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The Local Economic Governance Program: Notes for Practitioners

By Verité Research

Electronic Citizen Report Card



Contents

Introduction.....	3
Purpose.....	4
Design and Conceptualisation.....	6
The Implementation Process.....	10
Case Studies.....	12
International Comparisons.....	24
Potential for Institutionalisation and Sustainability.....	28
Lessons Learned in Sri Lanka.....	30
References.....	31
Annexure 1 – Semi-Structured questionnaire for TAF staff.....	32
Annexure 2 – Unstructured Case Study Questionnaire.....	33

Introduction

The Citizen Report Card (CRC) is a globally recognised and well-established governance assessment and social accountability tool.¹ It promotes self-analysis and is a valuable evaluating mechanism that assesses public services from the perspective of citizens. The CRC is not merely an opinion poll; the survey on which a report card is based covers only those who have had experience using specific public services, and have interacted with the relevant public agencies.²

The cost and time demands associated with the implementation of the CRC were identified by The Asia Foundation (TAF) as being factors that could undermine the broader uptake of this tool by local authorities (LAs) in Sri Lanka. As such, TAF, through its Local Economic Governance (LEG) project, created a digitized, web-based version of this tool – the e-Citizen Report Card (e-CRC) – to make this instrument more appealing to public service providers.³ The e-CRC is an evolved version of the CRC. It allows for timely citizen feedback on a LA's service delivery and governance processes and practices in a more affordable and useful manner.

TAF's chosen strategy of implementing this tool through LAs provides for a relatively non-threatening process and for potentially more buy-in from these public agencies, as

¹ Thampi, G. (2015). *Electronic Citizen Report Cards in Sri Lanka: Rebuilding the Social Compact | In Asia*. [online] Asiafoundation.org. Available at: <http://asiafoundation.org/in-asia/2015/04/01/electronic-citizen-report-cards-in-sri-lanka-rebuilding-the-social-compact/>.

² *Ibid*

³ The Asia Foundation, Project Design Document. The Asia Foundation. Print. Sri Lanka Local Economic Governance Project.

they are given an opportunity to engage on their own terms. The e-CRC, which is a simple intervention, has considerable potential in terms of generating more effective social accountability processes and more inclusive governance practices. It can, for example, enhance the crucial building of trust between citizens, the private sector and local governments. It is also a tool that can be used to make the local 'enabling environment' for business conducive to growth and development, particularly in vulnerable, lagging and conflict-affected communities.⁴

Purpose

Rationale for the tool for LAs

LAs represent government at the form closest to citizens. The effective functioning, transparency and accountability of these agencies play an important role to citizens' day-to-day existence as much as or even more than that of the central government. LAs provide a myriad of services to residents and local businesses. However, many LAs are ill-equipped to fully exercise their mandate and offer the services expected of them.

In this context, the e-CRC is useful to LAs as an internal management and oversight tool that uses information, communication and technology (ICT) to improve service delivery and governance. One of TAF's findings was that although LAs hear complaints they do not have a reliable measure of public satisfaction. The e-CRC is a groundbreaking data tool for LAs to collect and analyse citizen feedback that is both measurable and comparable across services. It can also be used for identifying patterns of discrimination and exclusion. User feedback is a legitimate and a cost-effective way for a government to determine if its services are reaching and satisfying citizens, especially the poor and marginalised groups.⁵

⁴ *Ibid*

⁵ Thampi, G. (2015). *Electronic Citizen Report Cards in Sri Lanka: Rebuilding the Social Compact | In Asia*. [online] Asiafoundation.org. Available at: <http://asiafoundation.org/in-asia/2015/04/01/electronic-citizen-report-cards-in-sri-lanka-rebuilding-the-social-compact/>.

Information gathered from the e-CRC is available to LAs in real time. The e-CRC bypasses the conventional dependence on academic research and expertise for data analysis and interpretation.⁶As set out in the description of the implementation process below, the e-CRC cycle, when compared to more conventional processes of data analysis and interpretation, significantly reduces the time taken for user feedback and information to reach LAs. Local governments are thereby enabled to design interventions to build capacity and improve public services in accordance with the needs of users in a timely manner.

An environment of transparency and accountability can also be fostered through the disclosure of key service indicators to the public and the alignment of expenditure and investment with the priorities of citizens. Higher transparency and accountability in turn contribute towards improving societal relationships and reducing the trust deficit between key players in the public policy space such as the private sector, civil society and local governments.

