Ethiopia Social Accountability Program (ESAP2)

Part of the Promotion of Basic Services (PBS2) Program

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Quarterly Progress Report 10

April – June 2014

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Ethiopia
Social
Accountability
Program
Phase 2

MANAGEMENT AGENCY
Multi Donor Trust Fund

Table of Content

List of Abbreviations

BoFED	(Regional) Bureau of Finance and Economic Development
CA	Contracting Authority
CB&T	Capacity Building and Training (also: Capacity Development and Training)
CBO	Community Based Organization
CD&T	Capacity Development and Training (ESAP2 Component)
ChSA	Charity and Societies Agency
CRC	Citizen Report Card (SA tool)
CSC	Community Score Card (SA tool)
CSO	Civil Society Organization
CSF	Civil Society Fund
CSSP	Civil Society Support Program
DP	Development Partners
DFID	Department for International Development (UK Government)
EA	External Auditing
EC	European Commission
EDD	Executive Directors Day
EU	European Union
ESAP	Ethiopia Social Accountability Program
ESAP1	Ethiopia Social Accountability Program Phase 1
ESAP2	Ethiopia Social Accountability Program Phase 2
FBO	Faith Based organization
IA	Internal Auditing
ICT	Information and Communications Technology
IFR	Interim Financial Report
FAQ	Frequently Asked Questions
FTA	Financial Transparency and Accountability
GA	Grant Agreement
GoE	Government of Ethiopia
GM	Grant Management
GOPA	Gesellschaft für Organisation, Planung und Ausbildung (*Company for Organisation, Planning and Training*)
GRB	Gender Responsive Budgeting (SA tool)
GRM	Grievance Redress Mechanism

GTM	Growth Transformation Plan
IA	Internal Audit
IAid	Irish Aid
IR	Inception Report
JAP	Joint Action Plan
JBAR	Joint Budget and Aid Review
JRIS	Joint Review and Implementation Support
KfW	Kreditanstalt für Wiederaufbau (*Reconstruction Credit Institute, German government-owned development bank*)
Logframe	Logical framework matrix
MA	Management Agency
MBA	Mass-Based Associations
MDG	Millennium Development Goals
MDTF	Multi Donor Trust Fund
M&E	Monitoring and Evaluation (ESAP2 Component)
MoFED	Ministry of Finance and Economic Development
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
OM	Operational Manual
QR	Quarterly Report
PPB	Participatory Planning Budgeting (SA tool)
PBS	Protection of Basic Services[1]
PCS	Proclamation on Charities and Societies
PETS	Public Expenditure Tracking Survey (SA tool)
PV	Participatory Video
PFM	Public Finance Management
PR	Progress Report
PSNP	Productive Safety Net & Household Asset Building Program
SA	Social Accountability
SAC	Social Accountability Committee
SAIP	Social Accountability Implementing Partner (Implementing CSO)
SoE	Statement of Expenditure
SNNPR	Southern Nations, Nationalities and People Region
STE	Short-term Expert

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[1]   Rephrased into Promotion of Basic Services.

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SC	Steering Committee
SC	Steering Committee Meeting
TAG	Transparency and Accountability Group
TECS	Tracking Trends in Ethiopian Civil Society
TL	Team Leader
ToR	Terms of Reference
VNG	Association of Netherlands Municipalities (*Vereniging Nederlandse Gemeenten*)
WB	World Bank
WoFED	Woreda Office of Finance and Economic Development

1. Executive Summary

In this quarter, almost 78,000 citizens have learned through the ESAP2 program to ask for better public services which enables them to hold service providers accountable. Since SAIPs started project activities in January 2013, close to 120,000 citizens have received support in this way. A key instrument to improve the basic service delivery level is through the Social Accountability Committee (SAC) of which ordinary citizens by far should be in the majority. SACs have been established in all 223 woredas where ESAP2 is currently been implemented. The importance of the SAC has been stressed by the MA more than once especially the fact that a solid representation of citizens is key to a proper implementation of ESAP2. SACs in 138 woredas are engaged in monitoring the implementation of joint service improvement plans.

In this reporting period, a total of 2,503 persons of local government and basic service providers representing all five service sectors were trained in the use of SA tools by SAIPs (M=1,758, F=745). This figure is considerably higher than reported during previous quarters mainly because the second group of 19 SAIPs became highly active in recent months. In total, 8,962 service providers/local officials have been trained since March 2013 which is almost 91% of the targeted number for the entire project implementation period. Promising is the fact that service providers tend to use the knowledge gained through the SA process in drafting their next year woreda plan. In other words: SA seems to have an impact on the future development of woredas.

Capacity strengthening of citizens and citizen groups in the application of SA tools and mechanisms is an important aim of the program. In the reporting period, 7,742 citizens (M=4,652; F=3,090) were trained and are now empowered to assess the status of public service delivery. The number of citizens trained from project start totals 20,166 where the original project target was set at 17,140.

Sensitization events have been organized to keep service providers and users ware of the SA process. Different techniques (workshops, coffee ceremonies and/or dram performances) were applied to underline the service entitlements and rights of citizens to hold providers accountable. In this period, 60,749 community members were reached through this mechanism. In addition, 5,632 providers were involved in this process.

SAIPs have organized interface meetings in 58 woredas during the reporting period, setting the total number of woredas where interface meetings (including the production of joint action plans) have been organized at 138 (out of an overall total of 223 woredas covered by ESAP2). This means that currently in all woredas covered by the first group of 30 SAIPs, interface meetings have been organized, joint service improvement plans produced and currently under implementation. The interface sessions were attended by community representatives, service providers and government officials. An overall total of 11,903 community representatives attended the interface meetings (M=7,191; F=4,712). In addition, 3,950 service providers and government officials attended the sessions (M=2,698; F=1,252). The total number of persons (providers and users) involved in interface meeting discussions in the period April-June 2014

was 15,853.

Representatives of 14 SAIPs were so far trained in Participatory Video (PV) production which turns out to be a strong mechanism in the dissemination of SA processes. Another ten SAIPs have shown interest in PV training which will be organized in the next period. The MA, together with a local film company, recently started preparatory activities for a documentary which will demonstrate the entire SA process from start to end.

In order to make SA sustainable after completion of ESAP2, the MA executed a social network analysis to learn more about the current relations and potential of our implementing partners. The study learned that there happen to be organizations with considerable potential which could take a leading role in the continuation and dissemination of SA in Ethiopia in the future.

Gender Responsive Budgeting (GRB) as SA tool was relatively unknown to the SAIPs although it is an important gender mainstreaming tool. A practical step-by-step guide has been drafted to facilitate those SAIPs that have selected this tool in implementing SA activities. In addition, in-depth training will be provided and coaching and on-the-job support delivered.

The FTA-SA linkage document was approved by the SCM and steps are taken to implement the recommendations. SAIPs started to strengthen their network relations with the FTA and PFM officers by inviting them to joint sessions and familiarize them with SA principles. This has resulted in a better mutual understand at regional level which goes to the benefit of both the FTA and SA program.

In terms of financial progress, the total amount disbursed to all 49 SAIPs as per 30 June 2014 was 63% of the overall total contract amount (73 % for the first group of 30 SAIPs and 45% for the remaining 19 SAIPs). With regard to the actual expenditures or "burn rate" ratio, the first group of 30 SAIPs has expended 75% of the total amount disbursed. For the second group of 19 SAIPs, this figure is 59%.

The MA made an update of the performance (both financial and technical) of all 49 SAIPs as per June 2014. Of the first group of 30 SAIPs, the overall score of three partners is unsatisfactory (15-GDA, 28-OWDA and 29-LIA). Taking the second group of 19 additional SAIPs into account it was observed that the scoring of 6 of them (31-APAP, 34-CFID, 36-RCDE, 41-SWDA, 42-AEPA and 49-ECC) is sub-standard bringing the total number of SAIPs that require close monitoring and assistance by the MA to 9.

During the reporting quarter, the Internal Audit (IA) unit continued screening the operations of another 7 SAIPs. Common observations and recommendations made in all internal and external audit reports have been summarized and shared with the management of all SAIPs ideally resulting in improved performance. The mechanism of calling in the SAIP management to the MA office in case of serious inconsistencies seems to pay off. The mechanism introduced in the previous period, clearly indicates that the MA is closely monitoring operations from different angles.

The MA assisted the international external auditors with their auditing exercise in April and May when both the MA and twelve selected SAIPs were subject of an annual audit. The final audit report was published in June and forwarded to the World Bank.

2. Introduction

The Ethiopia Social Accountability Program (ESAP2), being part of the Promotion of Basic Services (PBS) program, is implemented by the Government of Ethiopia at Regional, Woreda and Kebele level. The project started in November 2011 and will be completed by 31 December 2015. The program is financed through a World Bank (WB) managed Multi-Donor Trust Fund (MDTF). ESAP2 is guided and supervised by a Steering Committee (SC) which includes representatives of the Government, the Civil Society and Development Partners (DP).

A Management Agency (MA) has been established to ensure an efficient implementation and day-to-day co-ordination of ESAP2. The overall objective of ESAP2 is to strengthen the capacities of citizens, citizen groups and the Government through its service providers to work together in order to enhance the overall quality of basic public services delivered to the citizens of Ethiopia.

The current Quarterly Report (QR) is number ten in a series covering the period April – June 2014. The report addresses thorough attention to the actual technical implementation of Social Accountability (SA) activities in the field by 49 Social Accountability Implementing Partners (SAIPs)[2]. By focusing on direct field experiences and describing concrete cases, the MA provides an accurate picture of ESAP2 in general and the current status of activities implemented by the different SAIPs more in particular.

Main activities implemented by the MA during the current reporting period have been:

- Continuous monitoring field trip visits made to check on project progress of the SAIPs;
- Streamlining SAIP financial data to guarantee a sufficient financial buffer for SAIPs to implement project activities on schedule and in line with their action plans;
- Participation in the pre-JRIS field visits to Amhara and Afar region.
- Presentation on SA progress and participatory video demonstration at the May JRIS/JBAR meeting.
- Assisting the international external auditors with their auditing exercise of HQ, MA and a selected number of SAIPs
- Systematic reviewing of SAIP quarterly narrative and financial reports.
- Updating the Gender Responsive Budget Tool with step-by-step guidance, and related training for SAIPs.
- Social Network Analysis conducted and recommendations give pointers for Centers of Excellence.
- Intensive attention addressed to ESAP2 communication and public relations issues (Website, Facebook, Newsletter, YouTube).
- Facilitating the start-up operations of the Social Accountability documentary.
- Participation of ESAP2 staff in different co-ordination meetings (SCM, TAG, CSO).

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[2]   A first group of 30 SAIPs started project activities on 1 January 2013 for a period of 24 calendar months. A second group of 19 SAIPs started project activities on 1 October 2013 also for a period of 24 calendar months.

3. Technical Progress

In this section, an overview of the Social Accountability (SA) developments for the period April-June 2014 is presented. We have deliberately decided to describe the technical progress along the lines of the key result areas as defined in the original project logical framework matrix. Annex 10 to this report includes an up-to-date version of the logical framework matrix as per 30 June 2014, including information on progress made in this quarter.

3.1 Results Achieved

Overall Objective (1)

To strengthen the use of social accountability tools, approaches and mechanisms by (a) citizens and citizens groups, (b) SAIPs, (c) local government officials and (d) service providers as a means to make basic service delivery more equitable, effective, efficient, responsive and accountable.

ESAP2 is contributing to the PBS-3 higher objective of expanding access and improving the quality of services in education, health, agriculture, water and sanitation and rural roads. SAIPs support public service providers in 223 woredas to deliver improved quality basic services following the feedback and planned inputs from communities and citizen groups through the use of different SA tools. The initiative has created a large scale of community mobilization and participation and enabled vulnerable and disadvantaged social groups as well as service providers and local officials to actively become engaged in the SA process.

Progress of ESAP2 in line with the PBS-3 Result Framework

Under the PBS-3 Program Result Framework, below the key result indicators and progress updates associated with the Social Accountability Program are presented.

- SAIP woredas which have developed joint action plans for service quality improvement based on interface meetings between service users and providers. In terms of progress, to date 138 joint service improvement plans have been developed in 138 woredas. The action plans are being implemented by the respective service providers as well as other stakeholders and monitored by the woreda SACs.
- Woredas where SAIPs facilitate the use of SA tools. In line with this, different SA tools including CSC, CRC, PPB, PET and GRB are being applied in the targeted 223 woredas. Reference is made to table 1 below and Annex 5 of this report which provides an overview of the sector coverage and the applied SA tools under ESAP2.
- Citizens who report that woreda officials have actively sought the views of people on improving quality of basic services. The available data for this indicator is the operational baseline figure of 36%. Progress made on this indicator is checked through a continuous quarterly monitoring. Systematic tracking will be done through research and survey.

In this reporting period, 77,838 citizen representatives have been assisted to collectively demand for better quality basic services by systematically involving them in the SA process (organizing discussion and dialogue forums and hold local governments accountable for the services in the five targeted sectors). Since the start of project implementation, an overall total of 119,416 citizens have been directly supported. This figure shows the total number of citizens participating in the service assessment through meetings and discussions including their engagement in interface meetings with service providers and officials.

Table 1:   SA progress, sector coverage and SA tools applied by the 49 SAIPs

		No. of 30 old SAIPs	No. of woredas	No. of new 19 SAIPs	No. of woredas
SA Progress as per 30 June 2014	Community mobilization & access to information	-	-	6	27
	SA tools application	3	5	13	53
	Interface meetings	13	58	-	-
	Monitoring Joint service Improvement plans	17	80	-	-
Sectors covered[3]	Agriculture	18	26	6	12
	Education	25	50	17	45
	Health	25	56	17	48
	Water and Sanitation	21	40	9	18
	Rural Roads	16	26	4	11
SA Tools applied[4]	Community Score card	30	118	19	71
	Citizens' Report card	13	24	2	4
	Gender Responsive budgeting	3	8	3	12
	Participatory Planning and Budgeting	15	60	11	39
	Public Expenditure Tracking Survey	2	7	2	2
	Community Mapping	1	1	-	-

ESAP2 so far has achieved good results through the engagement of communities and local governments as well as the active involvement of service providers to steer a process of dialogue between service users and providers. The physical changes and achievements made in most targeted woredas in terms of increasing access and quality of basic services to the disadvantaged and vulnerable citizens are significant. Box 1 below illustrates a specific case in the road sector.

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[3]   Some SAIPs cover more than two sectors which were set as the minimum.
[4]   Some SAIPs use more than the required minimum of two SA tools.

Box 1: Stories from the field

Rural Road Construction Promotes Institutional Delivery

Mao Komo is one of the remote woredas located in Benishangul Gumuz regional state. The Ethiopian Women Lawyers Association (EWLA) is facilitating and supporting citizens to identify rural roads service gaps and to collectively voice these to the woreda administration and desk offices. Following participatory dialogues among the citizens and local officials related to access to rural roads in the three targeted kebeles (Tulu, Wanga Gita and Shosho), consensus has been reached to take joint action to address the identified deficiencies.

The SAC mobilized the community and government to play joint contributions for the construction of rural roads. Due to this effort, the three keble communities contributed more than 85,000 birr while the woreda administration deployed construction machineries as well as covered the operational costs and constructed more than 13.5 kilo-meter road which connects the kebles with the woreda network. As a result of the SA initiative, the woreda administration realized the importance of increased skilled roads sector personnel and staffed the roads desk with 2 additional experts to oversee construction and maintenance services in other kebles as well where it was not the case before. Due to the road construction, the targeted kebles have got access to ambulance service and transportation for pregnant mothers to deliver at health centers.

Specific Objective (2)

Public basic service providers deliver improved quality public basic services in education, health, agriculture, water and sanitation and rural roads responding to community and citizens needs

O.2.1 A system is established for participation of citizens, citizens groups and CBOs in basic service delivery at Woreda level

To systematically engage citizens and service providers to improve the services as well as to ensure sustainability of the SA initiatives, Social Accountability Committees (SAC) have been established and capacitated in all 223 woredas (both at woreda and kebele level involving all key stakeholders). The SACs are increasingly involved in project implementation in accordance with the agreed action plans. The SACs in 138 woredas (targeted by the 1st batch of 30 SAIPs) are currently engaged in monitoring the execution of joint service improvement plans, developed following the interface meetings.

Sustainability

Supervision and reports show that SAIPs pay attention to issues of sustainability which can guarantee a continuation of the SA process after project end. Sustainability will be an important theme at the upcoming learning benchmark sessions. The MA is developing an action-research agenda to more systematically support the development of sustainable systems and ways of working that can be institutionalized. For instance, one

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SAIP reported: "One of the challenges in relation to sustainability is to find an office from where the SAC can operate especially after the end of the current project. Our efforts to secure such a venue within government offices and/or service facilities have not been successful yet." However, the issue stays top of SAIP project agendas and will be a key issue to be discussed during the August benchmark sessions.

