



Ethiopia
Social
Accountability
Program
Phase 2

ESAP Bridging Phase
Eight Quarter Writeshop - October 2017



Workbook for
Project Coordinators

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Free writing: In order to share the GROW method of coaching with my team I...

1. JAP implementation coaching

Your WCs are expected to provide light coaching to Woreda SACs once a month, so that they continue with JAP implementation (including PSNP in pilot woredas). Where possible, your team can encourage SACs to start a new SA process with own resources from the woreda administration or from other SA stakeholders.

In the most recent ESAP FLASH of April 2018, we give the SA Committees some questions they can use to get ready for your coaching visit - which aim to help the SAC to think and to act. With this article, we hope to inform woreda SACs on how to get the most out of the coaching support that is currently available to them (from you!).



In principle, an SA expert from your team should do a visit once a month to each woreda - and we suggest SACs to take action if this is not the case by calling you. **How ready are you to respond to the SAC's questions?** Read the newsflash article on page 7, and then fill the table below. Indicate 5 items that you feel you are already doing well, and 5 items that you feel you could do more to coach the woreda SAC.

Table: Coaching habits

Coaching on:	Actively coaching on this	Can do more coaching on this
JAP implementation		
Link with Kebele SAC		
Link local structures		
FTA and communication		
Sectors		
Council		
Videos		
Learning		
Resources		
New SA process		
TOTAL:	5	5

When you are done - transpose the results to the facilitator sheet (with Meskerem).

Writing exercise:

Please write paragraphs 1.1.1 for your QNR - if you work in the *PSNP pilot woredas*, specify how you are coaching on PSNP.

1.1.1 SAC coaching messages: Please write down the main SAC coaching messages in your cluster in the past quarter.

If you already wrote the paragraph, you can adjust based on your reflection about the SAC coaching article (what we are already doing). Also indicate how you will approach the coaching in the coming quarter(what you want to do more)



2. Service improvements: (non-) responsiveness

The QNR format has case boxes, where you can describe an interesting case from which you think much can be learned. As an exercise, select 1 specific case of service improvements (1.1.4) or a case where there is still no responsiveness (1.1.5). You have to know the case well! If you are working on PSNP - please select a PSNP case.

1.1.4 Service improvements: Please use the table to write down an interesting case of service improvement that was realised in the past quarter.

Woreda:		Kebele:	
Sector:		issue:	
Write down the issue as it was presented during the interface meeting			
Write down the joint actions that were proposed, and how the financing was organised			
Write about the service improvement result - what has changed?			

1.1.5 No responsiveness from service providers: If issues are NOT getting resolved, what reasons are given by the woreda SAC?

Woreda:		Kebele:	
Sector:		Issue:	
Reasons why the issue is not getting resolved, according to the SAC			
Reasons why the issue is not getting resolved, according to the SAIP			
Action that has been proposed to get a solution			

Writing exercise:

1. Write a draft - or if you already have a case written up, use that one.
2. Find another participant and give the case to read.
3. Which questions does the reader have about the case?
4. Answer the questions, and use this to further improve your case.
5. Post the final case on the wall for others to read.

SA is *NOT* about getting more resources for service delivery!

In some cases there is a persistent view that social accountability is about generating more resources for service delivery, especially from the community. While SA certainly enhances community ownership, and improves their willingness to contribute...

...it is first and foremost about citizens making sure that

their local government provides the services they are entitled to (within the resource and plan possibilities!) and that

the resources provided for service delivery are used most effectively.

If you worry that SA raises citizen expectations that cannot be met - than you are on the wrong track...



2. Support to SAC led exchange visits

We learned that the best exchange visits happen if they are initiated by the people/SAC, and based on what they want to learn and share (not only based on what the SAIP thinks they should learn and share). Your role is to help SACs identify what they want to share and learn, and to subsequently support their suggestions for organising and hosting the exchange visit. An important agenda for exchange visits is scaling to other kebeles and sectors. Even if you have only a few exchange visits in your budget, you can still encourage kebele SACs and WSACs to meet up using their own resources. Be creative with your limited resources.

Group discussion 35 minutes: Initiating exchange visits (1.3.1)

time	Activity
2 min	Select the case & the time keeper One group member will share their experience with initiating a SAC led exchange visit. MA facilitator will lead the reflection and keep the time.
10 min	The case: Take a moment to reflect: how did you support your team so that WSACs could initiate exchange visits in this quarter? Use the following questions to make your case: <ul style="list-style-type: none"> • Current situation: What key challenge or question are you up against when supporting the SAC led exchange visits? • Intention: What future are you trying to create? (situation for SACs at the end of the bridging phase) • Learning edge: What do you need to let-go of – and what do you need to learn? (eg are you still trying to take charge of the exchange visit?) • Help: Where do you need input or help? <p>Others listen deeply and may ask clarifying questions only (don't give advice!)</p>
2 min	Stillness <ul style="list-style-type: none"> • Listen to your heart: Connect with your heart to what you're hearing • Listen to what resonates: What images, metaphors, feelings and gestures come up for you that capture the essence of what you heard?
3 min	Mirroring Others shares images, metaphors, feelings, and/or gestures that came up when they listened to the case (don't give advice!)
10 min	Generative dialogue <ul style="list-style-type: none"> • <i>the case holder reflects back on what these images, stories and collective gestures evoke:</i> Seeing myself from the outside, what touched me, what resonated with me, what questions and reflections come up for me now? • All reflect on case giver's remarks and move into generative dialogue (build on each other's points – do not just forward your own points) exploring new perspectives and views on story teller's situation and journey.
3 min	Closing remarks <ul style="list-style-type: none"> • By others: what I take from this... • By case holder: How do I now want to support my team to support SAC led-exchange visits?
5 min	Individual journaling write the key points you want to remember

We would like to keep track of lessons that SACs share with others or take home from others after an exchange visit. We cannot capture everything in detail, but we can try to capture at least one point per woreda: what was shared, what was learned? We developed the following format 1.3.2 for this.