Rationale for the tool for citizens (residents and local businesses)

The e-CRC enables citizens (residents and local businesses) to demand more from their public service providers and actively participate in the policy making process. It allows citizens to make known to LAs their needs and the shortcomings of public services that would otherwise have gone unnoticed or been ignored. Citizens have an opportunity to hold local governments responsible and accountable for the public services they provide or should be providing. Through the e-CRC citizens are empowered to make development plans more reflective of their priorities.⁷

⁶ The e-CRC implementation guide. The Asia Foundation. 2013

⁷ The Asia Foundation, Project Design Document. The Asia Foundation. Print. Sri Lanka Local Economic Governance Project.

The e-CRC is a particularly successful assessment mechanism that reflects the actual experiences of people who use public services because of its simple scoring system. Within minutes, citizens can easily provide LAs with their levels of satisfaction with respect to these services. As a result, they are more likely to participate in scoring an e-CRC than refuse to engage in this exercise due to time constraints or lags in the feedback process.

Design and Conceptualisation





As mentioned above, the e-CRC instrument was designed and conceptualised as part of TAF's LEG project ICT-led intervention. It consists of a software application that can be used through an Android tablet or mobile phone to collect feedback from citizens on public services. Through a mobile-based survey of sample households, citizens rate public services and report their levels of satisfaction on devices with the e-CRC software. A web-based survey management mechanism enables the devices to process the feedback and report the information to LAs in real time for key decision makers to take timely and focused action. The e-CRC is designed with a remote monitoring and management mechanism that allows LAs to remotely monitor and manage the survey while it is taking place to achieve higher quality control.

The e-CRC system can be programmed to assess varied combinations of multiple services; and, currently LAs in Sri Lanka use it to cover at least ten basic public services in

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MEDIUM SATISFACTION	
LOW SATISFACTION	
NO COMMENTS	

three languages: Eng-
Sinhala and Tamil.
public service has a set
specific indicators. For
ample the set of indica-
for roads are “potholes,
quality of maintenance
care during the rainy
son.” Citizens must rate
indicator through a
simple set of ‘smiley
es’, as illustrated in Fig-
ure 1 below. There are
‘smiley faces’ symbolis-
high satisfaction, me-
dium satisfaction, low
isfaction and no com-

Figure 1

Source: The Asia Foundation

This method of collecting information reduces the time for each interview to as little as eight to ten minutes.⁸ Each household interview is tracked through a geographic information system (GIS) tracking process that is built into the e-CRC. Knowing the location of each interview not only increases the reliability of data collection,⁹ but also provides a geographical perspective on how satisfied citizens are with the service delivery of LAs.

The results reported by citizens are automatically analyzed through pre-defined analytical formulae, and are graphically represented in the form of easy to understand graphs, tables and maps.¹⁰¹¹ Simple colour codes are used to facilitate easy inferences on performance levels. A breakdown in terms of key variables such as gender, income, location and ethnicity is also given to meet the information needs of stakeholders in the policy space.

Access to the information and data collected and analysed using the e-CRC software is protected with usernames and passwords, thereby giving local governments more control over the feedback obtained through this process. LAs retain decision-making power over what information will be made public and what will remain accessible strictly for internal planning and reform processes.