Box 2: Stories from the field

"Taking Issues to the Next Level"

Rohi Weddu, sub-partner of UEWCA is working in the water sector in Awash town, Afar Region. The SAIP organized visits to the old water inlet and water purification, as well as to the newly constructed but malfunctioning boreholes that were supposed to address the severe water shortage in the town. The water problem has existed for years, but these visits finally helped citizens to understand the problems much better, and it helped the water authority to explain the difficulties it faced.

With support from Rohi Weddu, the SAC brought the issue with the newly constructed boreholes to the regional level, as it was beyond the responsibility of the woreda. The problems have yet to be resolved, but there is already a much better mutual understanding now between citizens and woreda service providers.

The example also shows the importance for SAIPs to have solid network relations at regional level. In this case, the regional BoFED and Water Bureau were invited to attend the interface meeting, as accountabilities lie, at least for the construction of the new boreholes, at that level.

O.2.2   Local government/basic service providers trained on SA tools

Building the capacity of service providers/local officials is one of the mechanisms to ensure their direct involvement in the SA projects, including the engagement to assess the services, how to respond to communities needs and implementation of service improvement plans. As shown in figure 1 below, in this reporting period, a total of 2,503 persons (M=1,758, F=745), representing both local government officials and basic service providers from the five different sectors, have been trained on SA tools, mainly due to the fact that the second group of 19 SAIPs got well off the ground in this period. The number increased considerably during the previous quarter as SAIPs were "aggressively" focusing on capacity building activities.

Figure: 1 Local government officials and service providers trained on SA tools (April-June 2014)

745

1758

■ Service providers and government Male

■ Service providers and government Female
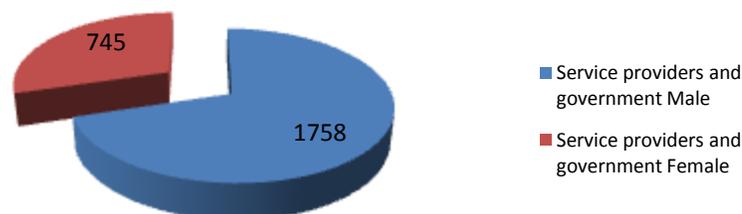
While the overall project target is to capacitate 9,897 persons during the entire project implementation period, the total number of service providers and/or local officials who have been trained until today has reached the figure of 8,961 which is almost 91% of the targeted number. Following the capacity building activities, many of them were committed to revisit their planning practices to ensure timely participation of communities during need identification, prioritization and implementation. Through such training and subsequent participation in the SA process, and with support from the FTA, service providers feel capacitated to increase transparency and accountability and to communicate opportunities, constraints and limits to their clients.

There is also evidence that service providers are using the feedback received through the SA process as an input for the preparation of the next year woreda plan. In addition, there are cases in which SA approaches have been integrated in the local government system, and aligned with the civil service office efforts to improve service delivery.

> **Box 3: Stories from the field**
>
> **"Budget allocation in the Education Sector"**
>
> Service providers in Kutteba Betoch decided to allocate a budget for the construction of teachers' residence for the upcoming budget year, as it is the most urgent issue repeatedly asked for by citizens as well as teachers. Commitment was shown by the woreda finance office which planned to transfer the budget on maintenance of the district civil servant residence home to the construction of teachers' residences, an allocation of almost 300,000 birr last year.

O.2.3 Regular interface consultative meetings between citizens, SAIPs and service deliverers

Interface meetings contribute to consensus building between service providers and user community representatives on service delivery problems and solutions. Through a dialogue, reform agendas and action plans on service delivery have been agreed upon by community representatives and service providers. In the period April-June 2014, SACs with the support of the respective SAIPs facilitated dialogues between basic service providers and users on service deficiencies identified through the application of SA tools in 58 woredas.

A total number of 11,903 (M=7,191, F=4,712) community representatives and 3,950 service providers and government officials (M=2,698, F=1,252) had constructive dialogue meetings to jointly review the service delivery performance scores and discuss service delivery gaps. The results are visualized in figure 2 below. Common performance indicators were assessed as well as consensus based service delivery performance scores were discussed, and joint action plans for service quality improvement endorsed by both service providers and community representatives.

Figure: 2 Total number of people participate in the Interface Meetings (April -June 2014)
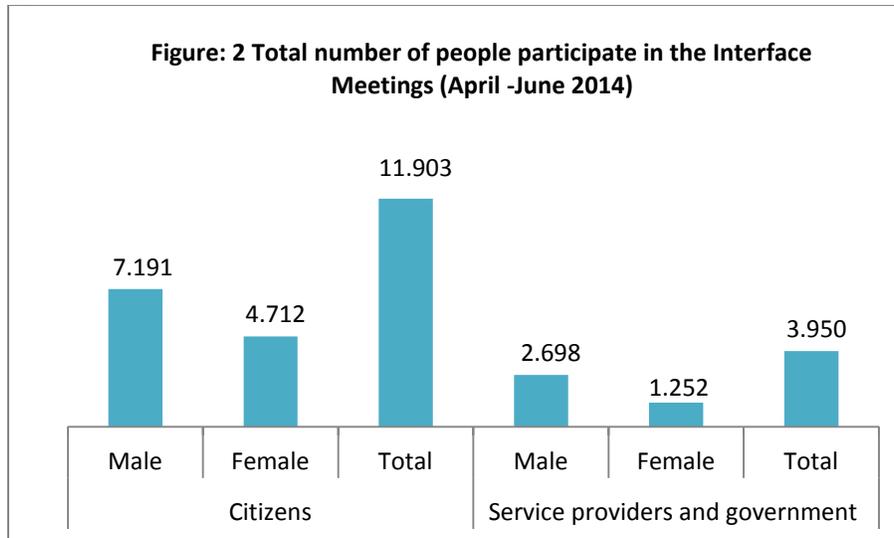
The table below illustrates the number of woredas where interface meetings have been conducted during the current reporting period and service improvement plans developed which are currently under implementation (April-June 2014).

Table 2: **Number of woredas where interface meetings have been conducted in the period April-June 2014**

Region/City administration	woredas where interface meetings have been conducted (April-June 2014)
Addis Ababa	6
Afar	5
Amhara	7
Benishangul Gumuz	0[5]
Dire Dawa	1
Gambella	5
Harari	0[1]
Oromia	17
SNNP	10
Somalie	2
Tigray	5
Total	**58**

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[1] Since the 2nd batch SAIPs implementing in the regions are at the stage of mobilization and service assessment.

Box 4: Stories from the field

A woman representative from Aneded woreda of Amhara region witnessed the results of SA. In previous times we never thought of the health center as our own and when we got sick we would travel to the nearby town seeking better health services as the quality of service in the Aneded town health center had service gaps, including a shortage of drugs, health staff not serving full hours, hidden costs associated to getting ambulance services.

These gaps were presented during the interface meeting and consensus reached among stakeholders on actions to be taken. Since then there is much improvement in service delivery including a 24 hr service, improved delivery rooms and services, drugs better availed in the health center. In addition, the key hindrance for not using the ambulance was related to the mismanagement and bribe practice of the driver. Individuals were asked to pay 70 birr for the service which was supposed to be free. This was not known to the health office management but was revealed during the interface meeting. Considering this bottleneck, the woreda health office fired the driver and recruited a new driver and since a proper ambulance service is available.

To date, a total of 138 interface meetings have been facilitated in 138 woredas, and joint service improvement plans been developed by service users and providers. These plans are currently being implemented, sometimes formalized through a memorandum of agreement between the SAC and the respective service providers in order to reinforce and monitor the execution. In most cases, local government officials and service providers have been actively involved in project actions, enabling them to get direct feedback from communities on service delivery problems in their respective localities. It has been evidenced that in many of the woredas and kebeles, local officials used results of citizen service assessments to improve service delivery.

O.2.4   Joint Service Improvement Action Plans incorporating citizens and CBOs needs are developed and implemented

In the woredas where interface meetings have been conducted, joint action plans taking the service improvement needs and priorities of citizens into account are currently being implemented and service improvements realized. To date, a total of 138 woreda service improvement plans are under implementation and monitored by the SACs in their respective woredas. In some areas, the participation of citizens for the improvement of services is significant (e.g. contribution in labor, materials and money for infrastructure). SAIPs are assisted by the MA to closely support the SAC to monitor implementation of service improvement plans and to document successes in the progress.

Box 5: Stories from the field

The Union of Ethiopian Women Charitable Association in partnership with MCMDO is supporting SA process in Meki woreda, Oromia region. The SAC facilitated the SA process and is currently at the stage of service improvement plan implementation. This is monitored by community and citizen representatives, 60 persons per kebele (180 altogether) called 'dejen'. The 'dejens' are meeting every two weeks over a coffee ceremony in their locality to talk about SA and the service improvements materialized. Members are also encouraged to bring others to these meetings. Everyone will pay for a coffee thus there is no cost implication. Woreda SAC members are clear about their role of facilitation and motivating others towards the fulfillment of their entitlements. One of the WSAC members explained this as follows: "we" (the committee) like a change to our respective constituents: the women to their fellow women, the PLHIV, people with physical challenges. The SAC is catalyzing mass mobilization for instance educating communities in market places. In addition, the SAC, service providers and woreda administration are preparing to organize a fund raising event "Teletone" to mobilize resources to purchase an additional ambulance.

O.2.5 **SAIPs taking part in the ESAP2 program are trained on how to encourage local governments to use SA tools.**

Participatory Video

All 14 SAIPs that received Participatory Video training have produced the required number of videos, and used these in support of community dialogues with service providers, to be able to receive their certificate. All videos have been uploaded to the ESAP2 You Tube channel, as well as to the organizational channel of the respective SAIP. One of the SAIPs, RTG, produced a special 10 minute video for the JRIS meeting in May, which encouraged BoFEDs to share their experience with SA so far. The MA is preparing for the Participatory Video Oscar' Ceremony during the next Executive Director's Day (EDD) at the end of August. Participatory Videos will be used to illustrate behavior change among stakeholders: what changed and what did not, and what contributed to the change or failure? This will be the theme for the Participatory Video Oscars in 2015. In August another, final group of 10 SAIPs will be trained in Participatory Video making.

Centers of Excellence

In order to sustain capacity development and training on SA through centers of excellence, the MA conducted a social network analysis to better understand the potential of SAIPs and their organizations to perform future capacity development and training functions. The surveys were administered during the learning benchmarks in February and the EDD in March, whereas the analysis was done together with a consultant during April and May. The main conclusions and recommendations are presented in Annex 8 attached to this report. In line with the outcomes, the MA has started to approach organizations with future potential.

Specific Objective (3)

Citizens and citizen groups are empowered and increasingly demand better quality public basic service delivery

O.3.1   Citizens and citizens groups trained on how to demand better public basic services

SAIPs have been involved in enhancing the capacity of citizens and citizen groups on SA approaches, mechanisms, tools, and how to demand improved services and holding the government accountable. In this quarter a total of 7,742 citizens (Male=4,652, Female=3,090) were capacitated to raise their voice on public service delivery (see figure 3 below). They have been empowered to assess the state of public service delivery in their respective localities and provide feedback to service providers.

Figure 3: Number of citizens trained on SA mechanisms in the period April-June 2014

Male	Female	Total
4.652	3.090	7.742
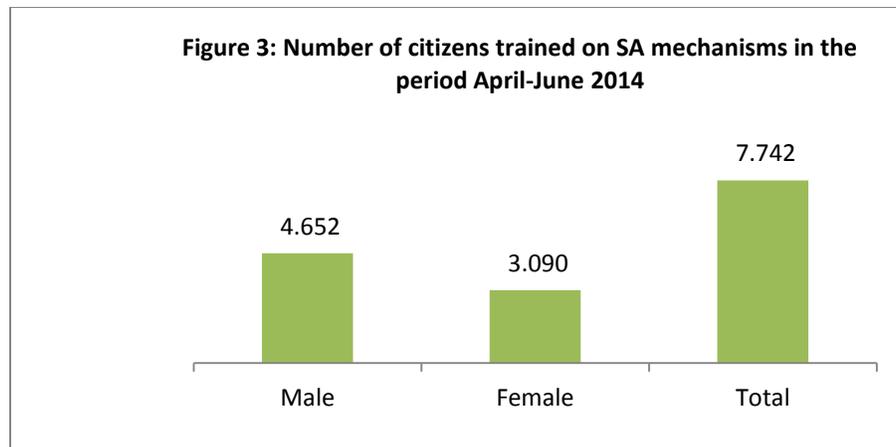
The overall total number of citizens trained from project commencement to date reached an aggregate total of 20,166 people which exceeds the whole project target to capacitate 17,140 citizens.

Specific Objective (4)

Citizens and citizen groups are aware of their responsibilities to plan, budget, implement and monitor public basic service delivery

O.4.1   Meetings between citizens, citizen groups, public service providers and/or Woredas/Kebeles were held on planning, budgeting, implementation and monitoring of basic service delivery

Citizens in the targeted woredas were organized to hold meetings to assess, discuss, and contribute to improving and to monitor the quality, access, efficiency and effectiveness of basic services. The target communities selected representatives from the following categories: male, female, youth (boys and girls separate) and persons with physical challenges, people with HIV and other socially excluded groups as well as service providers trained by SAIPs in using SA tools. Each group discussed service delivery problems in their community. From

these discussions, performance indicators were developed and the performance of service providers rated. The different citizen groups then reviewed and discussed each other performance indicators, ratings and reasoning, agreed upon a common list of performance indicators and reconciled the ratings to develop a final service delivery performance score, while taking note of specific issues for women and men, and for vulnerable groups. The same community-based indicators were then used by SAIPs with the service provider teams for self-evaluation of their performance.

The meetings provided an opportunity to citizens to analyze the services they receive, to express their level of (dis)satisfaction, to suggest additional measures to be taken, and to contribute to realizing these targets (see: figure 4 below). In this reporting quarter, a total of 1,393 meetings were organized at woreda and kebele level joined by a total of 55,521 citizens and 5,544 service providers and government officials to assess the quality, adequacy and effectiveness of services in the agriculture, education, health, water and sanitation, and rural roads.

In the 138 woredas where service improvement plans are being implemented, a total of 177 joint service improvement monitoring meetings were conducted between the SAC and service providers to assess progress made and context specific actions being taken to address challenges to improve the quality of services as planned after the interface meetings.

Figure 4. People participating in meetings to assess, plan, monitor service delivery (April-June 2014)
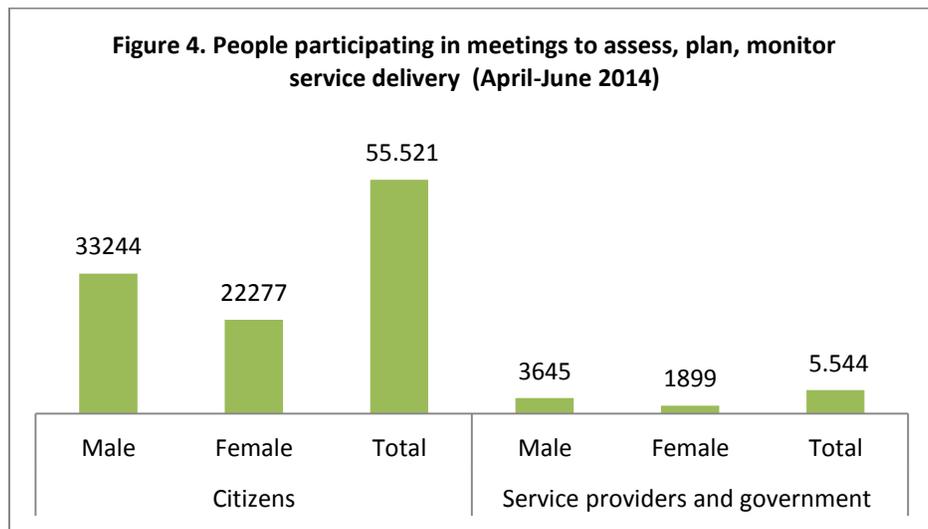
The target communities selected representatives and organized separate groups in which they discussed about basic services delivery gaps in their locality. From these discussions, performance indicators were developed and the performance of service providers rated. Different citizen groups then reviewed and discussed each other's performance indicators, ratings and reasoning, agreed upon a common list of performance indicators and reconciled the ratings to develop a final service delivery performance score, while taking note of specific issues for women and men and for vulnerable groups. Community-based indicators were then used by the service providers for self-assessment of their performance. The outcomes of the discussions have been consolidated and discussed at kebele level interface meetings and action

plans developed. Major issues, which need the attention and action of a higher level administration, were forwarded to the woreda interface meeting. Moreover, the joint meetings harness the involvement of citizens in planning, budgeting, and management of delivering basic services.