1.3.2 Experience sharing and learning: Use the table on the next page to identify an interesting experience shared and lessons that were learned from the exchange visit(s).



We invited some SAIPs to test the new QNR format. Thank you - it helps us to better explain. Let us look at this **1.3.2 example from OWDA**, which helps us to better understand how to complete the experience sharing table.

<p>Woreda: Denan</p>	
<p>A Specific example of experience shared with other SACs - by OWDA:</p>	<p>What the MA is actually looking for:</p>
<p>what: During the experience sharing events, participants visited Denan health center (HC)</p> <p>why: Denan HC has been giving services for the Denan woreda population for more than a decade. But the services delivered by the HC was incomplete. There was not equipped with human resources and medical equipment and laboratory materials. But, Thanks to SA and W-SACs, without never giving up repeatedly knocked the woreda administrator's office to improve the health services delivered by the HC. Lastly, the Woreda health office did an expansion of the HC and equipped with human resources, medical equipment including medication. Now the HC has been giving improved services to the community members. The surprising thing is that with the effort of the W-SAC, Surgeon and anesthesiologists are already assigned and the operation is fully equipped in the HC.</p> <p>who: 15 W-SACs and K-SACs (6 female and 9 male) were participated. 3 of the participants were from W-SAC and 12 of the participants were from 7 different K-SACs.</p> <p>how (steps): 1st the W-SACs and K-SACs were gathered in OWDA meeting hall in Denan town. 2nd the Denan Woreda SA expert highlighted to the participants for the aim of this experience sharing and meeting events. 3rd the participants have discussed the service improvements in their respective Kebeles, the challenges and the way to cascade down SA process to other kebeles. 4th the participants visited Denan HC and its service improvements.</p> <p>with what (resources): Experience sharing and learning events were used resources that was allocated from ESAP2-BP Extension period budget.</p>	<p><i>what: the specific learning will be about... services delivered by the HC was incomplete, not equipped with human resources and medical equipment and laboratory materials.</i></p> <p><i>why: this is an issue for the people (or why this is important for SAC learning) Patients spend a lot of time and money to go to xx hospital for this service... (explain why people found this was a priority problem to be solved)</i></p> <p><i>who: are the stakeholders involved making the change happen - in this case perhaps the region also played a role?</i> Thanks to SA and W-SACs, without never giving up repeatedly knocked the woreda administrator's office to improve the health services delivered by the HC. Lastly, the Woreda health office did an expansion of the HC and equipped with human resources, medical equipment including medication.</p> <p><i>how (steps): The process undertaken by the stakeholders mentioned under who above, to get the solution...</i></p> <p><i>with what (resources): Who paid for the service improvements, for the recurrent salary costs...</i></p>



Writing exercise: Please write down one specific experience that was shared by one of the WSACs during the exchange visit, or write down a specific lesson that was learned by one of the WSACs during the exchange visit. Give a specific example for each woreda that participated in the visit - using the “5 W’s and 1 H” method.

A Specific example of experience shared with other SACs:

Or

B Specific lesson learned from other SACs:

what: (the lesson - the change that happened)

why: (the lesson is important)

who: (was involved in realising the change)

how (steps): (did they realise the change)

with what (resources):



2. Regional FTA-SA partnerships

You have resources to attend regional partnership meetings. You should also make an effort to stay in touch with the Regional BoFED/FTA in between these meetings. Encourage the BoFED to organise joint-monitoring meetings, offer to share experiences with FTA-SA radio programs. Take initiatives towards the region!

We will do a writing exercise regarding 1.4.3 - interesting regional developments. Even though we did not have a recent FTA-SA meeting, there can still be interesting developments in your region with regional FTA and SA actors.

1.4.3 Interesting regional developments: Write down *what* the participants from your cluster (SAIPs) found the most interesting in the regional FTA/SA meeting. *Why* is it interesting for them/you? (**Note** - even if there was no FTA/SA meeting organised, there can still be interesting zonal or regional developments.)

Writing exercise:

Prompt for free writing is - The most interesting regional (or zonal) development at the moment is...

Now **bring the inside story out:** What were the less visible things that are happening regarding the regional (or zonal) developments? (10 minutes)

1. As you read through your free writing – on another sheet, write down some of the feelings, unspoken thoughts, assumptions, relationships and motivation of the different stakeholders that you are aware of.
2. Now you have better, deeper information to use in your report, your reflection and learning.
3. Complete your story about the regional (or zonal) developments and post it on the wall for others to read and comment on.

Reflection on regional collaboration with PSNP...

Annex: QNR instructions

Any comments regarding the new QNR instructions?

Tips for writing with your team

The QNR format is written in such a way that it can easily serve the team meetings you organise (hopefully) prior to writing your quarterly narrative report.

The QNR format gives pointers to what you and your team should be working on (eg GRB, transparency for community contribution).

The QNR format gives tables for cases and other information that should be collected by your team at woreda level, so make sure all have a copy available.

You will get the best results if you also help your team to write better. We encourage you to use (some of the) exercises in this workbook with your team.