⁹ Batticaloa eCRC Summary Report. The Asia Foundation

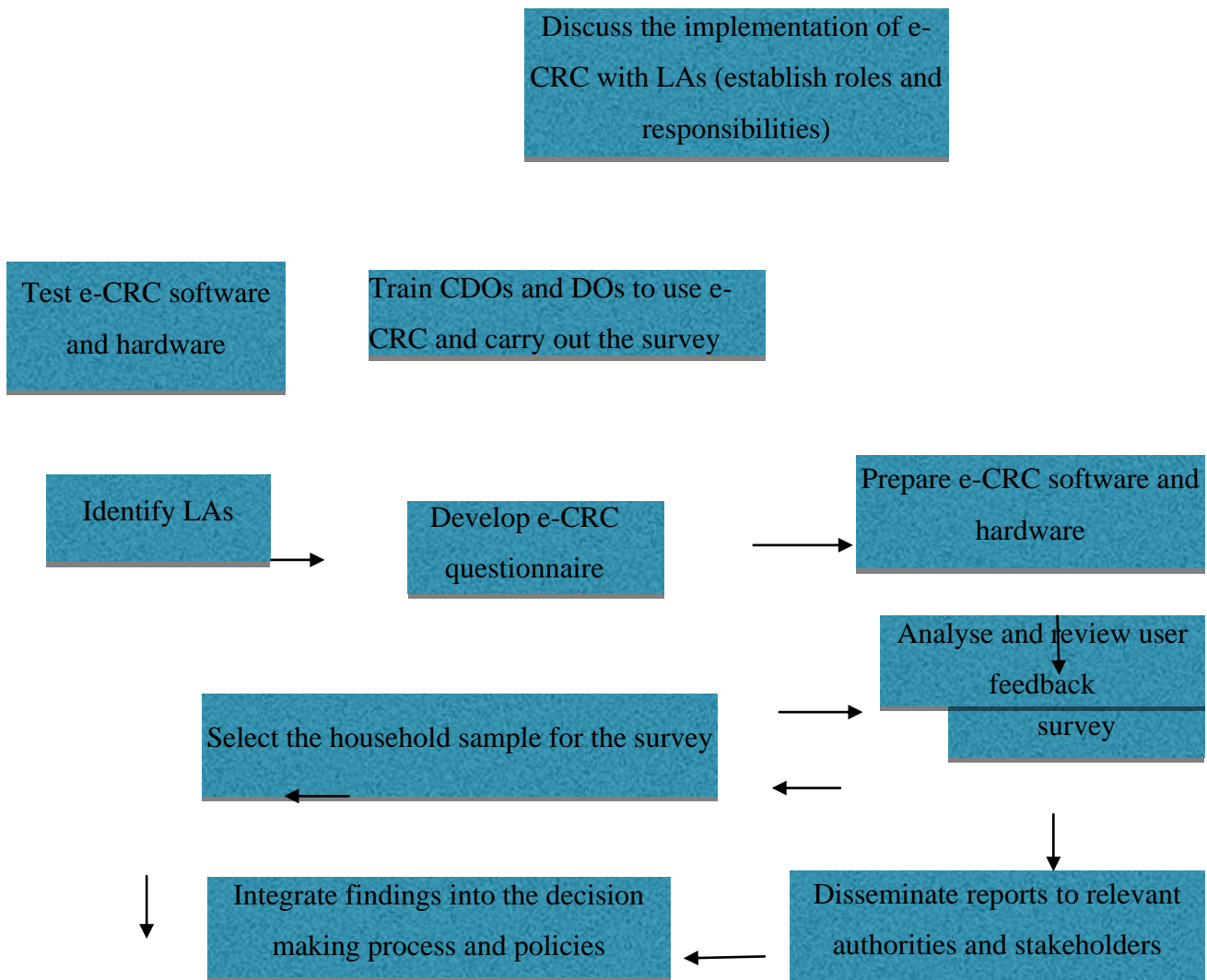
¹⁰ The e-CRC implementation guide. The Asia Foundation. 2013

¹¹ Batticaloa eCRC Summary Report. The Asia Foundation

The e-CRC has been designed and conceptualised to be an accessible, non-labour intensive mechanism, ideal for resource deficient local governments. It is based on technology that involves a one-time investment cost. Additionally, the public services and indicators used to measure satisfaction can be reviewed and revised if required and the e-CRC survey can be carried out multiple times to get user feedback, allowing for a dynamic reform process. ¹²

¹² Batticaloa eCRC Summary Report. The Asia Foundation

The Implementation Process



Identifying LAs

The e-CRC was initially proposed to LAs in areas identified as “lagging” by TAF, and was implemented only by LAs who expressed strong enthusiasm for the system. This made the implementation process demand driven and non-threatening in nature. It is important for LAs to be enthusiastic and willing to implement the e-CRC as they would have to take ownership of this mechanism and follow up on the results.

e-CRC System Development

The e-CRC questionnaire was designed by TAF in consultation with the respective LAs. The questionnaire for the mobile based survey and templates for data analysis and dashboards were handed over to a technical vendor to translate into the appropriate software and upload onto the e-CRC hardware. The Android devices with the e-CRC software were tested, and an onsite demonstration of e-CRC was conducted for key LA staff, including a presentation on the e-CRC dashboard and analytical tools.

Household Sample

It was decided that the e-CRC survey will be carried out across only a sample of households. A sample survey was preferred to reduce time, money and labour costs. The households surveyed are a crucial part of the e-CRC process, and therefore must be representative of the population under the implementing LA. A three-stage process was followed to select a representative household sample, and satellite images were used to pictorially confirm that a representative sample has been selected.