O.4.2 SAIPs have performed regular sensitization sessions for citizens and citizen groups on their rights and responsibilities to plan, budget, implement and monitor basic services delivery

The SA program enhanced communities' awareness on SA approaches, service standards and how to assess deficiencies related to the delivery of basic public services. In this reporting period, different social mobilization events were organized in the targeted woredas, through various techniques including music, drama, workshops and coffee ceremonies more than 60,749 community members were reminded of their service entitlements and rights as citizens to hold service providers accountable for their decisions and actions. In the SA process, service providers and officials are at the center of service improvements. Sensitization events were organized targeting them and awareness was created with more than 5,632 service providers and local officials (see: figure 5 below).

Figure 5: Number of paricipants reached through sensitization April -June 30, 2014
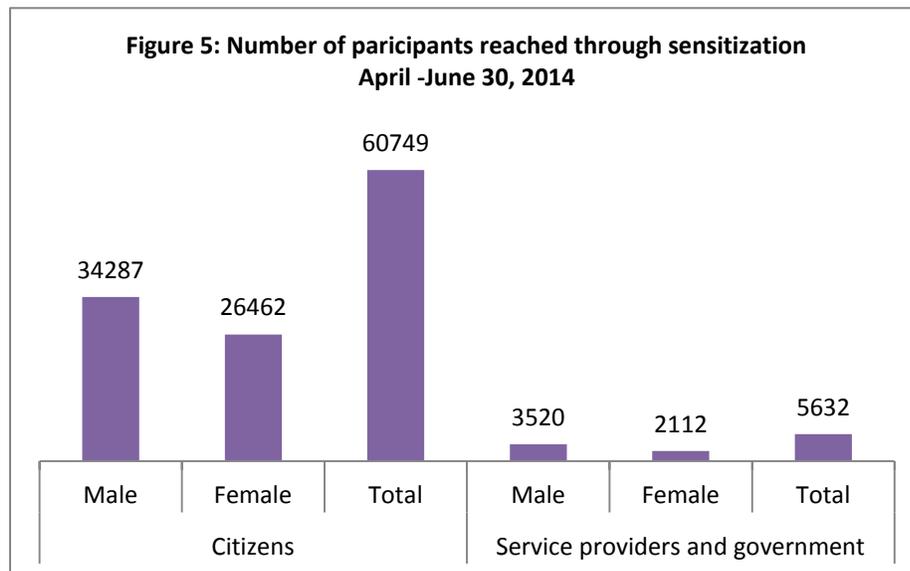
In some regions, SAIPs utilize regional/local mass media and transfer messages related to SA (e.g. HFC, Hundee), which helps promoting SA to the general public. Some others have established SA clubs in schools and organized sensitization events (eg: NEWA in Guba woreda) to reach communities.

Along with this sensitization, communities also developed an increased understanding of the limits of government budgets and capacities. The awareness encourages communities to voice realistic needs and demands and where desired to start initiatives to improve services using own local human and financial resources. In Mao Komo Woreda, Benishangul Gumuz region, after such a sensitization and training session, communities through the SAC took the

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initiative to approach the woreda rural roads office to ask why there is no road linking the kebele to the woreda . The woreda administration and rural roads desk held a meeting with the SAC on the matter. Interestingly, the 3 kebeles were willing to contribute more than 85,000 birr, and government took the responsibility to deploy construction machineries' and built more than 13 km of rural roads in the 3 targeted kebeles.

Specific Objective (5)
Increased capacity of SAIPs to empower citizens and citizen groups in using SA tools, approaches and mechanisms

O.5.1   SAIPs trained on SA tools

Gender Responsive Budgeting
During monitoring visits made by MA staff it was observed that SAIPs had difficulty using the Gender Responsive Budget (GRB) tool, as it does not provide a practical step-by-step guidance like the other SA tools. The MA therefore hired a consultant with ample woreda level experience to explore how the GRB tool could be updated. After a number of field visits, the consultant and CD&T organized a design workshop with the PC's of SAIPs that had planned to use the GRB tool. In this workshop, all agreed that it would be most useful to think of the GRB tool as a gender mainstreaming tool, and to link it to the use of other SA tools, in particular to CSC, CRC, PPB and PETS. The consultant also sought inputs from relevant experts with the MoFED and the FTA project. The GRB tool was updated according to the recommendations of SAIPs and MoFED, with sections on budget formulation and budget control that include practical steps to be taken when using the GRB tool to make the budget and its execution more gender responsive. In the first week of August, in-depth training will be provided to staff of all projects that will implement the tool, and all other SAIPs will use the GRB tool to assess gender mainstreaming in their project during the next learning benchmark meetings in August.

O.5.2   Good practices of SA are identified, shared, and documented in benchmark sessions

As a mechanism to facilitate learning, the MA organized the first learning benchmark workshop in February this year. The event will take place on a bi-annual basis. Monitoring revealed that lessons learned in the first benchmark have been taken up, in particular majority citizen membership in the SAC, and collaboration with FTA. The next regional learning benchmark meetings are scheduled in the period 11-23 August 2014. The main aim is to facilitate learning among SAIPs, service providers, service users and regional officials on SA. The event is expected to be attended by more than 650 representatives from the 49 SAIPs (project coordinators, M&E officers and woreda coordinators), SAC members (service users and service providers), ESAP2 steering committee members, MoFED officials and experts, regional BoFED deputy heads, channel one coordinators and regional FTA focal points and development partners as well as representatives from other CSOs. The workshop will be organized in 10 clusters – categorizing 5 SAIPs per workshop and will be facilitated in the regional capitals. During the learning benchmarks, success stories in service improvement will be stressed and shared. In addition, good practices and lessons learned will be shared among participants. Furthermore,

the FTA and SA linkage study report, which was recently endorsed by the steering committee, will be disseminated to the stakeholders to further strengthen the linkages between the two PBS components.

O.5.3   SAIPs manage their projects in accordance with the ESAP2 grant procedures

Every six months, SAIPs with an approved action plan and budget associated to it together with the MA make a rapid disbursement of grants to enable a swift implementation and to prevent any delay that could reduce the ability to meet project deliverables and results. Within the MA, action teams are in operation with representatives of the M&E, CD&T, Finance and Grant unit who jointly review the 49 SAIP quarterly narrative and financial reports on completeness and quality.   Following the reviews, the action teams make comments whenever required and communicate these to the respective SAIPs with the ultimate aim to improve the quality of the reports. Grant advances disbursed to partners are dependent on approved financial and narrative reports as well as the submission of an updated action plan. The MA provides technical guidance and coaching support to partners as per their needs.

3.2   Supportive supervision to SAIPs

The MA continues to provide close technical assistance and management support to the 49 SAIPs. Regular field missions are a key monitoring activity. In general, monitoring field missions are made on a quarterly basis. Monitoring missions focus on the following key issues: timely implementation of planned activities, progress towards attainment of program objectives, level of community mobilization and resource utilization, degree of citizen engagement in program implementation and representation in the SAC (in particular the involvement of women, persons with HIV/AIDS, persons with physical challenges, elderly and children), effectiveness and appropriateness of program approach, tools and management arrangements, improvement of service providers' capacity and responsiveness, improvement of organizational capabilities of implementing of SAIPs and service providers and improvements in the quality and quantity of services delivered.

The MA makes on a quarterly basis an assessment of the financial and technical performance of all 49 SAIPs. The Financial and Grant sections as well as the CD&T and M&E units are involved in order to produce a balanced assessment. The observations made for each SAIP separately are based on the outcomes of monitoring visits as well as the assessment of financial and narrative reports submitted by each SAIP quarterly. A scoring from 1-3 for three separate categories results in an average score for each SAIP. Based on the outcomes of the assessment, the MA intervenes and will take the necessary action to make sure that improvements are achieved. In Annex 6 to this report the results of the most up-to-date assessment (July 2014) are presented. SAIPs with a score below 1.5 are considered to perform unsatisfactory. A score between 1.5 and 2.5 is seen as promising. A score above 2.5 is satisfactory. From the table it becomes clear that overall, 8 SAIPs (2 from the first group of 30 and another 6 from the additional group of 19) out of 49 are underperforming for different reasons. On the other hand, 14 SAIPs are

rated as satisfactory (11 from the first batch of 30 and 3 from the additional 19 SAIPs). The colors used in the table indicate which is the main problem area. A footnote must be made here. The risk assessment of CD&T and M&E is based on monitoring site visits made to a selected number of woredas in this quarter. SAQIPs can perform unsatisfactory in one woreda and promising or satisfactory in another woreda depending on specific circumstances. It is therefore important to consider the trend throughout project implementation to get a proper picture of the overall performance of SAIP in all woredas.

With this instrument in hand, the MA is capable of closely monitoring the SA process and to address special attention to the weak performing SAIPs, e.g. by planning additional monitoring visits or scheduling an ad-hoc internal audit, with the ultimate aim to improve the situation considerably within a short period of time.

In this quarter supportive supervision visits were conducted to 43 implementing partners covering 61 woredas. Following each monitoring visit, the team had discussions with the respective grantee management and key project staff, to highlight monitoring findings and to agree on actions for improvement. Monitoring visits become the ideal mechanism to assess the status of implementation for each SAIP and to develop capacities on–the-job, as per the needs. The monitoring findings feed in to management decision making to ensure effective implementation of the program.

One of the SAIPs active in Gambella region needed intensive technical support to make sure that the results as identified in their original action plan can be achieved within the remaining project implementation period. The MA decided to appoint a consultant who operates as intermediate advising the SAIP on project organization and implementation. Although the remaining time to complete the project in this region is limited, the direct and intensive support through the MA has resulted in an improved relationship with woreda officials, mobilization of citizens and interface meetings being conducted. The MA remains hands-on involved especially with those SAIPs that tend to be behind schedule with project implementation. Surprise monitoring visits are further to check whether agreed actions are timely implemented in accordance with the plan of action.

The MA, with the support of an external consultant, is currently working on a system to analyze qualitative information collected under ESAP2 through quarterly narrative SAIP reports, monitoring field visits and participatory video. A set of qualitative information questions was generated and coded so that information collected can easily be analyzed. Qualitative Data Analysis software will be used to organize the information. Some results of the first systematic analysis have already been used in this quarterly report.

3.3 PBS FTA-SA linkages

The FTA-SA linkage document was approved by the SC, and steps are now taken to implement the recommendations, e.g. including SA tools like PPB, and GRB in

the FTA pre budget discussion forum manual. Since the last learning benchmarks in February, many SAIPs have worked hard to improve the linkage between FTA and SA at woreda level. During monitoring visits made by the MA, it was observed that the FTA-SA collaboration has started or intensified and starts to pay off. Several SAIPs have noted participation of FTA in SA training and vice versa, involvement of the woreda PFM officers in the SAC, participation of FTA focal persons and PFM officers in interface meetings etc. In Tigray, SAIPs have started to discuss how they can come together in their relationship with the regional BoFED.

Table 3 below provides examples of collaboration between FTA and SA at regional level.

Table 3: Examples of FTA-SA collaboration linkages at regional level

Region	What happened	By whom
SNNPR	The regional BoFED coordinated a consultation meeting with 11 SAIPs operating in the region to further strengthen the FTA-SA linkage. On the agenda of the meeting were issues such as: establishing a joint form, fix a schedule to undertake regular FTA-SA meetings and create a committee to facilitate the relationship between the two sub components In the meeting, a committee has been formed composed of representatives from 3 SAIPs and 2 from the BoFED office to further facilitate the relationship between FTA and SA. In addition, a meeting schedule was agreed upon.	SNNPR BoFED SAIPs
Dire Dawa	DDCA/JECCDO as implementing partner operates in the city administration and applies one of the SA tools, Participatory Planning and Budgeting (PPB). As part of the capacity building element, PPB training was organized and jointly facilitated and provided by the DD BoFED channel one coordinator and SAIP staff.	DD BoFED Channel one coordinator SAIP
Addis Ababa	The AA BoFED organized budget literacy training and trained 28 SAC members who attended the session and worked closely together at woreda level.	AA BoFED
Benishangul Gumuz	As per request of the regional BoFED, ESAP2 MA staff travelled to the region and provided a two day training on facilitation skills for more than 40 woreda PFM members and regional BoFED staff.	Regional BoFED ESAP2 MA
Amhara Region	The regional BoFED channel one and FTA coordinators regularly travel to the ESAP2 woredas, undertake joint monitoring visits and are engaged in facilitating interface meetings.	Regional BoFED SAIPs

3.4 Main challenges and opportunities – reflections from SAIP narrative reports

Challenges refer to the difficulty to get the SA process going, promoted and to make it successful. This can refer to all stakeholders, but seen through the perspective of the SAIPs. **Lack of budget** and **time constraints** are most often mentioned. Two examples from SAIP reports:

- It turns out to be difficult to assemble and congregate all woreda SAC members twice a month as stated in the action plan. As kebele citizen representatives are usually residing in remote areas, they request for a per diem to travel to the woreda capital whereas woreda representatives are too often engaged in their day-to-day activities and as such have less time to participate in SAC meetings.
- Community representatives and service providers being busy with other government and community duties that even started to make difficult for the SAC members to come together as per their plan of meeting

Other challenges are unrealistic expectations, staff turn-over, shortage of human and other resources, resistance against change, problems with the SAC composition (e.g. too many officials and too few citizens or different vulnerable groups not well represented), distance/remoteness, and lack of existing local structures[6].

Opportunities refer to factors that can facilitate the SA process in order to get it going, promoted and becoming successful. Similar to the 'challenges', it can refer to all stakeholders, but seen through the perspective of the SAIPs.

Motivation and commitment (from various stakeholders) is seen as the main opportunity to get the SA process going. Also **information sharing** (sensitization, awareness raising) is stated as an important positive factor for successful implementation of the SA project. Two examples from SAIP reports:

- The major opportunity with respect to the SAC operation is that SAC members have the willingness to be engaged in SA and to facilitate the process.
- Ongoing sensitization workshops have created further awareness about the ESAP2 program. This has been a good opportunity in the promotion of the SA program as we cascaded the program at woreda and kebele level.

Other important opportunities are budget allocation, partnerships (networking, collaboration with CSOs), SAC inclusive composition, linkages with existing structures, monitoring and supervision, alignments with government policy and strong leadership.

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[6]   In some regions like Tigray there are many local and traditional organizations that the SAC can link with and on which we can build. In other regions however (SNNPR) the level of existing organizations is much lower which is more challenging for the SAIPs active there.

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4. Financial Progress

The MA managed to further catch up during the previous quarter on the SAIP financial statistics which resulted in a steady and timely transfer of payments to SAIPs.

The graph below shows the current status of disbursements as well as expenditures versus the total contract amount. Annex 4 of this report provides a systematic overview of the disbursed amounts (both total and per individual period) as well as the actual expenditures for all 49 SAIPs as per 30 June 2014. The overall total amount disbursed to all 49 SAIPs as per 30 June 2014 was US$ 8,413,387.31 which is roughly 63% of the overall total contract amount of US$ 13,301,124.25 allocated to ESAP2 grant activities (73 % for the first group of 30 SAIPs and 45% for the remaining 19 SAIPs).

Disbursements made during the period April-June 2014 totaled to an overall amount of US$ 1,249,905.96. For the first group of 30 SAIPs this amount was US$ 954,818.51. Fund transfer was made to all 30 SAIPs. Of the 19 new SAIPs, 15 received an advance payment in total of US$ 295,087.45. Two of them, 33-ADCS and 44-HIWOT, did not need an additional transfer. One SAIP (49-ECC) did not receive a second advance as they did not report in accordance with the ESAP2 basic requirements which made the MA putting the advance payment temporarily on hold. 34-CFID did not receive a second advance payment. The findings of a recent monitoring visit require a budget modification which is currently under preparation. Discussions with the management of the two SAIPs have been undertaken and follow-up actions expected soon.

