commitment expressed by SAC leaders (in all the 5 towns visited) to engage local government service providers through direct and constructive dialogue and the practical results they achieved in this regard so far is an asset to build on.

**4.3.5** Currently there are numerous initiatives on the ground to make the ***Ethiopian civil service more professional and responsive to the service needs of citizens***. As part of the government's good governance program, civil service offices have been undergoing reform (PSCP) that demanded a lot of work around re-engineering the business processes, developing balanced score cards and crafting their respective citizen's charters. Though the results appear to be mixed, where significant achievement have been made in terms of streamlining business processes and developing a client friendly civil service mentality inadequate local capacities to respond to user needs and use community

feedback as a planning instrument remain daunting challenges. (*Fikadu N. 2013*). The use of SA tools, particularly the CSC could help as a supplementary mechanism for receiving feedback from residents, thus opening a room to incorporate SA approaches and tools.

**4.3.6** Existence of **vibrant CBOs and CBO** forums currently working with JeCCDO and partnering with SACs provides an excellent opportunity for harnessing and articulating the needs, interests and aspirations of the demand side to engage government service providers.

**4.3.7** The fact that SACs have **city/kebele council members on board** is something to build on in terms of tabling the SA agenda during council meetings.

## V. Recommendations

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Given the opportunities and challenges discussed in the earlier part of this report, the following short and medium term strategies are recommended.

### **5.1 Further Strengthen and Solidify CBO – SAC Cooperation:**

- The idea of having MoUs between CBO forums and SACs is appropriate. CBOs could serve SACs as their institutional anchoring points and constituency base as far as legitimacy is concerned. On more practical terms, CBOs could also serve as forums which could serve community mobilization in terms of both idea and resource generation.
- What needs perhaps to be looked in to is the need for re-orienting and fine-tuning the MoUs to the actual needs on the ground i.e. in terms of sustaining and institutionalizing the SA process in the areas of;
  - Sustained use of assessment tools (CSC in particular),
  - Community awareness on service entitlements
  - Duties and responsibilities of citizens,
  - Dialogue and engagement with service providers towards improved services and;
  - Making accountability a way of life and sustaining it beyond external project support<sup>3</sup>.
- With regard to the selection of CBOs where SACs can be anchored in, the following criteria is proposed to be considered;
  - a)** CBOs running inclusive social development programs with vulnerable social groups that are directly affected by and/or dependent on the provision of basic public services (OVCs, PLWHAs, the disabled).

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<sup>33</sup> Please see attached, the revised MoU for your consideration

- b) CBOs which have won the trust and confidence of their respective communities with transparent and accountable governance structures to their members and beneficiaries (downward accountability)
- c) CBOs with high community mobilization capacity and a well established functional relationship and engagement with SACs both at organizational and leadership levels (established MoUs, leaders working in both structures).
- d) CBOs who have the motivation and capacity within their leadership and membership to embrace voluntary development work, particularly in the areas of using SA tools for improved and accountable delivery of basic services.
- e) CBOs with good and functional working relationships and credible track record of trust with JeCCDO and its local government partners

## **5.2 Solidify CBO – JeCCDO – Sector Department Relationships**

- Any effort to sustain and institutionalize the gains of the SA interventions so far strongly needs the mutually supportive and interdependent partnership between the demand and supply sides which appears to be fairly represented by CBOs (along their respective SACs) on the demand side and each of the sector departments (Water and Sanitation/Health and Education sector offices). These relationships appear to be growing and gaining momentum, perhaps due to the shared history of jointly identifying and addressing service delivery gaps through jointly crafted reform agenda and plans of action.
- What came out strongly during the course of the study, both from the supply and demand side is the well acknowledged and credible role of JeCCDO as

an interlocutor between the supply and demand sides. This in particular refers to the capacity development needs on SA tools, approaches, expressed both by sector offices and CBO forums to implement the agreed up on action plans as well as reach out to more sectors and Kebeles.