The three-stage sampling process for the e-CRC was as follows:

- In stage one, the population of the LA site, including the population of all the Grama Niladhari Divisions (GNDs), was listed and the required sample size was allocated based on the population
- In stage two, the ethnic composition of the population within each GND was determined and an appropriate sample was allocated across the size of the respective populations
- In stage three, households were contacted on a random basis within each GND area keeping in perspective the ethnic ratios

e-CRC Survey and Results

Community Development Officers (CDOs) and Development Officers (Dos) were identified and trained by TAF on how to implement the e-CRC in the field. TAF was responsible for the initial Training of Trainers (TOTs) programmes while all subsequent refresher training was handled by a team at the Commission for Local Government (CLG)

level. The CDOs and DOs carried out the survey across the household sample by interviewing households. Trained supervisors monitored the survey through real-time location tracking using Google Maps. Follow-up calls were placed to 10% of the respondents who were chosen randomly to validate the results. The complete results of the e-CRC were received within 24 hours of the field survey, and the CLG was responsible for analyzing the results, monitoring data quality and disseminating the results appropriately.

Case Studies

The e-CRC was implemented in 14 LA sites across Sri Lanka, namely: Kalmunai, Batticaloa, Chavakachcheri, Vavuniya, Mannar, Galle, Jaffna and Nuwara Eliya. The e-CRCs have been fully implemented in all LA sites as at the time of writing, with the exception of Galle where some GNDs have not been covered. However, the following discussion pertains only to the implementation of the e-CRCs in Kalmunai, Batticaloa, Chavakachcheri, Vavuniya, and Mannar due to the non-availability of information on the implementation of this tool in the other LA sites.

The e-CRC implemented in each LA site in Sri Lanka covered nine to ten public services which were a combination of the following:

- Water supply/water services
- Storm water drains
- Sewerage
- Access roads and by-lanes
- Street lights
- Mother and child care
- Cemeteries
- Parks
- Playgrounds
- Libraries
- Solid waste management

Through user feedback the e-CRC in Sri Lanka revealed key pieces of information relating to public services that LAs could use to inform themselves and improve service delivery to enhance the satisfaction of citizens and honour their duty as public service providers. The information sought by the citizens included the following:

- The extent to which public services were available and being used by citizens
- The extent to which citizens were satisfied or unsatisfied with the public services provided
- Public services that required immediate attention
- Public services that didn't require immediate attention but needed to be maintained
- Variations in satisfaction across gender, income, distance from the city/town, ethnicity, GND

The e-CRC analytical tools categorized and colour coded the information processed to reveal the extent to which citizens were satisfied with public services.

- A score of 60% and above - the public service needs to be maintained (green)
- A score of 40-60% - the public service needs to be improved (yellow)
- A score of less than 40% - the public service needs urgent attention (red)

Despite the successful implementation of the e-CRC in Sri Lanka, the available case studies do not illuminate the cost of implementing this tool. For instance, the number of CDOs or DOs needed to complete the survey, the time taken to implement the e-CRC and the financial cost of implementation have not been revealed. The case studies also do not mention if any of the information and data obtained through the e-CRC have been actually used in the decision making processes of LAs or higher government authorities. The following case studies only report the extent to which the e-CRC was able to gather and report how satisfied citizens are with public service delivery.

Availability and use

Through the e-CRC citizens surveyed indicated whether the public service in question was available to them and if the public service was being used by them. The case studies of the implementation of this instrument in Kalmunai, Batticaloa, Chavakachcheri, Vavuniya, and Mannar revealed common trends within the context of availability and use.

Public services that were available and being used by households surveyed, and public services that were available and not being used by households surveyed, were the same across all five LA sites.

- “Available and Using” Public Services: street lights, solid waste management, roads and cemeteries “Available and Not Using” Public Services: libraries, playgrounds, and mother and child care

The public services indicated as “Not Available” varied across the LA sites. However, the e-CRC revealed that basic public services important for a person’s well-being were not available to a high percentage of the households surveyed in some LA sites. For example, 93% of the households in Chavakachcheri and 48% of the households in Kalmunai indicated that water supply was not available to them, and 21% of the households surveyed in Vavuniya and 39% of the households surveyed in Mannar indicated that mother and child care was not available to them.