Graphic reflection of the budget utilization by 49 SAIPs as per 30 June 2014
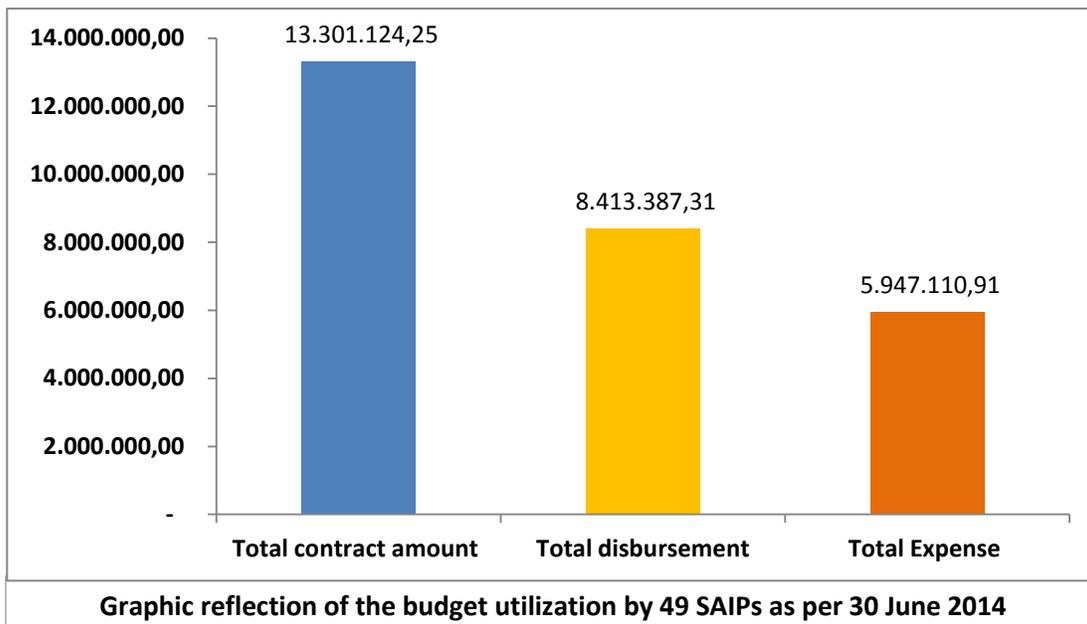
In addition to the disbursements (total as well as separate for the given quarters), the level of actual expenditures or "burn rate" ratio is presented as well. The first group of 30

SAIPs has expended an amount of US$4,692,679.00 as per 30 June 2014, which equals to 75% of the total disbursed amounts since the start of the project (1 January 2013). For the second group of 19 SAIPs, the figure is US$ 1,254,431.91 (59% of the three disbursed tranches until 30 June 2014). The overall total amount of expenditures as per 30 June 2014 is US$ 5,947,110.91 which is 71% of the total amount disbursed to all 49 SAIPs.

Annex 4 also indicates that as per 30 June 2014, 18 SAIPs from the first group of 30 have utilized more than 75% of the disbursed amounts which shows that the burn rate of most SAIPs has increased considerably during the reporting period which is encouraging. The remaining 12 SAIPs have utilized between 62-75% of the total amount disbursed which is also encouraging. However, it is noted that all SAIPs have utilized less than 70% of the contract amount as per 30 June 2014 which shows that some SAIPs may not consume the overall contract amount during the remaining two quarters. The MA will continue to closely monitor SAIPs who have a relatively large un-utilized budget in order to make sure that their utilization rate will increase considerably in the remaining two quarters.

As per Annex 4, four SAIPs from the group of new 19 SAIPs have utilized more than 70% of the disbursed amount which is encouraging. Ten SAIPs utilized between 50-69%. The remaining 5 SAIPs have utilized less than 50% which makes a close follow-up of them to make sure that the burn rate will increase in the consecutive quarters.

The MA has addressed thorough attention in improving the financial management system of SAIPs so as to ensure a proper and transparent utilization of ESAP2 funds. One of the SAIPs benefiting from this initiative is 30-VECOD which received direct on-the-spot technical support to improve their internal financial system. The MA identified serious gaps in financial management of this SAIP and proposed solutions to improve the system. In addition, the MA touched base with the management of the EU funded CSF program which also supports this SAIP to fine-tune resources and define a joint approach in relation to VECOD.

The MA finance team continues providing technical support to SAIPs through continuous coaching and mentoring during the financial report review process. There is still a challenge to get high quality financial reports in particular from the SAIPs based in the Tigray region. In this quarter, an MA team travelled to Tigray to provide direct on-the-spot support to the financial departments of five SAIPs in order to produce quarterly financial reports in line with the expected standards. Due to a relatively high turnover of financial staff employees of these SAIPs, the MA organized a half day refresher training for the newcomers to familiarize them with the ESAP2 financial procedures and regulations.

Once every six months, the MA organizes an "experience exchange event" for SAIP financial staff employees. The next session is planned immediately after the upcoming learning benchmark session, early September 2014. This event will facilitate experience sharing among SAIPs in the areas of finance, grants, procurement and internal auditing. During this event, the MA will also share the main findings of the international audit with representatives of all SAIPs. SAIPs have submitted procurement plans for the year 2014 and a contract register for the year 2013. A total of 18 procurement plans were approved by the World Bank during this

quarter. Seven additional plans have been sent to the World Bank and are waiting formal endorsement while 5 other ones are still under review by the MA. It is expected that all procurement plans will be finalized and approved in the coming period.

5. MA Coordination

5.1 Internal Coordination

Recruitment Issues

In the current reporting period, three additional staff employees have been recruited to strengthen the capacity of the MA following an approval of the selection reports by the World Bank. Due to the fact that the MA staff capacity has grown considerably in the previous twelve months, the secretariat with only one employee was understaffed. Approval was received to recruit a second secretary who will take up her duties in July.

As mentioned in the previous QR, the MA planned to attract an IT design expert who, together with other staff of the communication unit, will be responsible for further deepening and professionalizing the ESAP2 project Website, Facebook and Twitter accounts and assist the team with other communication and information related issues. The IT design expert will join the MA at the beginning of August 2014.

One of the employees attached to the grant team decided to exchange the ESAP2 project for a University career. In between, we managed to select a highly competent candidate to replace the grant coordinator. The newly selected candidate started her job on the first of June.

Internal Auditing

In line with the annual internal audit plan, the MA Internal Audit (IA) unit conducted audits on 7 SAIPs (10-AFD, 15-GDA, 29-LIA, 26-JeCCDO, 34-CFID, 42-AEPA and 36-RCDE). Except for RCDE, final reports have been prepared, circulated and discussed with the respective SAIPs. Formal management responses were also received from all except AEPA.

Main findings following the IA exercise during the reporting period can be summarized as follows:

- Attendance sheets are lacking for 116 individuals who were reported as participants to training sessions and who received a per diem (34-CFID);
- A large amount of cash was given to staff employees as operational advance without being registered in the book of accounts. Additional advances have been provided to the same staff employees however before settlement of previously taken advances (34-CFID, 42-AEPA);
- Delay in reporting and mismatch of baseline survey and sensitization workshop expenses and their reporting was observed (42-AEPA);
- Non-compliance with procurement requirements and irregularities on the purchase of equipment (42-AEPA);
- Payment of large amounts of cash for the preparation of T-shirts and caps (42-AEPA);
- Inadequate supporting documents for car hiring services and payment (42-AEPA);

The IA unit summarized common observations and recommendations on all SAIP internal audit and international external audit reports executed in the previous quarter. The objective of the summary is to share the outcomes with all SAIPs in a transparent manner to avoid similar mistakes to happen again with implementing partners who have not yet been subject of an audit.

For the next period, the IA unit plans to conduct audits on 7 SAIPs (47-GIDA, 49-ECS, 37-Cheshire Foundation, 13-MFCFSO, 14-WCAT, 2-NEWA, and 24-WSA). Upon request of the MA, the IA unit can be asked to include internal audits of additional SAIPs should there be a need to do so.

External Auditing

An International External Audit on operations at VNG/HQ level, the MA office and 12 selected SAIPs was carried out in the period 24 March–23 May 2014. The audit covered the period 1 January-31 December 2013[7]. The external auditors final reports were submitted in June.

With regard to VNG/HQ and the MA, seven functional areas were audited:

- Institutional Arrangements - satisfactory with no observations.
- Grant Management - satisfactory with one medium and one low priority observation.
- Program Management - partially satisfactory with four medium priority observations.
- Financial Management and Accounting - partially satisfactory with two high, four medium and one low priority observation.
- Procurement of Goods, Services and Consultants - satisfactory with two medium priority observations.
- Human Resource Management - satisfactory with no observations.
- Asset Management - -satisfactory with no observations.

The overall assessment of the auditors learned that the organizational level of internal control operations of the MA office is considered to be **Partially Satisfactory**.
Out of 15 observations identified on the MA project office and VNG HQ, only two observations were indicated as 'high' priority .

- The need to improve Interim Financial Reports (IFRs), since IFRs had certain discrepancies and/or incorrect reporting of fund balance with SAIP and overall liability.
- Pool bank account used instead of designated account for transferring funds to project office.

All other observations/recommendations were rated as 'medium' and/or 'low' priority.

With regard to the twelve SAIPs that were subject of the international audit, the final auditors report contains for each SAIP separately observations and recommendations on five audited functional areas:

- Project/Program Management,
- Finance and Cash/Fund Management,

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[7] The selected SAIPs were: 01-SOS Sahel, 04-PICDO, 09-EOC-DICAC, 11-TYA, 17-ADA, 19-AFSR, 20-RTG, 21-SL, 22-MFM, 23-KMG, 25-UEWCA, 27-AAWA.

- Human Resource Management,
- Procurement of Goods and Services and
- Asset Management, Inventory and General Administration

The overall assessment of the auditors learned that the organizational level of internal control operations of two SAIPs, 19-AFSR and 23-KMG, are considered to be **Satisfactory** while the other ten SAIPs were rated as **Partially Satisfactory**.

On the other hand, the audit reports include rates on the specific functional areas audited for SAIP. The exercise learned that except for 17-ADA on Human Resource Management and 25-UEWCA on Finance and Cash/Fund Management area which were rated as **Unsatisfactory**, all other functional areas for each SAIP were rated as **Satisfactory** or **Partially Satisfactory**.

The audit reports provide a priority indication on each observation/ recommendation made (high, medium and low). Out of 148 observations identified for all 12 SAIPs, only one observation was indicated as 'high' priority. All other observations/recommendations were rated as 'medium' and/or 'low' priority.

For a clearer understanding, the most common and repetitive observations made by the auditors for each of the functional areas are summarized below. Reference is also made to Annex 7 of this report which includes a table with the final auditing observations made for each of the twelve SAIPs separately including their ranking.

Project/Program Management

1. Rate of delivery was very low (10 SAIPs)
2. Reporting by sub partner not incorporated in sub partner agreement (4 SAIPs)
3. Delay was noted in the submission of narrative and financial reports including responses on audit reports (12 SAIPs)

Finance and Cash/Fund Management

1. Differences were noted in overall expenditures per audited financial statements vis-a-vis the books of accounts or what was reported to the MA (4 SAIPs)
2. Cash payments rather than cheque payments (10 SAIPs)
3. De-facing of invoices ('PAID') on payment/project code assignment on invoices and supporting documents (11 SAIPs)
4. Some expenditures were wrongly classified, charged in excess of their allocated budget (5 SAIPs)
5. Closing fund balance appearing in the financial statements did not reconcile with books as well as balance as appearing in audited financial results (6 SAIPs)

Human Resource Management

1. Employees recruitment not transparent and documented (5 SAIPs)
2. No attendance register and system indicating 'time in' & time out", or time sheets not duly completed (3 SAIPs)

Procurement of Goods and Services

1. Brand names specified whilst raising purchase requisition and detailed specifications not stated in the purchase requisitions, non-compliance of the policies (6 SAIPs)
2. Procurement without price comparison and not supported by appropriate invoices, inappropriate bid evaluation (3 SAIPs)

Asset Management, Inventory and General Administration

1. No insurance cover for fixed assets/non-expendable assets (5 SAIPs)
2. No fixed asset register and physical verification report of non-expandable assets , or some items not included in the inventory and register (9 SAIPs)
3. No system of marking asset code and affixing donor's logo on the fixed asset (5 SAIPs)

The IA unit will monitor implementation of the auditors recommendations at both HQ and MA level. At the same time, the IA will follow up with those SAIPs that were subject of the audit on proper implementation of the auditors recommendations and ensure improvements of the identified issues by the SAIPs in the period to come.

Communication and Public Relations

Following a tendering process, the ESAP2 communication unit closely monitors the production of a documentary film on Social Accountability. The involvement of the unit is reflected in making travel arrangements as well as coordinating with the selected SAIPs and the documentary film company on suitable dates for film shooting and planning and conducting interviews with stakeholders in woredas/kebeles.

The communication unit assisted SAIPs in the areas of documentation and information sharing to the public. As a result, the WSA project coordinator was interviewed by a private FM radio station (Afro FM 105) in a show called "Women in Focus". NEWA published a "human interest story" which was included in the June published ESAP2 Newsletter. The communication unit also provided support to RtG with the production of a ten minute participatory video which was screened at the JRIS/JBAR- PBS review session in May 2014. The video features a community dialogue on how the quality of health care services improved through the application of SA.

Communication training was also given to MA employees to encourage staff to make solid pictures and write articles and share their stories from field visits on the ESAP2 Website, Facebook and Newsletter.

The fourth issue of ESAP2 Newsletter was published in June 2014, containing news, updates and stories highlighting the activities of the MA and the progress the ESAP2 program has made during the previous quarter. The general public is further been informed about the ESAP2 program through a continuous update of the Website, Facebook, Twitter and the ESAP2 Tube accounts. The popularity of ESAP2 Facebook has increased reflected in the number of likes reaching a number of 3,000.

To provide information on the role of ESAP2 actors, their relationship, linkages and institutionalization and sustainability of SA, both the communication and CD&T unit within the MA work on a further extension participatory video productions by stimulating SAIPs to enroll for another PV training session. Images and experiences of SA can thus be shared with a wider audience which makes participatory video shooting a powerful instrument in SA information sharing.

In the next quarter, the communication unit will engage with local and international media to further increase ESAP2 visibility, develop communication materials including leaflets for media, work on the adjustment and updating of the ESAP2 Website as well as other social media, publish the fifth issue of ESAP2 Newsletter and continue providing communication support to SAIPs upon request.

ESAP2 Mid-Term Review (MTR)

ESAP2 as part of the PBS program, which is implemented by the GoE in cooperation with the World Bank and other donors was subject of a Mid-Term Review (MTR) in April 2014. The main objectives of the MTR were defined as:

- To assess progress toward development objectives of the project.
- To review implementation progress across all project components.
- To enable the World Bank and MA teams to jointly discuss key strategic and implementation level emerging issues with a view to seeking workable solutions.
- To consult with and seek guidance from the ESAP2 SCM and other key stakeholders on options for the forward looking plans.

Priorities identified in the MTR report until the ESAP2 project end scheduled for December 2015 have been:

- Fast track implementation on the ground and demonstrate that SA works.
- Mobilize resources to ensure continuity of implementation by all SAIPs.
- Deepen the ongoing dialogue at the SC and among implementers on linkages, institutionalization and sustainability.
- Elaborate a roadmap and articulate SA priorities for the medium term which considers various scenarios to mainstream SA in basic sectors like health and education.

5.2   External Coordination

Joint Review and Implementation Support (JRIS)

The GoE and PBS DPs met in Addis Ababa from 12-15 May 2014 to undertake a Joint Review and Implementation Support (JRIS) mission and Joint Budget and Aid Review (JBAR) for the PBS Phase 3 Project. The main objectives were to:

- to take stock of overall PBS results.

- to assess the implementation of all program components during the last six months.
- to identify future priorities for PBS support for next six months and in the longer-term.

Two field missions were conducted prior to the JRIS mission, to Afar and Amhara region respectively which were attended by MA staff. Reports from both field missions observed very good composition of SACs representing diverse groups. It was also noted operational linkages have been initiated with FTA teams and processes at woreda level. Both missions noted the strategic challenges of sustaining and institutionalizing SA beyond ESAP2.

The SA discussion at the JRIS featured an innovative new format. First, it showcased Participatory Video (PV) methods. Second, it provided a comprehensive update on SA activities led by the MA and supported by wider development partners.

The PV showed that SA efforts have led to a common understanding of joint roles by users and providers with regard to basic service delivery.

The ESAP2 deliverables will largely focus on addressing sustainability issues on SA. Based on the MTR findings of ESAP 2, it has been agreed to conduct a stakeholder consultation workshop to discuss key emerging issues, strategies and next steps for SA sustainability after ESAP2. It was also agreed to elaborate and agree on a medium term roadmap to implement the strategies for continuity of SA initiatives post ESAP2. The baseline data findings on impact assessment will be presented to PBS stakeholders in coming months. Finally, ESAP2 progress reports will be submitted as planned and in accordance with the timeframe set.

Transparency and Accountability Group (TAG)

Two TAG meetings were organized in the previous quarter, on 1 April and 4 June respectively.

In the meeting of 1 April, a brief feedback on the issues touched during the SCM of 26 March were provided. Also the JRIS deliverables as agreed in the November 2013 session were briefly discussed and progress measured. Feedback was provided by the MA on the Executive Directors Day (EDD), organized on 31 March. The MA also promised to share the final report of the learning benchmarks organized in February 2014 with the TAG members.

In the meeting of 4 June feedback was provided on the ESAP2 Mid Term Review (MTR) and agreement on next steps achieved. The TAG members were also informed about the finalization of the international external audit and preliminary conclusions made. Following the JRIS meeting of May, a high level MoFED delegation paid an on-site visit to Adama to have discussions with both providers and users of basic services and the changes SA has brought so-far. In order to further visualize the SA process, the MA has agreed with a local film company to make a documentary on SA. The MA mentioned to the TAG that it has some concern about the fact that some SAIP staff involved in project implementation apparently leave their organization due to the fact that the project completion date is nearing. It would be desirable to inform the first group of 30 implementing partners soonest about a possible extension of the program.