- Added to this credible corporate image of JeCCDO in its intervention areas and taking in to account the current favorable institutional arrangement ESAP2 provides to pursue and further deepen SA objectives, any joint venture (new MoU or revision of previous ones) would make sense and be lasting if it is to be a tripartite agreement between CBOs and sector offices, JeCCDO serving as a facilitator.

### **5.3 Need for Quick Wins**

In the short-run, JeCCDO needs to focus its energy and resources;

- 5.3.1. On the ***successful implementation of the agreed up on reform agenda*** and joint plan of action with clearly delineated roles and responsibilities between the contracting parties.
- 5.3.2. On ***mobilization of resources*** to implement the service improvement plans with clear source of resources (government, community, other partners).
- 5.3.3. On ***putting SACs at center stage in monitoring the effective implementation*** of the agreed upon plans, and building their capacity thereof.
- 5.3.4. On ***documenting and sharing the SA processes*** and results to a wider audience using ***local media*** (FM radio, regional TVs and news papers) to create the “hunger” for social accountability and catalyze the emerging ‘social accountability movement ‘ both on the demand and supply sides.

## **5.4. Take SA Focused Capacity Building Measures :**

### **5.4.1. Link SA interventions with JeCCDO's CBO capacity development strategy:**

- Strengthening communities' institutional and operational capacities is one of the strategic pillars of JeCCDO programs. This strategy is already translated in to action through its various social, economic and environmental development programs with more than 127 CBOs.
- Such a huge development work with grassroots organizations obviously demands addressing the needs and priorities of their membership whose daily lives depend to a large extent on the provision of basic public services, particularly; health, water and education.
- Given JeCCDO's track record of introducing SA tools and practices both in ESAP1 and 2 in its operational areas over the last 6 years, an intervention in the area of SA among these grassroots institutions (CBOs) appears timely and relevant as it would allow JeCCDO to enable them demand and contribute to the delivery of efficient services and hold service providers to account. This would have a multiplier effect of generating services and accessing thousands of citizens that no single CSO could provide.

### **5.4.2. Tailor JeCCDOs capacity building interventions to CBO/SAC demands evolving on the ground:**

- Informed by the SA activities on the ground and the needs of CBO and SAC members to continuously engage public service providers as well as their membership (demand side) towards improved and efficient delivery of public services, the following skill training interventions are recommended;
  - SA tools (CSC, PPB and PET in particular)
  - Facilitation and moderation of focus group and interface meetings
  - Communication, networking and alliance building,

- Leadership and team development,
- Participatory planning, monitoring and evaluation,
- Community resource mobilization (use of volunteers in particular).

**5.4.3. Provide capacity building support to local government decision makers** (city and Kebele executives and councilors) and service provider sector offices **within SA framework**

- Awareness raising on SA principles, approaches and tools as part of the GTP and MDG goals
- Link between FTA and SA as government owned programs
- Skill training SA tools (CSC, PPB and PET in particular)

**5.5. Further Broaden the Scope of SAC activities:**

5.5.1. While maintaining the current good composition of SACs<sup>4</sup> to deliver ESAP2 targets, consider the following areas to address sustainability;

- Take in renowned personalities, entrepreneurs, etc that could contribute meaningfully to the realization of agreed upon reform agendas.
- Strengthen the spirit of voluntarism by identifying and pulling in competent and skilled resource persons within the ranks of the community, interested in and motivated by local development work.
- Align the work of SACs with already functioning structures, particularly PSTAs and school clubs towards improved and accountable service delivery. Put these activities of organizing and capacitating such structures as the new and extended role of SACs<sup>5</sup>.

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<sup>4</sup> The attempt being made so far to ensure fair representation of the demand side in SAC membership,, including the chair persons to represent the demand side is commendable but needs more structured re-enforcing measures to further strengthen the link between SAC community representatives and their respective CBO constituencies.

<sup>5</sup> The fact that some of the SACs have already secured offices in school compounds provides good opportunity to venture in to such activities.

5.5.2. Further strengthen Kebele SAC structures to allow them focus on local/ facility level service issues, with better access to mobilize community buy-in and action.