Level of satisfaction

The overall satisfaction score given by the households surveyed across all LAs ranged between 20-40% (see Table 1). This indicates that the delivery of public services in all five LAs requires immediate and urgent attention, as shown in Table 2.

Table 1

Local Authority	Overall Satisfaction Score of Public Services
Vavuniya	24%
Batticaloa	26%
Mannar	28%
Kalmunai	28%
Chavakachcheri	38%
Kandy	47%
Nuwara-Eliya	52%
Badulla	36%
Trincomalee	31%
Matara	49%
Dickwella	36%
Hambantota	39%
Jaffna	46%

Public Services Requiring Urgent Attention (A satisfaction score of 40% or less)

Table 2

LA Site	Solid Waste Management	Mother and Child Care	Roads	Playgrounds	Parks	Libraries	Cemeteries	Street lights	Storm Water Drainage	Sewerage	Water Supply
Batticaloa	39%		20%	21%	31%	39%	12%	11%		17%	
Chavakachcheri	32%		30%	36%				24%	6%		
Kalmunai	25%		26%	28%	21%	36%	19%	29%		15%	25%
Vavuniya	18%	39%	20%	33%	25%		12%	15%	7%		
Mannar	23%		16%	30%			15%	12%	3%		
Kandy				38%	39%					40%	
Nuwara-Eliya			26%							35%	
Badulla	39%	30%	20%		33%					19%	
Trincmalee		40%	34%	18%		40%	25%	21%		13%	28%
Matarra			27%							11%	
Dickwella		33%	15%				26%	26%		8%	29%
Hambantota		25%	31%	30%			13%			22%	

Jaffna	15%		38%				38%	38%		10%	
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Across many LAs citizens expressed their dissatisfaction with the provision of solid waste management, playgrounds, and street lights. All, except Kandy, expressed dissatisfaction with roads. Some LA sites also received exceptionally low satisfaction scores for the provision of cemeteries.

Public Services Requiring Improvement (A satisfaction score of 40-60%) and Maintenance (A satisfaction score of 60% and above)

Table 3

LA Site	Solid Waste Management	Mother and Child Care	Roads	Playgrounds	Parks	Libraries	Cemeteries	Street lights	Storm Water Drainage	Sewerage	Water Supply
Batticaloa		43%									
Chavakachcheri		71%				81%	46%				60%
Kalmunai		52%									
Vavuniya						47%					
Mannar		50%			47%	51%					51%
Kandy	63%	45%	43%			54%	54%	49%			75%
Nuwara-Eliya	49%	67%		57%	61%	68%	56%	46%			67%
Badull				46%		47%	44%	45%			42%

a											
Trincomalee	50%				42%						
Matarana	50%	59%		64%	74%	67%	43%	46%			50%
Dickwella	42%			65%	49%	59%					
Hambantota	65%				46%	74%		43%			
Jaffna		69%		55%	67%	82%					49%

Citizens in most sites expressed they were relatively satisfied with the provision of mother and child care. Although Vavuniya received a satisfaction score of 39% for mother and child care, that score was the second highest score given by citizens of that LA site.

Chavakachcheri stands out from the other LA sites as one that received extremely high levels of satisfaction for certain public services such as libraries. The dissemination of information on the positive results obtained by the Chavakachcheri LA could perhaps create a meaningful dialogue amongst other LAs on best practices for public service delivery.

The e-CRC analysis tools also provided LAs with information and data on how satisfied citizens were with certain aspects of the public service. Each indicator of the public services mentioned above was scored and satisfaction levels revealed by the e-CRC. For example, in Batticaloa, citizens scored the indicators of sewerage in the following manner: response time for clearing 23%; maintenance 14%; and, proper construction of drains 15%. This information generated through the e-CRC allowed the LA in Batticaloa to understand that citizens were less satisfied with maintenance and the proper construction of drains.

Variations

The e-CRC provided LAs with information and data relating to variations across gender, income status, remoteness, GND and ethnicity. This process revealed two common trends in variations.: significant variations in satisfaction existed across GNDs; and, satisfaction levels decreased as remoteness increased.