Steering Committee Meeting (SCM)

The 48th SCM covering the PBS SA component was held on 19 June 2014.

Updates on agreed actions identified during the March 2014 SCM have been:

- The final FTA-SA institutionalization linkage paper was approved by the SCM.
- The MA will include a quarterly action plan and table describing progress achieved in future quarterly reports.
- As part of consultative and advisory services provided to SAIPs, the MA will communicate to the SAIPs that it is highly desirable to involve in as much as possible existing structures (e.g. parent teacher organizations) in the SA process.
- The MA will closely monitor underperforming SAIPs and eventually add external technical support to accelerate the SA implementation process.
- WB together with the MA further elaborate on the international SA visit for SCM tentatively scheduled now for mid-September.
- WB to share the ToR for the MTR and the draft impact evaluation report.
- The MA prepared in collaboration with MoFED on their JRIS presentation which included a participatory video production.

Quarterly Progress Report 9 had been circulated to the SC members. Feedback received was incorporated in the final version which was then approved. Due to the fact that a considerable period had been passed between the publication of QR-9 and the current SCM, the MA provided the SC members with a more accurate status update of ESAP2.

- An international audit firm undertook a second external audit covering the period January-December 2013. The work was finalized in June and a final report submitted to the World Bank Preliminary discussions on the audit report indicated no significant issues.
- Following the JRIS presentation and discussions, the Minister of State and the head of the Channel One Coordination Unit at MoFED paid a visit to Adama to assess SA implementation in the water sector. The visit helped to provide evidence to the high level officials that SA is actually working on the ground.
- A local company has been hired to undertake a documentary on the evolution of SA under ESAP2.
- The MA M&E team has increased regular monitoring and implementation support to accelerate implementation and provide support on emerging challenges over the reporting quarter.
- The MA has implemented targeted support and follow-up to a few struggling SAIPs that are behind schedule with SA implementation.
- It was generally noted that the SA session at the May JRIS was highly appreciated given the innovations in its structure (e.g. introduction of round table group discussions and listening from regional representatives) and content (e.g. introduction of a short video on lessons from the citizens and service providers as well as presentation of more information on SA tools application and main challenges).

- The MA informed the meeting that a second phase of SAIPs benchmarking workshops will be organized in August 2014. This time, the benchmarking sessions will be region based.

Networking

The MA facilitated the membership of CCRDA in the Global Partnership for Social Accountability (GPSA) Forum, and subsequent participation in the launching of the GPSA Forum at World Bank Headquarters in May.

In May, the MA attended a donor gathering organized by USAID to share experiences with SA in Ethiopia, and explore what more could be done in this area. Donors in principle agreed to the following:

- Mapping exercise to help understand how donors might connect our efforts and share experiences (Canada and GIZ)
- National best practices workshop in SA, jointly with the GoE (Irish Aid and ESAP, with prospective input from DFID).
- White paper for the DAG on how to move SA from project to practice, linked to Busan aid effectiveness agenda (UNDP, USAID and ESAP, with Dr. Samuel Tadesse).
- Donors will get together before end-August to explore these next steps, and to prepare to discuss this further at the next gathering, which is scheduled in early September.

On 23 May, the CS programs held another coordination meeting, mainly to update each other on progress mad. Worth mentioning here:

- Non-State Actor mapping to commence in June by CSFII in collaboration with CSSP. The approach will be similar to 2008: geographically and thematically.
- TECS started case studies on Social Accountability in collaboration with ESAP2.
- CCSP is considering supporting new initiatives around social accountability, which would be complementary to the ESAP2 approach. CSSP, ESAP and some of their SAIPs to explore further.

In June, two CD&T staff and one representative of the implementing partner KMG attended an international learning workshop in Ireland on "Governance, Accountability and Citizen Empowerment". The team presented experiences from ESAP2, among other international presenters. Focus of our sharing was on some of the challenges faced, such as building and maintaining relationships with local governments considering high staff turnover among officials, and including vulnerable groups in the SA committees. The team gained key insights from others, for instance about the need to recognize and work with local power dynamics (i.e. political is not always partisan - Uganda), about alternative ways of funding SA (i.e. funding SA initiatives of citizens and service providers, rather than funding NGO's to facilitate SA), working with organizations of the disabled, focus on service improvement results as an indicator of empowerment, and finally caution that achievements can easily be lost again if change is not systemic.

6. Conclusion

During the previous three months, a considerable acceleration in implementation of project activities has been achieved not least because the second group of 19 SAIPs, that officially started project implementation in October 2013, managed to organize field activities after a lengthy startup period where stakeholders had to become familiar with SA concepts, tools and mechanisms. However, basic knowledge on SA is key to a solid execution taking into account the relatively short time frame of project implementation. To find the balance between quantitative and qualitative results and timeframe is a rather delicate exercise. The MA is guiding this exercise and supports SAIPs whenever required.

With regard to the financial performance of SAIPs, the MA is pleased to notice that the quality of financial reporting increases more and more not least due to the fact that on a regular basis refreshment training courses are organized by the MA for financial staff employees of SAIPs. In addition, the MA grant and financial units provide on individual basis on-the-job coaching to SAIP staff which is needed due to the frequent turnover of staff within some organizations. Needless to say that providing individual SAIP support is a time-consuming exercise for the MA. The MA finance and grant teams managed to assess all SAIP financial reports on time and requests for the transfer of additional disbursements were made to HQ on-time for 47 out of 49 SAIPs. For only two new SAIPs, which still struggle with their internal financial management system, a follow-up tranche was not released within the given timeframe.

Internal and external auditing are important activities under ESAP2. Due to the fact that so many partners and sub-partners are involved, a careful and continuous assessment of program performance (of both the MA and the SAIPs) is required to avoid any misuse of resources and/or mismanagement. The international external audit of the MA and twelve selected SAIPs, which took place in April and May, did not reveal any unknown inconsistencies. Minor observations were made and the MA will follow up on them and make sure that SAIPs will take corrective actions whenever required.

SA visualization and information dissemination are crucial during project implementation. Using social media and powerful mechanisms such as participatory video and documentary film making are used by the MA to circulate SA information both widely and quickly to reach as many persons as possible and create a large SA awareness. Training of SAIP staff in applying these mechanisms is a key activity of the ESAP2 program. The MA will in the upcoming period address even more extensive attention to the involvement of regional and local media in the SA dissemination process.

Shortly, the MA will organize on a regional basis another series of benchmark sessions with the ultimate goal to bring SAIPs together to exchange SA experiences and learn from each other. An additional aim of the benchmarks will be to initiate a discussion about the future of SA in Ethiopia. A social network research analysis was completed recently under ESAP2. Its main aim was to map the network relations of all stakeholders involved in implementation of

ESAP2. One promising conclusion was the fact that, although the MA is currently a key player when it comes to SA, there are organizations which have the potential to develop in due course into centers of excellence when it comes to SA. This important conclusion is relevant when speaking about the sustainability of the SA process and results achieved under ESAP2. In order to make this exercise replicated in the future there is a need to develop sufficient local capacity which is capable of managing and monitoring SA in the future. The sustainability topic will therefore be an important issue to be discussed during the planned second benchmark sessions in August.

The MA addresses much attention to a timely performance of SA project implementation especially for the first group of 30 SAIPs as they will in principle phase out by 31 December 2014. As already indicated in the previous quarterly report, it seems to be unlikely that all SAIPs will be able to finalize project activities in line with their pre-defined action plan. Discussions have been held in relevant TAG and SCM meetings what interventions can be taken to ensure that project outcomes will be achieved. One option is to extend the implementation term for a fixed period of time. It is evident that only SAIPs that perform properly can be taken into account for a possible restricted prolongation. The MA therefore has made a risk assessment for all 49 SAIPs in terms of financial and technical performance. This risk assessment is based on monitoring site visits as well as information and data gathered through SAIP quarterly narrative and financial reports. Clearly, SAIPs that score unsatisfactory will have difficulties in getting a possible extension of the project implementation period.

ANNEXES

Annex 1   Project Synopsis

Project Title	Ethiopia Social Accountability Program (ESAP2)
Contract Number	TF099878
Location	Ethiopia
Overall Objective	To strengthen the use of SA tools, approaches and mechanisms by (a) citizens and citizens groups, (b) SAIPs, (c) local government officials and (d) service providers as a means to make basic service delivery more equitable, effective, efficient, responsive and accountable.
Specific Objectives	1. Service providers deliver qualitatively improved basic services in five focal areas to citizens[8]. 2. Citizens empowered to demand for better basic services. 3. Citizens acquired skills to play a pro-active role in planning, budgeting, implementing and monitoring service delivery. 4. SAIPs capacity increased to empower citizens.
Contractor	VNG International, GOPA Consultants and YEM Consultant
Name Contracting Authority	World Bank Ethiopia Country Office Wollo Sefer, Bole Road, P.O. Box 913/11111 Addis Ababa, Ethiopia
Project Starting Date	11/10/2011 (effective starting date 01/11/2011)
Project End Date	Original: 26/06/2013 Amendment 1: 31/12/2014 Amendment 2: 31/12/2015 Amendment 3: 31/12/2015
Project Duration	Original: 22.5 months Amendment 1: 38.5 months Amendment 2: 50.5 months Amendment 3: 50.5 months (*the duration period may further be increased in line with any increases of the budget in accordance with SCM decisions*)
Total Project Budget	Original: million US$ 7.5 Amendment 1: million US$ 14.0 Amendment 2: million US$ 21.0 Amendment 3: million US$ 23.4 (*the budget can be adjusted from time to time with increases in the MDTF in accordance with donor commitments*)
Date of Report	31 July 2014
Reporting Period	01/04/2014/ to 30/06/2014
Authors of Report	Management Agency – ESAP2

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[8]   Education, health, agriculture, water and sanitation and rural roads.

www.esap2.org.et

Annex 2   ESAP2 Project Budget Breakdown

Category	allocated grant in US$	% of expenditures to be financed (incl. taxes)
(1) Goods	433,061	100%
(2) Consultants Services	2,602,899	100%
(3) Management and Coordination Services	6,194,451	100%
(4) Training & Workshops (incl. media costs	640,010	100%
(5) Grants for Sub-Projects	13,538,193	100% of goods, works and services
OVERALL TOTAL	**23,408,614**	

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Annex 3   Social Accountability – Anticipated Activities[9]

	SOCIAL ACCOUNTABILITY			
	Deliverables	**Means of Verification**	**Action Required**	**By When**
8	Based on MTR Findings of ESAP 2, conduct a stakeholder consultation workshop to discuss key emerging issues, strategies and next steps for SA sustainability after ESAP2	Workshop report	By World Bank, MoFED, PBS DPs and the Management Agency	September 2014
9	Elaborate and agree on a medium term roadmap to implement the strategies for continuity of SA initiatives post ESAP2 [includes options for sustaining implementers on the ground]	Roadmap delivered	By World Bank, MoFED, PBS DPs and the Management Agency	October 2014
10	Timely submission of ESAP2 implementation quarterly progress reports for April-June (no. 10) and for July-September (no. 11) to the ESAP2 Steering Committee and the World Bank [incl. updated log frame matrix]	Reports submitted regularly	Management Agency	August and November 2014
11	Dissemination and reporting on baseline data findings of impact assessment to PBS Stakeholders	Presentation at November JRIS	Management Agency, World Bank	By the next JRIS

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[9] Reference is made to the final version of the JRIS report (May 2014, page 23).

Annex 4 SAIP Disbursement–Expenditure Overview (30 June 20144)

ESAP2 - DISBURSEMENT - EXPENDITURE OVERVIEW SAIPS (1-30)

No.	SAIP name	contract amount	31-Mar-13	30-Jun-13	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	total disbursed	%	contract balance	%	expenditure per Jun-14	% of total disb.	bank balance 30 Jun-14
1	SOS Sahel	300,000.00	51,699.00	0.00	71,561.72	30,586.22	37,531.49	23.898,31	215.276,74	72%	84.723,26	28%	187.694,88	87,2%	27.581,86
2	NEWA	300,000.00	51,537.56	27,634.83	58,108.53	7,349.01	47,380.81	34.861,42	226.872,16	76%	73.127,84	24%	174.245,75	76,8%	52.626,41
3	ILU	299,991.51	43,973.10	37,236.80	55,985.88	13,896.84	45,741.88	38.087,45	234.921,95	78%	65.069,56	22%	198.895,00	84,7%	36.026,95
4	PICDO	299,994.68	45,897.81	29,003.39	69,878.07	0.00	44,128.53	33.258,20	222.166,00	74%	77.828,68	26%	152.282,73	68,5%	69.883,27
5	HUNDEE	287,194.02	39,278.59	40,368.73	51,526.51	40,618.60	0.00	48.422,23	220.214,66	77%	66.979,36	23%	139.553,51	63,4%	80.661,15
6	PDN	299,589.00	59,220.72	43,147.39	33,212.08	34,145.54	22,022.50	22.678,54	214.426,77	72%	85.162,23	28%	163.583,76	76,3%	50.843,01
7	NSAC	300,000.00	59,677.24	38,061.07	52,200.94	0.00	48,064.93	17.886,61	215.890,79	72%	84.109,21	28%	167.860,30	77,8%	48.030,49
8	HFC	299,661.11	31,714.53	35,871.22	68,815.10	0.00	58,688.58	22.298,47	217.387,90	73%	82.273,21	27%	146.387,78	67,3%	71.000,12
9	EOC–DICAC	299,259.31	21,326.75	40,268.36	73,689.56	10,786.54	26,093.24	49.057,15	221.221,60	74%	78.037,71	26%	142.919,88	64,6%	78.301,72
10	AFD	299,984.00	18,597.00	52,416.52	0.00	105,164.48	25,142.21	11.061,15	212.381,36	71%	87.602,64	29%	177.774,65	83,7%	34.606,71
11	TYA	299,268.06	52,733.14	24,045.76	24,973.27	68,102.06	25,528.22	26.971,86	222.354,31	74%	76.913,75	26%	174.874,19	78,6%	47.480,12
12	PADET	299,621.62	35,913.48	16,298.09	51,355.29	36,241.53	29,886.31	41.956,00	211.650,70	71%	87.970,92	29%	147.673,48	69,8%	63.977,22
13	MFCFSO	298,990.95	35,250.00	33,450.64	36,431.68	29,555.73	58,534.59	17.367,29	210.589,93	70%	88.401,02	30%	154.657,15	73,4%	55.932,78
14	WCAT	251,313.53	31,994.55	50,347.24	24,762.61	23,333.00	0.00	17.033,87	147.471,27	59%	103.842,26	41%	111.584,27	75,7%	35.887,00
15	GDA	297,303.69	24,584.65	44,106.42	94,799.88	0.00	46,568.82	18.928,92	228.988,69	77%	68.315,00	23%	208.533,93	91,1%	20.454,76
16	ODA	299,943.96	46,554.92	50,592.97	24,137.21	48,927.37	32,721.06	26.138,17	229.071,70	76%	70.872,26	24%	173.527,13	75,8%	55.544,57
17	ADA	299,996.42	38,066.50	40,156.96	70,138.54	0.00	35,191.36	21.635,96	205.189,32	68%	94.807,10	32%	161.926,16	78,9%	43.263,16
18	WAT	299,549.03	39,027.00	27,767.02	55,879.02	0.00	45,492.92	55.565,31	223.731,27	75%	75.817,76	25%	159.598,79	71,3%	64.132,48
19	AFSR	298,560.00	34,780.28	16,659.44	75,300.15	20,255.30	0.00	28.558,43	175.553,60	59%	123.006,40	41%	132.584,83	75,5%	42.968,77
20	RTG	236,904.00	34,611.61	22,500.24	23,406.46	45,038.72	12,672.16	17.348,51	155.577,70	66%	81.326,30	34%	123.608,60	79,5%	31.969,10
21	SL	241,456.84	25,880.51	53,975.64	35,612.07	0.00	0.00	50.658,06	166.126,28	69%	75.330,56	31%	124.750,39	75,1%	41.375,89
22	MFM	268,996.37	28,243.52	20,304.00	49,712.99	44,404.01	10,076.20	55.009,31	207.750,03	77%	61.246,34	23%	143.652,90	69,1%	64.097,13