5.5.3. Broaden and systematize city level and Kebele SAC relationships in terms of joint planning, reporting and monitoring of agreed upon plans of actions. Use the Kebele managers as key change agents here and build on their current mandate as representatives of the civil service offices that are in charge of service delivery follow up at the Kebele level.

#### **5.6. Enhance FTA-SA practical linkages on the ground:**

- Involve FTA focal persons in SA activities. The current practice of using FTA experts for PPB training is key in this regard and needs to be continued and further strengthened.
- Support FTA efforts to initiate discussion around posted budgets (issues like; budget responsiveness to user needs, fairness).
- Encourage FTA focal persons to involve SAC members in budget preparation processes.
- Maintain the current effort to enable SAC members to participate in Kebele and sub-city budget hearings of councils (even without vote)
- Build and further develop relationships with regional, zonal and Woreda BoFEDs in enhancing FTA-SA collaboration and sharing and linking up FTA-SA tools for improved service delivery (e.g. Budget literacy activities have good potential to be linked with PPB, PET and CSC score result.)
- Help BoFED counter parts to connect their planning and budgeting processes with bottom-up CSC process results (needs, priorities and gaps), to help make service budgeting more demand responsive.

**5.7. Take on board the Civil Service offices in JeCCDO's operational areas as**

**key partners for improved and accountable service delivery:**

- The civil service offices are legally mandated to monitor service delivery in all sector offices of their jurisdiction. In addition, they are the focal offices for implementing the good governance program of the government.
- Establishing a meaningful partnership with these offices could therefore have a significant positive multiplier effect towards improved and accountable basic service delivery and for an eventual scaling up and institutionalization of SA tools and processes.
- Exploratory contacts with these offices, including discussion with some office heads revealed positive interests to explore opportunities of working together and comparing and perhaps linking up SA tools with their own performance assessment tools.
- One of the entry points where collaboration could be sought in this regard is the citizen's charter these offices are currently developing which could be connected to the SA feedback tools particularly the CSC.

**5.8. Consider incorporating a training module on SA in JeCCDO's capacity**

**development program:**

Given the growing demand for social accountability skills and JeCCDO's experience of ESAP 1 and 2, it is perhaps time to consider a training module on the concepts, principles and tools of SA with particular focus to the Ethiopian context.

A) The following topics could be considered to start with;

- Introduction to social accountability as a strategy for improved service delivery
- The concepts, principles and application of the CSC process
- PPB tools linked with FTA application
- Experience sharing and action learning on JeCCDO's SA field projects

B) Potential participants of such a program may include;

- SACs and CBO partners working with JeCCDO in various social development projects
- Local and Regional Government Partners
- Other likeminded NGOs and CBOs working on and or interested in SA issues.

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## Annex 1: List of People Consulted

| SN. | Name             | Responsibility/Organization                                     |
|-----|------------------|-----------------------------------------------------------------|
| 1   | Abdela Chirtoo   | Shalla Woreda Council (Aje)                                     |
| 2   | Abdi Mohamed     | Diredawa 04 Kebele Council Education Affairs Standing Committee |
| 3   | Abdi Mohamed     | Diredawa 02 Kebele SAC member                                   |
| 4   | Abebe Birile     | Bahirdar, SAC member (member of Gohlehulum CBO)                 |
| 5   | Abebe Mekonen    | Diredawa JeCCDO CDPO Manager                                    |
| 6   | Abebech Neda     | Bishoftu Kebele 07 Budget committee                             |
| 7   | Abeduro Waqet    | Aje town SAC Member                                             |
| 8   | Aberash Gebeyehu | Kalkidan SHG member, Bishoftu                                   |
| 9   | Aberash Tilahun  | SHG CLA member, Bishoftu                                        |
| 10  | Abiy Sisay       | Bahirdar, Water and Sewerage Services office head               |
| 11  | Abrehet Merafe   | DD-CA Treasurer                                                 |
| 12  | Adamu Zewde      | Diredawa SAC Member                                             |
| 13  | Agere Bogale     | Bahirdar, CBO Forum (Fana)                                      |
| 14  | Alemayehu Abera  | Diredawa CA, local development coordinator                      |
| 15  | Alemneh Getachew | Kebele Manger (07, Bishoftu)                                    |
| 16  | Alemu Yadete     | Aje town SAC Chairman                                           |
| 17  | Alganesh Alemu   | Diredawa SAC Member                                             |
| 18  | Aliyi Gensa      | Shashemene town SAC member                                      |
| 19  | Aman Asye        | Cahir, Uttabayu Community Development Association, Aje          |
| 20  | Arega Bekele     | Bishoftu CBO forum Member                                       |
| 21  | Askale Mehari    | DD-CA Board member                                              |