Table 4

LA Site	Gender	Income Status	Location	GND	Ethnicity
Batticaloa	Men were more satisfied than women	Non-Samurdhi recipients were more satisfied than Samurdhi recipients	As remoteness increased satisfaction decreased	Significant variations across GNDs	No information given
Chavakachcheri	No significant variation	Non-Samurdhi recipients were more satisfied than Samurdhi recipients	As remoteness increased satisfaction decreased	Significant variations across GNDs	No information given
Kalmunai	Men were more satisfied than women	Non-Samurdhi recipients were more satisfied than Samurdhi recipients	As remoteness increased satisfaction decreased	Significant variations across GNDs	Tamil respondents recorded lower levels of satisfaction than Moors and Others
Vavuniya	Women were more satisfied than men	Samurdhi recipients were more satisfied than non-Samurdhi recipients	As remoteness increased satisfaction decreased	Significant variations across GNDs	No information given
Mannar	No significant variation	Samurdhi recipients were more satisfied than non-	As remoteness increased satisfaction decreased	Significant variations across GNDs	No information given

Kandy	Women were more satisfied than men	Samurdhi recipients were more satisfied than non-Samurdhi recipients		Significant variations across GNDs	Significant variations in responses
Nuwara-Eliya	No significant variation	No significant variation		Significant variations across GNDs	Others and Sinhala respondents were more satisfied than the Tamils and Muslims
Badulla	No significant variation	Non-Samurdhi recipients were more satisfied than Samurdhi recipients		There are vast variations across the GNDs	Significant variations in responses
Trincomalee	No significant variation	No significant variation		Significant variations across GNDs	Muslims, Tamils were more satisfied than Sinhalese
Matara	Women were more satisfied than men	Samurdhi recipients were more satisfied than non-Samurdhi recipients		Significant variations across GNDs	Sinhala respondents were more satisfied than other ethnicities
Dickwella	No significant variation	No significant variation		Significant variations across GNDs	Muslims were more satisfied than Sinhala and Tamils.

Hambantota	No significant variation	Non-Samurdhi recipients were more satisfied than Samurdhi recipients		Significant variations across GNDs	Tamils and Others were more satisfied than Muslims and Sinhalese
Jaffna	No significant variation	No significant variation		Significant variations across GNDs	Muslims were more satisfied than Tamils and Sinhala

International Comparisons¹³

The e-CRC implemented in Sri Lanka differs from previous CRC surveys carried out in two major ways:

- It is electronic in nature and encompasses a wide range of technological tools for easy and comprehensive analysis, monitoring and reporting
- The e-CRC approach adopted in Sri Lanka is non-threatening in nature as it is implemented by local authorities and not by civil society organisations

Table 5 (see below) offers a snapshot of the outcomes from (e)CRCs implemented in other countries.

Table 5

Country	Outcomes of (e)CRC								
	Availability and use of public services	Citizens' level of satisfaction with public services	Citizens' satisfaction with certain aspects of public services	Variations in the level of public service satisfaction	Engagement with citizens	Engagement with local authorities	Citizens' opinions on the quality/value of public services	Citizens' willingness to pay for public service improvements	Direct and Indirect costs of acquiring public services
Five LA Sites, Sri Lanka	X	X	X	X	X	X			

¹³ Worldbank, (2016). *Social Accountability Source Book*. [online] Available at: http://www.worldbank.org/socialaccountability_sourcebook/Regional%20database/Case%20studies%20on%20social%20accountability.pdf#page=17.

Ahmed- abad, India	X	X				X			
Banga- lore, India		X	X						X
Hydera- bad, India		X				X			
Nine Cities, Metro Manila, Philip- pines		X				X	X	X	
Solo- mon Islands		X				X	X		

Table 6 (see below) offers a snapshot of how CRCs have been implemented and institutionalised across the world.

Table 6

Country	(e)CRC Implementing Partners	Target Citizen Group	Type of (e)CRC engagement	Methodology used to Institutionalize CRC
Five LA sites, Sri Lanka	Local Authorities and The Asia Foundation	A representative household sample	Pilot implementation	Local government staff attached to the Provincial Departments of Local Governments were trained to undertake the eCRC survey. The survey supervision and oversight were provided by a team set up by the Commissioner of Local Government. As part of LEG exit strategy, Good Governance Resource Centres have been set up in four provinces – South, North, Central and East – these centres will function as the hub from where all future eCRC initiatives will be coordinated.