No.	SAIP name	contract amount	31-Mar-13	30-Jun-13	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	total disbursed	%	contract balance	%	expenditure per Jun-14	% of total disb.	bank balance 30-Jun-14
23	KMG	156,851.79	29,298.80	14,757.96	0.00	54,856.08	15,017.41	9.925,91	123.856,16	79%	32.995,63	21%	95.779,55	77,3%	28.076,61
24	WSA	299,989.64	19,207.00	33,812.50	47,068.41	15,834.83	65,537.30	16.734,61	198.226,23	66%	101.763,41	34%	136.060,84	68,6%	62.165,39
25	UEWCA	299,975.83	32,709.36	27,189.12	74,044.91	44,384.64	0.00	41.292,16	219.620,19	73%	80.355,64	27%	136.772,94	62,3%	82.847,25
26	JECCDO	299,934.82	24,488.87	44,768.85	72,141.26	47,319.15	0.00	44.153,08	232.871,21	78%	67.063,61	22%	178.038,16	76,5%	54.833,05
27	AAWA	263,796.05	53,058.40	22,382.33	65,813.28	14,893.85	25,536.51	83.069,83	264.754,20	100	-958,15	0	164.415,04	62,1%	100.339,16
28	OWDA	299,999.09	45,099.65	21,881.89	39,281.77	43,318.12	25,728.53	28.260,09	203.570,05	68%	96.429,04	32%	153.542,19	75,4%	50.027,86
29	LIA	297,598.15	49,258.48	33,289.08	68,087.32	48,480.25	0.00	20.469,61	219.584,74	74%	78.013,41	26%	188.479,65	85,8%	31.105,09
30	VECOD	300,000.00	29,114.00	38,492.07	52,836.23	50,648.07	26,751.64	32.232,00	230.074,01	77%	69.925,99	23%	171.420,56	74,5%	58.653,45
SUB-TOTAL 1-30		8,595,723.47	1,132,797.02	980,786.53	1,520,760.74	878,171.52	810,037.20	954.818,51	6.277.371,52	73%	2.318.351,95	27%	4.692.679,00	74,8%	1.584.692,52

MANAGEMENT AGENCY
Multi Donor Trust Fund

ESAP2 - DISBURSEMENT - EXPENDITURE OVERVIEW SAIPS (31-49)

No.	SAIP name	contract amount	31-Mar-13	30-Jun-13	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	total disbursed	%	contract balance	%	expenditure per Jun-14	% of total disb.	bank balance 30-Jun-14
31	APAP	213.068,10				60.897,82	22.970,99	21.523,07	105.391,88	49%	107.676,22	51%	107.676,22	44,1%	58.951,31
32	EIFDDA	269.574,85				88.513,77	19.323,92	27.115,57	134.953,26	50%	134.621,59	50%	134.621,59	67,8%	43.499,21
33	ADCS	270.000,00				61.584,26	44.177,01	0,00	105.761,27	39%	164.238,73	61%	164.238,73	60,9%	41.329,81
34	CFID	269.965,97				84.573,96	36.862,85	0,00	121.436,81	45%	148.529,16	55%	148.529,16	83,1%	20.541,80
35	MENA	270.000,00				83.714,46	26.552,64	22.202,45	132.469,55	49%	137.530,45	51%	137.530,45	65,2%	46.151,29
36	RCDE	213.221,68				68.685,72	18.070,26	8.784,42	95.540,40	45%	117.681,28	55%	117.681,28	48,8%	48.921,51
37	CFAFI	269.987,22				95.550,03	38.948,98	17.117,48	151.616,49	56%	118.370,73	44%	118.370,73	43,4%	85.769,18
38	REST	270.000,00				64.943,43	0,00	31.212,70	96.156,13	36%	173.843,87	64%	173.843,87	59,9%	38.513,15
39	ADV	242.100,00				61.902,21	34.596,65	28.583,22	125.082,08	52%	117.017,92	48%	117.017,92	52,6%	59.350,98
40	RVCWDO	270.000,00				75.352,96	20.513,26	7.187,96	103.054,18	38%	166.945,82	62%	166.945,82	67,9%	33.114,36
41	SWDA	242.095,11				52.210,58	43.976,08	24.669,31	120.855,97	50%	121.239,14	50%	121.239,14	42,0%	70.142,87
42	AEPA	213.300,00				55.908,37	36.455,77	6.524,57	98.888,71	46%	114.411,29	54%	114.411,29	57,9%	41.666,91
43	EWLA	242.029,48				60.454,03	18.963,11	24.359,22	103.776,36	43%	138.253,12	57%	138.253,12	53,5%	48.300,53
44	HIWOT	269.813,00				64.864,67	75.669,89	0,00	140.534,56	52%	129.278,44	48%	129.278,44	47,5%	73.765,31
45	MLYAM	213.744,47				54.425,40	16.095,85	33.191,19	103.712,44	49%	110.032,03	51%	110.032,03	51,8%	49.993,08
46	AMUDAEAS	270.000,00				83.408,37	16.476,63	23.450,08	123.335,08	46%	146.664,92	54%	146.664,92	73,4%	32.851,15
47	GIEDA	213.239,00				58.926,00	30.894,25	6.683,10	96.503,35	45%	116.735,65	55%	116.735,65	77,1%	22.099,92
48	YMCCD	269.990,44				87.825,42	29.954,42	12.483,11	130.262,95	48%	139.727,49	52%	139.727,49	52,3%	62.133,84
49	ECC	213.271,46				46.684,32	0,00	0,00	46.684,32	22%	166.587,14	78%	166.587,14	90,4%	4.487,68
SUB-TOTAL 31-49		**4.705.400,78**	**0,00**	**0,00**	**0,00**	**1.310.425,78**	**530.502,56**	**295.087,45**	**2.136.015,79**	**45%**	**2.569.384,99**	**55%**	**1.254.431,91**	**58,7%**	**881.583,88**
OVERALL TOTAL 1-49		**13,301,124.25**	**1,132,797.0**	**980,786.53**	**1,520,760.74**	**2,188,597.30**	**1,340,539.76**	**1.249.905,96**	**8.413.387,31**	**63%**	**4.887.736,94**	**37%**	**5.947.110,91**	**70,7%**	**2.466.276,40**

Note: Expenses for the period April-June 2014 are based on data included in the SAIP Quarterly Reports submitted by mid-July 2014. These reports still require the formal endorsement from the MA.

Annex 5 List of SAIPs by Sector Coverage and SA Tools applied

No.	SAIP	sectors covered & # of Woredas					SA tools applied in # of Woredas					
		Agri	Edu	Health	WASH	Road	CSC	CRC	GRB	PPB	PET	Other(CM)
1	SOS Sahel	1	1	1	3	1	4	1	0	1	0	0
2	NEWA	0	1	3	1	0	5	0	0	5	0	0
3	ILU	1	2	1	0	1	5	0	0	5	0	0
4	PICDO	1	1	1	1	2	4	1	0	5	0	0
5	HUNDEE	1	1	2	1	0	5	0	0	5	5	0
6	PDN	2	3	0	0	2	3	1	0	0	2	0
7	NSAC	2	1	2	2	2	5	3	2	0	0	0
8	HFC	1	1	1	1	1	2	0	0	2	0	0
9	EOC-DICAC	3	0	5	4	4	5	0	0	5	0	0
10	AFD	1	1	1	2	0	5	0	0	5	0	0
11	TYA	1	2	2	0	1	5	0	0	0	0	0
12	PADET	1	0	3	1	0	3	2	0	0	0	0
13	MSCFSO	2	1	1	1	0	3	2	0	0	0	0
14	WCAT	1	2	0	1	1	2	3	0	0	0	0
15	GDA	1	0	0	5	0	5	1	0	0	0	0
16	ODA	0	0	3	2	0	5	0	0	0	0	1
17	ADA	2	5	5	2	1	5	0	5	5	0	0
18	WAT	0	3	2	1	0	5	0	1	0	0	0
19	AFSR	1	2	2	0	0	3	2	0	0	0	0
20	RTG	0	1	1	0	1	3	0	0	3	0	0
21	SL	0	0	4	0	4	2	2	0	3	0	0
22	MFM	0	3	3	2	1	4	0	0	4	0	0
23	KMG	0	3	3	0	0	3	0	0	3	0	0
24	WSA	0	1	2	1	1	5	0	0	0	0	0
25	UEWCA	0	1	2	1	1	3	2	0	0	0	0
26	JECCDO	0	3	0	3	0	4	0	0	4	0	0
27	AAWA	0	4	4	0	0	4	0	0	0	0	0
28	OWDA	0	2	1	1	1	5	0	0	0	0	0
29	LIA	2	2	0	1	0	3	2	0	5	0	0
30	VECOD	2	3	1	3	1	3	2	0	0	0	0
	SUB-TOTAL	**26**	**50**	**56**	**40**	**26**	**118**	**24**	**8**	**60**	**7**	**1**

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No.	SAIP	sectors covered & # of Woredas					SA tools applied in # of Woredas					
		Agri	Edu	Health	WASH	Road	CSC	CRC	GRB	PPB	PET	Other(CM)
31	APAP	0	3	3	0	0	3	0	0	3	0	0
32	EIFDDA	0	2	2	1	0	5	0	0	0	0	0
33	ADCS	2	2	1	0	0	4	0	0	0	1	0
34	CFID	0	5	5	0	0	5	0	0	5	0	0
35	MENA	2	2	2	3	1	3	1	0	0	1	0
36	RCDE	0	1	1	1	0	3	0	0	0	0	0
37	CFAFI	0	2	2	1	0	5	0	0	0	0	0
38	REST	0	0	5	5	5	5	0	5	5	0	0
39	ADV	1	1	1	1	0	4	0	4	0	0	0
40	RVCWDO	1	2	0	2	0	2	3	3	0	0	0
41	SWDA	0	2	1	1	0	4	0	0	4	0	0
42	AEPA	3	3	3	0	3	3	0	0	3	0	0
43	EWLA	0	2	0	0	2	2	0	0	2	0	0
44	HIWOT	0	5	5	0	0	5	0	0	5	0	0
45	MLYAM	0	3	3	0	0	3	0	0	3	0	0
46	AMUDAEAS	0	5	5	0	0	5	0	0	0	0	0
47	GIEDA	0	0	3	3	0	2	0	0	1	0	0
48	YMCCDA	0	2	3	0	0	5	0	0	5	0	0
49	ECC	3	3	3	0	0	3	0	0	3	0	0
	SUB-TOTAL	**12**	**45**	**48**	**18**	**11**	**71**	**4**	**12**	**39**	**2**	**0**
	OVERALL TOTAL	**38**	**95**	**104**	**58**	**37**	**189**	**28**	**20**	**99**	**9**	**1**

CSC = Community Score Card
CRC = Citizen Report Card
GRB = Gender Responsive Budgeting
PPB = Participatory Planning Budgeting
PET = Public expenditure Tracking
CM = Community Mapping

Annex 6   MA Risk Assessment of 49 SAIPs as per June 2014

No.	Organisation	SAIP ranking as per July 2014			
		Finance/Grants	Capacity Development and Training (CD&T)	Monitoring and Evaluation (M&E)	Overall ranking
1.	SOS Sahel	Good financial systems, good understanding of MA requirements, and timely submission and good responsiveness.	Interface meetings facilitated. PPB in process of implementation.	On the right track with implementation but M&E officer not properly engaged in the project.	2.67
2.	NEWA	Good understaning of MA requirements, timely financial report submission, but less responsiveness. Delayed reporting common and no proper backstopping from financial staff. Capacity is low.	SA application with good quality, now at the stage of JAP monitoring, service improvement evidenced, good collaboration with government officials. Need to strengthen the SAC on how to monitor the JAP and hold a regular meeting. The JAP should be detailed enough and the WC should develop an action plan to support the SAC to monitor JAP.	Implementation on track. Need to improve haring promising practices The WC should report in accordance with the format and the PC should support them.	2.00
3.	ILU	The quality of financial reports must be improved. Lack of responsiveness. Good documentation.	Very good quality of SA implementation and Service improvements in implementing GAP. The SAC is mainly dominated by government officials in most cases. The SA expert in Debre Libanos is not well versed in SA and needs support.	Implement the project in accordance with their plan and timely submission of reports. Project management: the PC is based in Metu and not regularly providing support and monitoring the project work targeted by sub partners. Poor documentation for actions facilitated by WC/SAC.	2.33
4.	PICDO	Good understanding of financial requirements, quality financial report submitted and responsiveness. Sometimes there is delay in addressing the MA requests. Good and complete reports. Usually on time. However, finance staff might leave the project.	The SAC composition is good, chaired by citizen (Wansho), good understanding of SA among stakeholders. Complete delay in implementation, the key project team has less control of budget. Less guidance from the HQ.	Good documentation in the field. However, delay in implemenation not as per their plan. Incomplete reporting. The PC and other key staff are not intensively travelling, monitoring and supporting WC.	2.00

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No.	Organisation	Finance/Grants	Capacity Development and Training (CD&T)	Monitoring and Evaluation (M&E)	Overall ranking
5.	HUNDEE	Good understanding, quality report, good documentation, but there is gap to respond to the MA requests and comments. Finance staff does not have the autonomy needed. Financial reports usually clean and well done.	Good progress in implementation. Engagement of citizens is limited(6/FGD). At the stage of implementation of JAP. PET application delay. Engagement of officials needs improvement.	On track by implementing the acceleration plan. The WCs have no facility to consolidate documents and reports. Poor documentation of project actions at woreda level.	2.33
6.	PDN	Submit complete reports on time. As a follow up the finance officer will be leaving. Fund transfer from the lead to sub needs improvement.	On track of implementation in 4 woredas - at the stage of JAP. Quality needs to be improved. WCs not based in the operational woreda which hampers coordination. Follow up on implementation of the PET	Delay in implementation in Fedis. The PC and M&E provide loose support and guidance to the WCs. Improve documentation and reporting.	2.33
7.	NSAC	Good documentation and reporting. Except consistency of workshop participants signature.	Poor quality of implementation. The MA advised them to do the SA exercise . No clarity on SA approaches and application including CSC,GRB. Need support in implementing GRB.	The M&E officer is in place and tried to support the WCs, but is engaged in other organizational assignments and has less time to monitor the SA. Reliability of QNR reports.	1.67
8.	HFC	Very good in reporting and responding- needs less support.	Good progress in implementation. Engagement of citizens is good and SP/official officials actively involved. Strong SAC and functioning. Reaching more people using the local media. Areas of improvement: Service assessment consolidation in Sebedino- done by the WC and no engagement of citizens. Some delay in application of PPB in Babile- to be followed.	Implementation in line with their plan. Good documentation in the field . Complete reporting. The PC and M&E are intensively travelling and monitoring and support the WCs.	2.67
9.	EOC-DIAC	Very good in reporting and responding- needs less support	Properly implemented- interface coordinated. Needs support in PPB application.	The M&E officer is intensively supporting the woredas. Improve documentation. Systematically monitor and support the WC under AFM.	3.00

No.	Organisation	Finance/Grants	Capacity Development and Training (CD&T)	Monitoring and Evaluation (M&E)	Overall ranking
10.	AFD	Good reporting and documentation. Except guiding them to show the detailed budget for program delivery in the summary.	JAP implementation stage and there are service improvements. Monitoring of JAP implementation to be strengthened.	Strong monitoring support and follow up of the project. Good quality reporting. Needs improvement in documentation of good practices and sharing.	3.00
11.	TYA	Finance staff turnover. Delay in reporting and documentation. Needs close support.	Doing well in implementation of the project. There are service improvements. Monitoring of JAP implementation to be strengthened.	Very good documentation and reporting.	2.33
12.	PADET	Turnover of staff. Documentation gaps. Finance staff engaged in other assignments and less responsive before but the current accountant is good.	There is good progress but there is some delay in implementation. The MA to follow up PADET to fast track implementation in Addis woreda. No systematic engagement of citizens in the CRC process as well as the quality issue.	Delay in implementation in Addis Ababa and Muke Turi. M&E provides loose support and guidance to the WCs. Good documentation. Needs improvement in reporting.	2.00
13.	MFCFSO	It was a challenge before, the new finance officer is capable and much progress has been the result.	Doing well in implementation of the project. There are service improvements. Monitoring of JAP implementation to be strengthened.	Good documentation and quality reporting. Needs improvement in sharing good practices.	3.00
14.	WCAT	Good understanding of financial requirements. The quality of reports should be improved, always there is an issue on workshop per diem, and there is substantial non-responsiveness from project accountant.	There is good progress in Debre Tabor and Kiltu Kara woredas and there are service improvements. Gaps in quality of implementation not in accordance with the SA process. Monitoring of JAP implementation to be strengthened.	There were delays in most woredas. Not implemented in accordance with their plans. Needs to improve documentation and reporting. Very loose monitoring support to sub partners.	2.00
15.	GDA	There is much improvement in reporting . Finance staff is not responsive. Can be good but is not consistent. Needs close follow-up because of the disengagement of finance staff and new PC.	WC not stationed in the operational woredas and not fully engaged - it hampers a close follow up of the project. JAP not developed following the interface and not implemented. The SAIP should smoothen its relation with the government. The MA to closely follow up.	Delay in implementaion of the project . Poor documentation and reporting in the field.	1.33