| SN. | Name               | Responsibility/Organization                                     |
|-----|--------------------|-----------------------------------------------------------------|
| 22  | Asmamaw Bezabih    | Diredawa BoFED Channel 1 Program coordinator (In charge of FTA) |
| 23  | Asmamaw Yene-Ante  | Bahirdar, CBO Forum (Gohlehulum)                                |
| 24  | Asmeret Bereqe     | Kebele Budget delegate, Bishoftu                                |
| 25  | Assefa Balcha      | Kebele Manger (06, Bishoftu)                                    |
| 26  | Assefa Roba        | Head, Bishoftu City Council Speakers office                     |
| 27  | Aster Mena         | Shashemene town SAC member                                      |
| 28  | Atalelech Andide   | SHG CLA member, Bishoftu                                        |
| 29  | Ayalew Kelelawu    | Bishoftu SAC member (CBO forum Chair)                           |
| 30  | Ayalew Reta        | Bishoftu SAC Member                                             |
| 31  | Azanaw Tizazu      | Ziqwala Abuye Idir/CBO treasurer, , Bishoftu                    |
| 32  | Azeb Gugsu         | Shashemene town SAC member                                      |
| 33  | Behailu Wondimeneh | ESAP2 Coordinator (JeCCDO)                                      |
| 34  | Bekele Bushiso     | Diredawa SAC Member                                             |
| 35  | Bekele Kebede      | Bishoftu Health Office, PME officer                             |
| 36  | Benta Megersa      | Shalla Woreda Council (Aje)                                     |
| 37  | Benura Wolde       | Aje CDI ESAP2 Coordinator                                       |
| 38  | Beruda Teyo        | Member, Utabayu Community Development Association, Aje          |
| 39  | Biniyam Hailu      | Diredawa SAC Member                                             |
| 40  | Birhanu Gobena     | DD-CA Executive Director (Diredawa ESAP2 Coordinator)           |
| 41  | Birtukan Bezabih   | SHG CLA Deputy Chair, Bishoftu                                  |
| 42  | Birtukan Haile     | JeCCDO ESAP2 Woreda Coordinator (Debrezeit)                     |
| 43  | Bushra Ekule       | Member, Utabayu Community Development Association, Aje          |
| 44  | Chanyalew Mulualem | Biftu primary school PTA member                                 |

| SN. | Name                | Responsibility/Organization                                     |
|-----|---------------------|-----------------------------------------------------------------|
| 45  | Chekol Nigatu       | Derara primary school PTA member                                |
| 46  | Dagnachew Derso     | Bahirdar CBO Forum Head                                         |
| 47  | Dawit Bedane        | Bishoftu SAC chair                                              |
| 48  | Dechasa Abera       | Bishoftu Finance and Economic Development                       |
| 49  | Desta Seifu         | Shashemene ESAP2 CDI Woreda coordinator                         |
| 50  | Dineqa Geleta       | Bishoftu Kebele 09 Budget committee                             |
| 51  | Drebe Mengeste      | Bahirdar, SAC Deputy Chair                                      |
| 52  | Edegilign Fenta     | Bahirdar JeCCDO CDPO Manager                                    |
| 53  | Emebet Zerfu        | SHG CLA Chair, Bishoftu                                         |
| 54  | Enebet Kasaye       | Diredawa SAC Member                                             |
| 55  | Engdawork Abdi      | Ziqwala Abuye Idir/CBO chair, Bishoftu                          |
| 56  | Fantaye Sintayehu   | Shalla Woreda Council (Aje)                                     |
| 57  | Fantu Desta         | Diredawa Kebele level SAC member                                |
| 58  | Fantu Sintayehu     | Shalla Woreda council speaker (Aje)                             |
| 59  | Fetlwork Abayneh    | Diredawa 05 Kebele Council Education Affairs Standing Committee |
| 60  | Feyisa Lema         | Shshemene CDI Area Coordinator                                  |
| 61  | Feyisa Rorattoo     | Shashemene town SAC member                                      |
| 62  | Fikadu G/Egziabher  | Kebele Budget delegate, Bishoftu                                |
| 63  | Fitha-Neget Bezabih | Bahirdar City Council Speaker                                   |
| 64  | Gashaw Molla        | JeCCDO, Debrezit Capacity Building program officer              |
| 65  | Genet Tsegaye       | Bishoftu Kebele 03 Budget committee                             |
| 66  | Girma Kebede        | Program Manager (JeCCDO)                                        |
| 67  | Gonfa Deresa        | Bishoftu, Education office, Head                                |