Ahmedabad, India	Self-Employed Women's Association (SEWA) and the Foundation for Public Interest (FPI)	Poor women in Ahmedabad	Began in 1997 and has been continuous	An outside group that included the Ahmedabad Municipal Council, FPI, SEWA, the Center for Environmental Panning Technology and the Ahmedabad Management Association, et. al, was created to conduct the CRC survey every year.
Bangalore, India	Public Affairs Center (PAC), a non-profit organisation	Middle income and low income (slum dwellers) households	CRC was conducted in 1993 and 1999	As a result of PAC's initiative the Bangalore Development Authority with the assistance of PAC developed its own report card to gather feedback from customers. A local forum-Citizen Action Group-with the assistance of PAC developed a CRC on Bangalore's public hospitals. Between 1993-99 the Bangalore Agenda Task Force instituted a report card on problems facing citizens and agencies.

Hyderabad, India	Administrative Staff College of India	Hyderabad residents, with a special focus on slum dwellers	One off implementation of CRC in 2000	Currently there only exists a recommendation to conduct the CRC survey at least twice a year
Nine Cities, Metro Manila, Philippines	Development Academy of the Philippines and commissioned by the Asian Development Bank	Local residents, local government units, national government and agencies	CRC was not repeated	X
Solomon Islands	Solomon Islands Development Trust (SIDT)	Random sample of Solomon Islands citizens	Began in 1989 and has been continuous	No information available

Potential for Institutionalisation and Sustainability

Factors that make an e-CRC easy to institutionalise and sustain in Sri Lanka

- The e-CRC is versatile, thereby allowing it to be implemented within Sri Lanka's governance framework at three levels: the central government level, the provincial level and the local government level
- The e-CRC can be modified any number of times to meet the needs of each level of government or the situation at hand
- The e-CRC is user friendly for both LAs and citizens
- The e-CRC automatically generates information and data on public service delivery using user feedback
- The e-CRC is non-threatening in nature. The information and data collected and produced through an e-CRC belongs to the LAs and is protected through a username and password, thereby giving these agencies the power to choose what information is made public

Challenges related to institutionalising and sustaining an e-CRC in Sri Lanka

- Institutionalising and sustaining the e-CRC system lies solely in the willingness of local governments or higher oversight bodies
- The implementation of an e-CRC comprises of several stages, each with its own skill requirements
- The e-CRC requires maintenance, training, follow -up investigations and reforms to have any significant impact on the quality of governance and public service delivery

Additional actions/inputs needed for institutionalising and sustaining an e-CRC in Sri Lanka

- Feedback from the LAs that have already implemented the system
- Feedback from citizens in terms of how useful they believe the e-CRC system is, and if they have experienced changes in the quality of public services since the survey
- The cost of purchasing, maintaining and upgrading the e-CRC hardware and software
- The legal framework related to the ownership of the e-CRC software and design

Gaps to be filled to sustain the process when TAF (or any other donor) withdraws

- Roles and responsibilities related to upgrading and maintaining the hardware and software of e-CRC would have to be reassigned and determined
- e-CRC refresher training sessions or any subsequent TOTs would have to be undertaken by LAs or higher governmental authorities
- The financial cost of maintaining the e-CRC software and hardware would be government's responsibility
- An alternative authority to ensure the implementation of the e-CRC such as the Commissioner of Local Government and Provincial Councils

Lessons Learned in Sri Lanka

LAs need to understand that the e-CRC findings are in effect “symptoms” based on citizen feedback. The findings may not necessarily reflect deep-rooted problems, and underlying causes cannot be inferred from the e-CRC survey alone. The expectation levels of public service users are invariably subjective and vary depending on a range of context-specific factors. There currently is no way in the e-CRC design and process to confirm if the feedback is neutral and objective. As such, more investigation and analysis must follow to improve citizen satisfaction and availability of public services. Significant effort needs to be invested into research and development within the context of public service delivery.

For a post-conflict country like Sri Lanka the challenge of rebuilding livelihoods and restoring trust in the government starts with public services. The e-CRC addresses the fundamental question of government credibility- how effectively and equitably are LAs delivering key services -and opens a platform for civic dialogue about the underlying causes of pockets of dissatisfaction.¹⁴ The e-CRC process in Sri Lanka has uncovered that innovative ways of equitably delivering public services need to be further explored. An effort to institutionalize, sustain and build upon the e-CRC process in Sri Lanka would greatly benefit the future development of the country.

¹⁴ Thampi, G. (2015). *Electronic Citizen Report Cards in Sri Lanka: Rebuilding the Social Compact | In Asia*. [online] Asiafoundation.org. Available at: <http://asiafoundation.org/in-asia/2015/04/01/electronic-citizen-report-cards-in-sri-lanka-rebuilding-the-social-compact/>.