No.	Organisation	Finance/Grants	Capacity Development and Training (CD&T)	Monitoring and Evaluation (M&E)	Overall ranking
16.	ODA	Good responsiveness, quality report, good documentation and good understanding of MA requirements. There is much improvement in reporting. However, there is not full-time finance staff as the person has left the project.	Doing well in implementation of the project , there are service improvements. Monitoring JAP implementation to be strengthened.	The M&E officer has never supported WCs. Needs improvement in completeness of documentation and reporting at field and HO level.	2.33
17.	ADA	Gap in quality of reporting and delay due to staff turnover.	Doing well in implementation of the project, there are service improvements. Monitoring JAP implementation to be strengthened. Needs more support in GRB.	Good in documentation and reporting. The M&E officer should be more involved in the project and monitor results.	2.33
18.	WAT	Capacity of finance officer limited. Less responsive to questions.	Good progress in program quality and implementation. Needs more support from the MA. Monitoring JAP implementation to be strengthened.	There was a delay in implementation. Loose monitoring support to WCs and partners. Needs to improve documentation.	2.00
19.	AFSR	Engagement of finance staff in other project affects the accounting work. Documentation.	Good progress in program quality and implementation. Needs follow up to empower SAC and engage citizens better. Monitoring of JAP implementation to be strengthened.	Delay in implementation in two woredas due to partnership issues. Currently, managed.	2.00
20.	RtG	Delay in reporting and submitting complete documents. Not responsive(resistant to accept comments). Do not use approved financial report.	Service improvement plan implementation as well as service improvement. Monitoring of JAP implementation to be strengthened. Needs to scale up good practices.	Doing fine and needs less support.	2.67
21.	Save Lives	Staff turnover, unable to submit quality report on time.	There is good progress in implementation even though delay in SA process. Improvement: Citizens are not well aware of SA and the quality of implementation needs to be improved.	Delay in the implementation. Loose monitoring and technical guidance from HQ to field staff due to M&E staff turnover. Gap in quality reporting.	1.67
22.	Mums for Mums	Finance officer not independently handling financial matters. Incompleteness in financial matters.	Good progress in implementation and at the stage of JAP monitoring.	Quality of reporting needs improvement. The M&E officer not fully assisting project staff.	2.00

No.	Organisation	Finance/Grants	Capacity Development and Training (CD&T)	Monitoring and Evaluation (M&E)	Overall ranking
23.	KMG	Good reporting, timely and quality reporting.	Good quality of implementation - kebele interface conducted but delay in woreda interface - but there are some service improvements . Needs to accelerate woreda interface for coordinated implementation of improvement plans be implemented?.	Delay in implementation- including interface meetings at woreda level. QNR not explanatory. Does not really reflect what has been achieved in the field.	2.67
24.	WSA	Quality of report should be improved. Good responsiveness, good financial management.	Service improvement plan implementation as well as service improvement. Monitoring of JAP implementation to be strengthened. Needs to scale up good practices and guide SAC.	Good in implementation but there is a delay in the 3 woredas targeted by OSHO.	2.67
25.	UEWCA	High quality financial reports, timely submission. They are responsive and have a good financial management system.	Service improvement plan implementation as well as service improvement. Needs support and guidance on who and how to execute the JAP(Amibara).	Very good in quality of reporting and documentation. Regularly sharing good practices.	3.00
26.	JECCDO	Timely submission, good quality and responsive. They have a good financial management system.	Much improvement in implementation and at the stage of monitoring the JAP. Monitoring of JAP implementation to be strengthened. Good prospect to sustain SA initiatives. Some delay in PPB application which needs follow up.	Good documentation and reporting.	3.00
27.	AAWA	Submit completed and quality report. Needs improvement to submit reports on time. Also less responsive.	Good stage of implementation. Needs improvement in closely working with officials (Kolfe) and better guide SAC.	There was a delay but managed to fast track the implementation. The M&E being in place.	3.00
28.	OWDA	Submit reports on time and responsive.	Much improvement in implementation and at the stage of monitoring JAP but quality gaps. Needs support and guidance on who and how to excute the JAP.	Delay in Afar. No proper documentation. M&E officer almost absent for a year and not properly handling the monitoring function.	1.67

No.	Organisation	Finance/Grants	Capacity Development and Training (CD&T)	Monitoring and Evaluation (M&E)	Overall ranking
29.	Love in Action	Gaps in submitting quality financial report documents. Incomplete documentation.	Some WCs have limited understanding of SA approaches - needs to be internalized at all levels. Adaba WC based very far from the woreda and challenging to facilitate project actions. Gap in quality of implemntation- and SA burdens communities. Monitoring of JAP implementation to be strengthened.	Delay in implementation in the 2 woredas. Frequent turnover of M&E officer and not providing sound guidance to the WCs on reporting, documentation etc.	1.33
30.	VECOD	Frequent staff turnover (esp. in finance and M&E). Delay in submitting reports.	There is much progress in implementation thanks to the backstopping from the MA.	No proper monitoring support provided to WCs. There should be a clear seggregation of duties and key staff should be autonomous to execute responsibilities.	1.67
31	APAP	Quality financial report and sound financial management systems. Delay in submission of quarterly financial reports. Not responsive	Launching completed, SAC, established. Delay in implementation. Good composition of SAC.	Implememntation delay not as per their revised plan. No office space at woreda level in Yabello woreda. M&E seems not to be much involved in ESAP2	1.33
32	EIFDDA	High quality reports. Sound financial management. Very responsive.	Size and amount of FGD is small. In Tiro Afeta woreda, working only on one school per kebele. Good awareness of citizens. Good capacity of woreda coordinators.	No strong monitoring mechanism. The M&E and PC are not regularly closely supporting the WCs.	2.33
33	ADCS	Have good financial management, but delay in reporting. Lack of understanding of ESAP2 financial requirements.	SA training completed, SAC established. Good relationship with government. Size of FGD small. Working in PSNP woreda and in Dallol woreda. Needs to link WSAC and KSAC.	Good in follow up and implementation of the project. Good quality of reporting.	2.33

No.	Organisation	Finance/Grants	Capacity Development and Training (CD&T)	Monitoring and Evaluation (M&E)	Overall ranking
34	CFID	Poor financial management system. Timely submission, responsive but there is a need for a very close follow up.	Low participation of citizens. Not enough citizens engaged in the SA proces.	The PC and M&E have capacity gaps in coordinating functions. No evidence of relevant documentation at field level. No systematic monitoring - always travel to the sites to undertake seasonal activities.	1.00
35	MENA	Excellent SAIP. High quality financial reports. Sound financial system in place, very responsive.	Good understanding of SA among PC, M&E and WCs. Carefully following the SA implementation manual, thinking well over their implementation decisions. Need support for implementation of PETS. SAC should have more citizens.	Very good coordination and timely implementation of actions including comprehensive and high quality reporting. Needs to finalize and share rapid assessment.	2.60
36	RCDE	Good but not responding on time. Poor quality of QR3 financial report.	High staff turnover of WCs. Limited understanding of SA among WCs. Delay in implementation due to security issues.	No proper monitoring and documentation mechanism. More support needed to sub partners.	1.30
37	CFAFI	Timely submission of reports. Needs to follow up on reimbursement of grant transferred to United volunteer.	Conducted SA training and established SACs. Limited understanding of SA among citizens (Jimma woreda). Branch managers to be trained internally.	Loose institutional arrangement to closely monitor and support WCs. Rapid assessment still to be finalized and shared.	2.33
38	REST	Delay in reporting. Poor finnacial reporting. Incomplete documentation. Not responsive.	Established SAC and FGDs (1 FGD per sector is low. Vulnerable groups not included in FGDs. Needs to link WSAC and KSAC. Working in 5 kebeles in 5 sectors on 3 tools. Needs support on GRB.	Good monitoring mechanism including proper documentation at woreda level. Needs technical support.	1.67
39	ADV	Timely and quality reporting, very responsive.	Conducted SA training, good relationship with government. Working well on social inclusion and empowerment. Finalizing CSC process. SACs should be strenghtened and more sensitization needed for wider community and support on GRB.	Timely implementation as per action plan. Good documentation and reporting on promising stories. More visibility. Needs to improve quality of reporting.	2.67

No.	Organisation	Finance/Grants	Capacity Development and Training (CD&T)	Monitoring and Evaluation (M&E)	Overall ranking
40	RVCWDO	Good quality reporting and timely submission.	SA training well organized. Confusion on size and composition of SACs. Resistant to ESAP2 approach, want to use ESAP1 approach on FGDs (amount of FGD is small per kebele). Needs support on GRB.	There was some delay in planned action execution-much progress. There is a need to conduct quarterly review meetings with sub partners. Action plan to be finalized.	2.33
41	SWDA	Timely submission of reports, but not responding to the comments on time. Good quality reports, have good financial management system in place, good in documentation.	PC and WC have limited understanding of SA tools application.	There is delay in implementation. The M&E is not fully engaged in ESAP2 and not properly supporting and monitoring the project.	1.33
42	AEPA	Limited capacity of finance staff. Poor quality of documentation. Procurement not in line with ESAP2 procedures. No system in place.	SAC established. WSAC have limited understanding of SA. SA training not conducted. WCs not based in woredas.	Limited institutional capacity to manage the project including inability to submit a clear action plan. Poor quality reporting. Loose monitoring mechanism. Design a strong monitoring system to track progress including finalizing rapid assessment report.	1.00
43	EWLA	Very responsive, high quality reporting and good documentation. Good financial management skills.	Good capacity of the PC. Citizens in Benishangul Gumuz have limited understanding of SA. Implementation should not burden citizens to contribute more for service improvements.	Good capacity of M&E officer. Good quality reporting. Needs to fast track implementation especially in Benishangul as there is some delay. Needs to finish the rapid assessment.	2.33
44	HIWOT	Very responsive, high quality reporting and good documentation. Good financial management skills.	Very good quality implementation of SA activities. Good mobilization of vulnerable groups. Strong and functional SAC.	On track in implementation. Very good quality reporting and strong monitoring support to the WCs.	3.00
45	MLYAM	The financial management system needs some improvements. Timely financial report submission. Responsive.	Established good SAC (no regular meetings). Conducted SA training. Stakeholders have good understanding of SA. Needs to link WSAC and KSAC. More empowerment of women needed. PC has limited understanding of SA.	Good documentation. Regular meetings. Good relationship with sub partner. Good capacity of M&E officer.	2.33

No.	Organisation	Finance/Grants	Capacity Development and Training (CD&T)	Monitoring and Evaluation (M&E)	Overall ranking
46	AMUDAEAS	Financial system needs some improvement. Timely submission of financial report. Good understanding of ESAP2 financial requirements, but there are still some gaps. They are responsive. There is need for follow up support. Limited capacity but staff is willing to learn and willing to effectively implement MA comments.	There is good progress in implementation of SA activities. SAC well functioning. The SA process is not properly facilitated as the WCs not based in woredas and not have office space.	Implementation is on the right track. Loose relationship with the sub partners. Poor reporting and unable to stick to the format. M&E makes field trips but not providing sound support to the WCs.	1.67
47	GIEDA	Lack of proper financial management system. Lack of responsiveness. Poor documentation.	Good understanding of SA by PC and WCs. Composition of SAC should be improved. SAC and FGDs have a good understanding of SA and are committed.	Good documentation. Visibility in woreda office. PC based in target area, works closely with WCs. M&E officer should be more involved. Sharing more promising stories.	2.33
48	YMCCD	Good in financial management. Are responsive. High quality reporting and solid documentation.	Good capacity of the project staff PC, M&E, WC (Holleta woreda). Good mobilization and participation of vulnerable groups. SAC well functioning. Citizens have limited understanding of SA.	Good capacity of the M&E officer. Some delay in implementation. Documentation at woreda level should be improved.	2.33
49	ECC	Complete delay and incompleteness of financial reports. Limited understanding of fund management requirements and procedures. No dedicated finance staff from the ECC HQ and not responsive.	The M&E has a good understanding of SA. SA implementation is not of good quality and most woredas are very remote. SA tools application has not yet started in the majority of the woredas.	Delay in implementation in Benishangul Gumuz woredas and staff turnover. Coordination arrangements not strong. Loose support and guidance from the ECC HQ to the field staff. Delay in reporting and poor quality.	1.00

score: 3

score: 2

score: 1

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Annex 7 International External Audit – Final Audit Observations SAIPs

Audit Observations Analysis of 12 selected SAIPs											
		Functional Areas of Audit & its Observations Priorities							No. of Observations			
	SAIP	**A. Project / Programme Mgt**	**B. Finance & cash/Fund Mgt**	**C. Human Resources Mgt**	**D. Procurement and Supply Chain Mgt**	**E. Asset Mgt and General Adm**	**Overall SAIPs Risk Status**	**RANK**	**Total**	**High**	**Med.**	**Low**
1	SOS Sahel	2M+1L=PS	4M+1L=PS	None=S	2M=S	None=S	PS	4	10	0	8	2
4	PICDO	3M=PS	6M+2L=PS	None=S	1M=S	1L=S	PS	7	13	0	10	3
9	EOC-DICAC	3M=PS	4M=PS	1L=S	1M=S	1M=S	PS	3	10	0	7	3
11	TYA	4M=PS	6M=PS	1M=S	None=S	2M+1L=PS	PS	9	14	0	13	1
17	ADA	4M=PS	5M+2L=PS	1H+1L=US	3M=PS	2M=PS	PS	12	18	1	14	3
19	AFSR	3M=S	2M=S	2M=PS	None=S	1M=S	S	1	8	0	8	0
20	RTG	3M=PS	5M=PS	1M=PS	1M=S	1L=S	PS	6	11	0	10	1
21	SL	2M=PS	1L+6M=PS	1M=S	2M=PS	3L+1M=PS	PS	10	16	0	12	4
22	MFM	1L+2M=PS	7M=PS	None=S	1L+1M=PS	1M+1L=S	PS	8	14	0	11	3
23	KMG	2M=PS	2M=S	1M=S	2M=PS	1L=S	S	2	8	0	7	1
25	UEWCA	4M=PS	5M+2L=US	1L+1M=S	None=S	1M+1L=S	PS	11	15	0	11	4
27	AAWA	1M=S	2M+1L=PS	2M=S	1M+1L=PS	1L+2M=PS	PS	5	11	0	8	3
							Total Number of Observations		**148**			

Note:

1 H = High, M = Medium and L = Low are priority or level of associated risk given to each observation.

2 S = Satisfactory, PS = Partially Satisfactory, US = Unsatisfactory. Rates given to each audited functional area and overall SAIP organizational level.

Annex 8   SAIP Social Network Analysis

During the learning benchmark meetings of February 2014 and the Executive Directors Day (EDD) a few weeks later, the MA conducted a social network analysis to better understand how the SAIPs and their directors are currently networked. The analysis was done together with a consultant during April and May, and the main conclusions were:

- The **MA is a key player** for the SA network. However, the vision of ESAP2 is to create centers of excellence on SA in Ethiopia, and from that perspective there is a need to begin working with other key players in the network and to stimulate other organizations to take up leadership roles within the network.
- There are only a **few other players** in the SA network besides the MA, which are acting as resource hubs, promoters and brokers. It is good to start exploring the creation of centers of excellence with those actors, because they have a natural leadership role within the network.
- **The directors are better networked** than their project staff, and it is not evident that information and innovation will pass from project staff to the directors and vice versa. Hence, for SA learning and innovation it is not enough to rely on the directors network.
- **Regional networking is relatively weak**, and there are almost no regional networks to speak of. The networks in Amhara and Tigray regions are more developed than in the other regions, but still not impressive.
- There is an **untapped potential to use on-line facilities** as a means for networking, as only 4% of respondents indicated not to have an internet connection.

The consultant recommended strengthening the linkages and exchanges between the various actors within the network at three entry levels:

- **National level.** At national level there are events organized like the learning benchmark meetings. There is an opportunity to facilitate this networking by perceiving it as a network and organizing regular (online) events and exchanges. This definitely needs to be facilitated. As can be seen, without MA facilitation a vibrant network does not exist.
- **Regional level.** Strengthening the networks at regional level is important because the regions have their regional autonomy and a distinct context which calls for unique strategies per region. For instance, due to a high cultural diversity, the SNNP region is organized very differently from for instance Amhara or Tigray regions. The networking at regional level can be supported by appointing a regional lead agency and availing a budget for activities like exchange visits. The regional leads can together form part of a national coordination body. The network graphs give some pointers as to whom to explore this with.
- **Functional level.** It is also important to exchange at a functional level (e.g. among PCs or M&E officers) to learn, and to exchange what works, as a sort of community of practitioners. This works best at national level. It from exchanging across regions with different situations that innovation is fostered.

The final report also contains specific recommendations for the MA and for SAIPs. Regarding the government and development partners, the consultant observes that the MA is playing an important role in connecting actors in SA and stimulating learning and innovation, and that it is important to support a strategy to institutionalize this expertise. The consultant recommends:

"To institutionalize SA expertise and innovation in Ethiopia it is important to develop a clear strategy to overcome dependency on the MA and to enable scaling, by working towards centers of excellence and a pool of experts (see below for an explanation by the MA of both concepts)".