| SN. | Name                       | Responsibility/Organization                                                    |
|-----|----------------------------|--------------------------------------------------------------------------------|
| 68  | Guesh Gebreezgi            | Diredawa SAC Deputy Chair                                                      |
| 69  | H/Mariam Reda              | Bahirdar, CBO Forum (Addis Alem)                                               |
| 70  | Habtu Teke                 | Diredawa SAC Member                                                            |
| 71  | Hailegebriel Demisse       | Bishoftu CBO forum Member                                                      |
| 72  | Hailu Chuqala              | Bishoftu SAC member(water office representative)                               |
| 73  | Hirut Getnet               | Bishoftu Kebele 07 community representative                                    |
| 74  | Huluagerish G/Mariam       | SHG CLA member, Bishoftu                                                       |
| 75  | Kasahun Shewakena          | Kebele Budget delegate, Bishoftu                                               |
| 76  | Kasahun Yirgu              | Diredawa 05 Kebele Council Education Affairs Standing Committee                |
| 77  | Kasaye Abera               | Bishoftu City Council, economy, industry and finance standing Committee member |
| 78  | Kebede Mikael              | Bishoftu Kebele 06 community representative                                    |
| 79  | Kedu Kabeto                | Shalla Woreda Council (Aje)                                                    |
| 80  | Kefyalew Aklilu            | Bishoftu CBO forum Member                                                      |
| 81  | Kelemwa Tilahun            | SHG CLA member, Bishoftu                                                       |
| 82  | Kibebew Tafa               | Civil Service and Good Governance Office Head, Bishoftu                        |
| 83  | Lomishet Endale            | Bishoftu, Mayor's office                                                       |
| 84  | Lulu Worku                 | Bishoftu Kebele 03 community representative                                    |
| 85  | Ma.Tech. Faro Aleko        | Bishoftu SAC member                                                            |
| 86  | Ma.Tech. Solomon W/Agenehu | Tokuma primary school PTA member                                               |
| 87  | Madanu Tesema              | Diredawa, Kebele 02 Education coordination office head                         |
| 88  | Manegerw Wale              | Bahirdar, SAC member                                                           |
| 89  | Mantegaftot Zeleke         | Kebele 09, community representative, Bishoftu                                  |