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Annexure 1 – Semi-Structured questionnaire for TAF staff

1. What was the primary purpose and expected outcome of introducing the tool/s to local authorities?
2. What was the response of local authorities to the tool?
3. What was their level of enthusiasm when the tool was first introduced? (scale of 1-10, 10 the being highest value)
4. Where was it implemented? Please list all locations
5. What was the level of implementation at each location? Please list appropriate level for each location (early stages/partially implemented/fully implemented)
6. Please list out the implementation process followed at each location.
7. What were the main changes and outcomes to the LA as a result of implementing the tool? Please list any empirical evidence to support the changes and outcomes mentioned.
8. What were the major challenges to implementing the tool
9. On a scale of 1-10 (10 being the highest) how would you rate the success of the tool and why?

Annexure 2 – Unstructured Case Study Questionnaire

A. Case Study Objectives:

1. Getting to a comprehensive understanding of how The Asia Foundation (TAF) has navigated the complexities and realities of politics in the Local Economic Governance (LEG) Project. (This includes all three strands/domains being addressed in the Practice Notes).
2. Unpacking the dynamic nature of the institutional and organizational structures and processes (political/social/economic/legal/other) at the sub-national level that have facilitated (or failed to facilitate) TAF's key objectives of institutionalization, innovation, replication and sustainability.
3. Exploring how political and economic incentives were built to provide citizen-centric services.
4. Documenting/highlighting the value-addition that the LEG Project provides to the existing body of conceptual and empirical knowledge.

B. Questions for Unstructured KPIs and FGDs:

1. Has TAF's LEG Project (and the three strands/domains embedded in this Project) been successful in terms of its stated objectives (as set out in Case Study Objective 2 above and as reflected specifically in the sub-objectives underpinning the three strands addressed in the Practice Notes)? Has the Project failed to realize these objectives?

- a) Please identify the key supply and demand-side enabling factors that have contributed to the success of the Project. These factors may include political/social/legal/economic/technical/other institutional/organizational structures and processes at the sub-national/LG level and in the relevant public policy space (such as factors associated with national/provincial government, donor practices, other development partners such as the private sector/Regional Chambers, citizen groups, etc.).

- b) Please identify the key supply and demand-side factors that have undermined the success of the Project.
 - c) Please identify key procedural elements that stand out as innovative/novel in the LEG Project.
1. How have the strategic political economy approaches and tools adopted by TAF in the LEG Project worked in practice?
- a) What are the political incentives that have worked to make the Project a success?
 - b) What are the political disincentives that have undermined the success of the Project?
 - c) To what extent has the strategy of working closely with political actors (including “political champions”) been useful in terms of realizing the objectives of the LEG Project? Explain for instance, how these “champions” have negotiated the challenge of getting broad buy-in/political ownership for the reform process. Has political competition and comparison played a role in shaping the incentives and behavior of these political actors?
 - d) To what extent has the strategy of working closely with political actors (including “political champions”) led to new risks that have in turn undermined the success of the LEG Project?
 - e) How has the role of bureaucrats (as distinct from politicians) been balanced and contextualized in the Project?
 - f) Has the existing political context had an impact in terms of the success/failure of the Project? If so, how (explain the dynamics of the link between the political context and the success/failure of the Project)? Explain how the specifics of Sri Lanka’s sub-national/LG context have impacted on the LEG Project. Explain how the Project has addressed issues such as rent-seeking/corruption and political favoritism. Explain how the LEG Project has navigated institutional realities during and after the civil war (including the nature of the state, of the state-citizen nexus, of the role of other development partners- for instance, the private sector and the donor community).

- g) Explain how the LEG Project has addressed the issue of trust deficit in Sri Lanka's civil society and facilitated and embedded citizen "voice" mechanisms (and the active participation of citizens in the broader socio-economic development and political governance process) – particularly in relation to the empowerment of vulnerable and marginalized communities.
 - h) How has the politics of governance been blended with the imperative of economic growth in the Project?
2. To what extent can the strategic political economy approaches and tools underpinning the LEG Project be replicated – in other localities in Sri Lanka/by TAF in future programs/by other donors?
- What are the key "good practice" lessons as well as major shortcomings that may be useful for practitioners (Sri Lankan policy makers, the donor community, other key actors in this particular public policy space, etc.) attempting to replicate this "model"?