Strategies for civil society support to SA work

ESAP2 proposes two complementary strategies to institutionalize civil society support to SA work.

Pool of SA experts: Aim - To increase the use and practice of SA in Ethiopia and to share lessons and experiences amongst each other that contribute towards institutionalization and sustainability.
The practitioners will be an important resource to continue the promotion and advancement of SA at the federal, regional and woreda levels of Ethiopia in partnership with different tiers of government, service providers and citizens. The pool will function as a network – "*a group of individuals or organizations that share an interest, and who contribute knowledge, experience and resources for joint learning and action* (Capacity.org issue February 2006)".

Centers of Excellence[10]**:** In addition to the networking strategy, the MA proposes to facilitate the emergence of several local/regional SA hubs that aim to document SA knowledge and to provide access to practitioners and capacity development in support of SA work in Ethiopia. The hubs would be located within credible and independent pioneers of SA, which can serve citizens, government stakeholders, donors and civil society actors in Ethiopia.

The hubs will be responsible for:

- Promotion of SA practice through research and documentation, information sharing, and facilitation of practitioner learning;
- Referreal to the local/regional SA expert pool;

The centers of excellence are civil society organizations that have a track record with SA in Ethiopia, and are in a position to function as a hub around which other SA practitioners and organization can converge.

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[10] During the initial project proposal the centers were expected to be located in universities. Due to the bureaucratic hurdles and budgetary constraints, these centers of excellence are not considered to be suitable centers, at least, in the foreseeable future. Besides, universities do not have a past track record of being hubs on social accountability in Ethiopia.(Concept Note ESAP2: On Center of Excellence, Institutionalization and Sustainability, March 2012)

Annex 9 ESAP2 Quarterly Action Plan

The QAP presented in the table below includes the main activities the MA will focus on during the next quarter (period July – September 2014).

Activity	Progress to date
General Project Management	
Quarterly Progress Report drafted.	On schedule.
Logical Framework Matrix updated.	Updated and included in QR-10.
Internal Audit of 7 SAIPs.	Focus will be mainly on the new SAIPs as the first group[of 30 was subject of both external national and international audits before.
Management discussions with SAIPs on case-by-case basis about on-going performance and possible corrective actions to be made.	Slow performing SAIPs are invited to the MA to discuss the reasons for slow performance and how these can be overcome. Continuously monitored by the MA.
Linkages with other programs further developed.	Continues according to plan.
Grants and Finance	
Analysis financial reports 49 SAIPs.	Most reports (not all!) have been received by the MA in either hard or soft copy version. Finance and Grants are currently screening the accuracy of the financial data.
Disbursement no. 7 scheduled for the first group of 30 SAIPs.	It is expected that all SAIPs will receive a next disbursement tranche in accordance with the scheduled time-frame (before 30 September 2014).
Disbursement no. 4 scheduled for the second group of 19 SAIPs.	It is expected that all SAIPs will receive a next disbursement tranche in accordance with the scheduled time-frame (before 30 September 2014).
M&E and CD&T	
Monitoring field trips scheduled in this period to visit both old and new SAIPs.	During most of the next quarter, the MA will continue to schedule monitoring trips covering different SAIPs, Regions, Woredas and Kebeles.
On-the-job support, coaching and training provided to staff of all SAIPs.	Directly related to the monitoring field trips.
SAIP narrative reports analysed and corrections made.	Accuracy of narrative reports will be screened.
Second benchmark sessions prepared and organized.	Benchmarking will be implemented on regional basis.
Communication & Visibility	
Continuation of SA documentary video production.	Documentary film crew will, together with MA communication staff, pay on a regular basis visits to selected SAIPs to continue making video shots for the SA documentary.
PV productions by SAIPs continue.	Ten additional SAIPs have shown interest in the PV mechanism. The MA will organize an additional training session in August 2014.
Newsletter no. 4 produced.	Expected: second half of September 2014.

Annex 10   Updated ESAP2 Logical Framework Matrix (as per 30 June 2014)

The MA made a shift in the logical framework to improve the intervention logic. The overall objective has not changed, but the order in which the specific objectives are presented has changed. There have been minor adjustments in the phrasing of the specific objectives, but the meaning remains unchanged.

The new intervention logic is that the ESAP2 will lead to the increased capacity of CSO's (specific objective 4) and that this will contribute to the awareness level of citizens regarding their rights and responsibilities (specific objective 3).

Furthermore, this objective will lead to citizens' and citizens groups' that are empowered and increasingly demand for better quality public basic service delivery (specific objective 2), and finally that this second objective will contribute to the goal that local government and public basic service providers deliver public basic services responding to community and citizens' needs (specific objective 1). All four specific objectives contribute to the overall objective. The logic model objectively verifiable indicators have been defined more clearly and fit with the PBS III PDO level result indicators, quantified, and reordered to facilitate measurement between the baseline data and the end line data.

LOGICAL FRAMEWORK MATRIX UPDATED FOR THE PERIOD

30 DECEMBER 2012 – 30 JUNE 2014

Promoting Basic Services: Ethiopia Social Accountability Program

ESAP2 Logical Framework

Progress: Dec 2012-June 2014

Updated: July 15,2014

Overall Objective	Impact Indicator	Baseline (July 2013)	Progress Dec 12 – Jun 14	End line
To strengthen the use of social accountability tools, approaches and mechanisms by (a) citizens and citizens groups, (b) SAIPs, (c) local government officials and (d) service providers as a means to make basic service delivery more equitable, effective, efficient, responsive and accountable.	1.1 Proportion of users of basic services in the ESAP2 program woredas increased by 20% at project end.	**33%**	**	40%
	1.2 Application of social accountability (SA) tools, approaches and mechanisms increased by 40% (service providers) and 30% (local government officials) in the ESAP2 program to assess client/customers satisfaction at project end.	**Providers: 24% Local govt: 33%**	**	Providers: 34% / Local govt: 43%
	1.3 Number of citizens supported to make own choices and have control over their own development and hold decision makers accountable for the services.	**No Baseline**	**119,416**	40,320
	1.4 Percentage of citizens who report that woreda officials and service providers have actively sought the views of people in their kebele on improving the quality of basic services.	**36%**	**	50%
Specific Objective	**Outcome indicators**	**Baseline (July 2013)**	**Progress Dec 12 – Jun 14**	**End line**
2. Public basic service providers deliver improved quality public basic services in education, health, agriculture, water and sanitation and rural roads responding to community and citizens needs	2.1 In each sector at least 2 improved basic services in the ESAP2 involved woredas.		**	2
	2.2. Percentage of citizens in the ESAP2 woredas that judge the quality of the services provided improved has increased by 50% at project end.	**62%**	**	93%
	2.3. Percentage of women in the ESAP2 woredas that judge the quality of the services provided has improved will have increased by 50% at project end.	**41%**	**	61%
	2.4. Implementation of action plans by service providers incorporating citizen needs has increased by 10% at project end.	**76%**	**	84%
	2.5. Percentage of citizens in the ESAP2 program that feel that service provision by local officials is responsive to their basic needs has increased by 25% at project end.	**37%**	**	46%

		Baseline (July 2013)	Progress Dec 12 – Jun 14	End line
	2.6. Percentage of citizens and citizen groups in the ESAP2 program that participate in: a) budget formulation and b) action plan development has increased by 60% at project end.	**21%**	**	34%
	2.7. At least half of the joint action plans developed under ESAP2 are gender sensitive and address needs and concerns of women at project end.		**	at least 50% of the joint action plans will be gender sensitive

Outputs	**Output indicators**	**Baseline (July 2013)**	**Progress Dec 12 – Jun 14**	**End line**
O.2.1 A system is established for participation of citizens, citizens groups and CBOs in basic service delivery at Woreda level	OI.2.1 Social Accountability Committees for participation of citizens and CBOs in basic service delivery are established in at least 90% of the participating woredas in the ESAP2 program, at project end.		**100%**	90%
	OI.2.2 At least 50% of the established Joint Service Action Committees developed a sustainability plan at project end.		22%[i]	50%
O.2.2 Local government/ basic service provides are trained on SA tools including participatory budget planning and gender mainstreaming by SAIPs	OI.2.2 A total of 9,897 representatives of local government and basic service providers implementing the ESAP2 program are trained by SAIPs on SA tools including participatory budget planning and gender mainstreaming at project end.		**8,961**	9,897
O.2.3 Regular interface consultative meetings between citizens, SAIPs and service deliverers are institutionalized	OI.2.3 Regular, structured meetings related to ESAP2 between citizens, SAIPs, woreda representatives and service deliverers take place at least three times a year.		**once at woreda level 26,302 citizens and providers attended** [ii]	three times a year
O.2.4 Joint Service Improvement Action Plans incorporating citizens and CBOs needs are developed and implemented	OI.2.4 Number of SAIP woredas that have developed joint action plans for service quality improvement based on interface meetings between service users and providers		**138**[iii]	223 woredas
	OI.2.5 From 392 joint action plans for service quality improvement in the ESAP2 program at least 50% of the actions have been implemented at project end.		22% (80 woreda level action plans being implemented)	50% of actions described in 392 plans
O.2.5 SAIPs taking part in the ESAP2 program are trained on how to encourage local government to use SA tools	OI.2.5.1 A total of 196 project staff representatives of the 30 SAIPs taking part in the ESAP2 program are trained on how to encourage local governments to use SA tools by March 2013.		**208**[iv]	196
	OI.2.5.2. A total of 114 project staff representatives of the 19 SAIPs taking place in the ESAP2 program are trained on how to encourage local government to use SA tools by November 2013.		**139**[v]	114

Specific Objective	Outcome indicators	Baseline (July 2013)	Progress Dec 12 – Jun 14	End line
3. Citizens and citizen groups are empowered and increasingly demand better quality public basic service delivery	3.1 The percentage of citizens and citizens groups in the project woredas that have actively engaged with one or more service providers in the last 24 months demand for better public basic services has increased by 25% at project end.[14]	44%	**	55%
	3.2. Percentage of citizens who report that woreda officials have actively sought the views of citizens in their kebeles on improving quality of public services increased by 40% at project end.	36%	**	50%
	3.3 The number of citizens and citizen groups in the ESAP2 program indicating that they have been involved in planning, budgeting, implementing and monitoring the quality of basic public services delivery has increased by 100% at project end.	16%	**	32%
	3.4 The number of women organizations and networks (e.g. iddirs) in the project woredas that demand an improvement of basic public services has increased by 50% at project end.	32%	**	48%
Outputs	**Output indicators**	**Baseline (July 2013)**	**Progress Dec 12 – Jun 14**	**End line**
O.3.1 Citizens and citizens groups are trained on how to demand better public basic services	OI.3.1 A total of 17,140 citizens and citizens groups are trained on how to approach basic service providers at project end.		20,166	17,140
O.3.2 A gender-sensitive approach has been adopted in the training sessions	OI.3.2. A total of 305 training sessions implemented by ESAP2 included gender mainstreaming on public basic service provision at project end.		407	305
Objective	**Outcome indicators**	**Baseline (July 2013)**	**Progress Dec 12 – Jun 14**	**End line**
4. Citizens and citizen groups are aware of their responsibilities to plan, budget, implement and monitor public basic service delivery	4.1 Percentage of citizens in the targeted woredas who consider that their participation in service improvement and planning are essential parts of their rights and responsibilities as citizens has increased by 8% at project end.	83%	**	91%
	4.2. Percentage of citizens in the program area who are able to explain the basic components of their rights and responsibilities on provision of basic services has increased by 50% at project end.	20%	**	40%

Outputs	Output indicators	Baseline (July 2013)	Progress Dec 12 – Jun 14	End line
O.4.1 Meetings between citizens, citizen groups, public service providers and/or Woredas/Kebeles were held on planning, budgeting, implementation and monitoring of basic service delivery	OI.4.1.1 A total of 495 meetings have been held by 30 CSOs in which 37,608 citizens, service providers and local government officials have participated at project end (December 2014).		**1,214 meetings [vi]** **91,890**	495 meetings 37,608 people
	O2.4.1 A total of 228 meetings have been held by 19 SAIPs in which 9,120 citizens, service providers and local government officials have participated at project end (July 2015).		**344 meetings[vii]** **7,407**	228 meetings 9,120 people
O.4.2 SAIPs have performed regular /sensitization sessions for citizens and citizen groups on their rights and responsibilities to plan, budget, implement and monitor basic services delivery	OI.4.2.1. A total of 17,140 citizens in the ESAP2 program have participated in training sessions on local development planning, budgeting and monitoring at project end.	-	**12,424**	17,140
	O2.4.2.2 All SAIPs in the ESAP2 program have sensitized citizens and citizens groups on a regular basis on their rights and responsibilities to plan, budget, implement and monitor basic service delivery at project end.	-	**131,760[viii]**	49

Objective	Outcome indicators	Baseline (July 2013)	Progress Dec 12 – Jun 14	End line
5. Increased capacity of SAIPs to empower citizens and citizen groups on using SA tools, approaches and mechanisms	5.1 Number of woredas where PBS Social accountability Implementing Partners (SAIPs) facilitates the use of Social Accountability tools.	**50[ix]**	**223**	224
	5.2 By the end of December 2014, 30 SAIPs in the ESAP2 program use SA tools (including gender-sensitive tools) in trainings and other sensitization events to empower citizens and citizen groups.	-	**30**	30
	5.3 By the end of July 2015, 19 additional SAIPs in the ESAP2 program use SA tools (including gender-sensitive tools) in trainings and other sensitization events to empower citizens and citizens' groups.	-	**19**	19
	5.4 About 60% of citizens in the ESAP2 program consider the tools used for interface meetings on planning, budgeting, and implementation and monitoring as positive at project end.		**	60%

Outputs	Output indicators	Baseline (July 2013)	Progress Dec 12 – Jun 14	End line
O.5.1 SAIPs are trained on SA tools including participatory	OI.5.1.1 Representatives of 30 partner SAIPs are trained on how to encourage local government to use SA tools by the MA by March 2013.	-	**208**	196

budget planning and gender mainstreaming	OI.5.1.1 Representatives of 19 partner SAIPs are trained on how to encourage local government to use SA tools by the MA by November 2013.	-	**139**	114
O.5.2 Good practices of SA are identified, shared, and documented in benchmark sessions	OI.5.2.1 SAIPs in the ESAP2 program submit at least 2 descriptions of good practices identified in the benchmark meeting between November 2013 and July 2015.		**25**	98
	OI.5.2.2 Members of all SAIPs in the ESAP2 program participated in bi-annual benchmark meetings organized by the MA. Best practices are identified and shared.		**1 event 279[x]**	2
	OI.5.2.3 At least two non-partner CSOs are invited to each benchmark meeting that promote the use of SA tools vis-à-vis local government, and other stakeholders.		**5**	4
	OI.5.2.4 Local government officials and/or service providers in the ESAP2 program participate in the last benchmark meeting organized by the MA.		**36[xi]**	66
O.5.3 SAIPs manage their projects according to the grant procedures.	OI.5.3.1 All SAIPs have pertinent action plans.		**49**	49
	OI.5.3.2 All SAIPs monitor project implementation.		**49**	49
	OI.5.3.3 All SAIPs have a financial management system in place.[xii]		**49**	49
	OI.5.3.4 All grants are regularly disbursed to SAIPs.		**49**	49

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[i] SAC in the 50 woredas have developed their own sustainability plan.
[ii] Number of citizens and service providers who participated in interface meetings.
[iii] A total of 138 interface meetings out of 143 woredas have been facilitated by the 1st batch 30 SAIPs.
[iv] The MA trained additional project staff from the 30 SAIPs due to staff turnover.
[v] The MA trained additional project staff from the 19 SAIPs including sub partners focal points.
[vi] Citizens and service providers participated in service assessment sessions and joint service improvement monitoring meetings. The number of meetings is higher as more citizen groups organized at kebele level to better engage citizens in the SA process.
[vii] Total number of citizens and service providers attending meetings to apply SA tools to assess services organized by the 2nd batch 19 SAIPs. The number of meetings is higher as more citizen groups organized at kebele level to better engage citizens in the SA process.
[viii] Number of citizens sensitized on their rights and responsibilities to plan, budget, implement and monitor basic services delivery.
[ix] The baseline data was taken from the PBS Project Appraisal Document.
[x] The plan is to organize 2 benchmark events by end of Dec 2014. The figure is to show the total number of SAIP staff attending the workshop.
[**] Since most are higher level indicators, the progress will be measured through survey, research, as well as impact evaluation.
[xi] A total of 36 MoFED and BoFED representatives participated in the benchmark workshop organized centrally. The upcoming events are planned to take place at regional level and more service providers and officials will be invited for it.
[xii] SAIPs submit complete financial reports on quarterly basis, make audit regularly and implement audit findings.