| SN. | Name              | Responsibility/Organization                                     |
|-----|-------------------|-----------------------------------------------------------------|
| 90  | Marta Kuma        | Diredawa SAC Chair                                              |
| 91  | Masresha Merga    | Shashemene town SAC member                                      |
| 92  | Mehret Taye       | Diredawa 02 Kebele Council Education Affairs Standing Committee |
| 93  | Mengesha Wondimu  | Diredawa, Kebele 02 Education coordination office               |
| 94  | Mesay Tilahun     | Diredawa Education Bureau Planning head                         |
| 95  | Mesrte Mesele     | Diredawa SAC Member                                             |
| 96  | Mezgebu G/Wold    | Kebele Budget delegate, Bishoftu                                |
| 97  | Misikir Anagaw    | Bahirdar, CBO Forum (Addis Ketema)                              |
| 98  | Mohamed Hasen     | Bahirdar City Council Deputy Speaker                            |
| 99  | Mola Takele       | JeCCDO Bahirdar ESAP2 Coordinator                               |
| 100 | Mulatu Tefera     | Bishoftu SAC member (education office representative)           |
| 101 | Mulugeta Gebru    | Executive Director (JeCCDO)                                     |
| 102 | Nibret Tefera     | Civil service office head , Bahirdar CA                         |
| 103 | Nigus Benat       | Shashemene town SAC member                                      |
| 104 | Rahwa G/Egziabher | DD-CA Program Officer (Diredawa)                                |
| 105 | Ribka Niguse      | Tokuma primary school PTA member                                |
| 106 | Samuel Ararso     | Kebele 07, Bishoftu                                             |
| 107 | Seid Kedir        | Aje town SAC Deputy Chairman                                    |
| 108 | Senayit Adinew    | Diredawa, Kebele level SAC member                               |
| 109 | Shibre Desta      | Kalkidan SHG member, Bishoftu                                   |
| 110 | Shiferaw Ali      | Diredawa 04 Kebele Council Education Affairs Standing Committee |
| 111 | Shimelis Gizaw    | Bishoftu City Council Deputy Speaker                            |

| SN. | Name            | Responsibility/Organization                                                         |
|-----|-----------------|-------------------------------------------------------------------------------------|
| 112 | Sime Wodajo     | Kebele Manger (03, Bishoftu)                                                        |
| 113 | Sinknesh Wolde  | SHG CLA member, Bishoftu                                                            |
| 114 | Sisay Assefa    | Shashemene town SAC member                                                          |
| 115 | Sisay Gashaw    | SHG CLA member, Bishoftu                                                            |
| 116 | Sisay Hailu     | Bishoftu City Council, social affairs and good governance standing Committee member |
| 117 | Sofia Reshid    | SHG CLA member, Bishoftu                                                            |
| 118 | Tadele Tshete   | Aje town SAC Member                                                                 |
| 119 | Tesfa Degu      | Kebele 09, community representative, Bishoftu                                       |
| 120 | Tesfaye Basore  | Shashemene town SAC member                                                          |
| 121 | Tesfaye Ereso   | Kebele Budget delegate, Bishoftu                                                    |
| 122 | Tesfaye Yihune  | Head, Capacity Development and Grants Management unit (JeCCDO)                      |
| 123 | Teshome Boset   | DD-CA Board Chair                                                                   |
| 124 | Teshome Deresa  | SOS Sahel Ethiopia, ESAP2 coordinator                                               |
| 125 | Tewabe Yizengaw | Bahirdar CA                                                                         |
| 126 | Tibebu Tilahun  | Kebele 06 community representative                                                  |
| 127 | Tibist Gemechu  | Shalla Woreda Council (Aje)                                                         |
| 128 | Tilahun Terefe  | Bishoftu CBO forum Member                                                           |
| 129 | Tsegaye Deribe  | Bishoftu City Council, economy, industry and finance standing Committee member      |
| 130 | Tsge Yadesa     | Kebele Manger (09, Bishoftu)                                                        |
| 131 | Tsige Geleta    | Bishoftu Kebele 09 community representative                                         |
| 132 | Tujare Seyoum   | Shashemene town SAC member                                                          |
| 133 | Wariso Made     | Shalla Woreda Council (Aje)                                                         |

| <b>SN.</b> | <b>Name</b>        | <b>Responsibility/Organization</b>         |
|------------|--------------------|--------------------------------------------|
| 134        | Wehib Yilma        | JeCCDO, Debrezit CDPO manager              |
| 135        | Worku SineTsehay   | Bahirdar, CBO Forum                        |
| 136        | Yemisrach Kambu    | Diredawa CA, local development coordinator |
| 137        | Yeshewas Solomon   | Bahirdar, SAC Chair                        |
| 138        | Yetimwork Berbersa | SHG CLA member, Bishoftu                   |