



Ethiopian Civil Service University

Office of the Vice President for Research and
Community Services

Community Service Policy & Guideline

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Addis Ababa**



Ethiopian Civil Service University

Community Service Policy & Guideline

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List of Acronyms

AU- Academic Unit

CSP - Community Service Policy

CS - Community Service

ECSU – Ethiopian Civil Service University

RC – Research Center

RCSVPO - Research and Community Service Vice President Office

VPRCS – Vice President for Research and Community Service

Part I: General Provisions

1.1 Short Title

This document can be cited as the *‘Community Service Policy and Guideline of Ethiopian Civil Service University, 2017’*.

1.2 Definition of terms

In this Policy and guideline, unless the context requires otherwise:

- 1) ‘Activities’ means actions taken or tasks performed through which inputs such as trainings, consultancy, technical assistance, materials and other types of resources are mobilized to produce specific outputs;
- 2) ‘Community’ means an organized group of society living and/ or working in a certain place or geographical location and having some kind of social interaction;
- 3) ‘Community Services’ refer to programs or services conducted away and in campus of the university setting by academic staff, students and university community at large together with different stakeholders as well as the community itself in response to the social, economic and political needs of the community;
- 4) ‘Training’ is extending and developing individuals’ capabilities for better performance in their engagements. It involves the transfer of knowledge, skills and attitudes to develop and maintain trainees’ competencies to perform specific roles at their work place;
- 5) ‘Stakeholders’ means governmental and/or non-governmental organizations and industries which take part in community service activities with the university;
- 6) ‘Academic unit’ refers to colleges, centers, schools, institutes, departments or programs;
- 7) ‘Community service unit’ means a unit in the university composed of Research and Community Service Vice President Office, Community Service Directorate, College Dean/Deputy Dean, directors, Heads of departments, Institutes and Centers.
- 8) “University” means Ethiopian Civil Service University;
- 9) “Dean and Director” refer to the dean of a college or the director of an institute/directorate center or a school respectively.

Part II: ECSU Community Service Policy

2.1 Introduction

Higher education in Ethiopia plays a major role in the transformation of the country. With a view to the transformation of higher education in Ethiopia, the national education policy endorses the three points of departure for transformation of the higher education sector, namely: 1) Increase democratic and diverse participation aimed at eradicating inequalities; 2) response to a range of political, social and economic challenges and a commitment to solutions which might require adaptation in terms of research, teaching, learning, training, consultancy and curricula; and 3) increase cooperation and partnerships with all stakeholders in society (the community, as well as the public and private sectors).

This Policy further recognizes the importance of open systems of knowledge generation and transfer or sharing in close and cooperative interaction with, and in the interest of, the broader society. This Policy strives for the inclusion of such paradigms in community service, thus answering to the challenges of the current national transformation and development contexts through the production of socially relevant forms of knowledge.

Building the Capacities of Public Service is ECSU's principal motto. With more than 20-years teaching, training, consultancy and research experiences, ECSU has a strong potential to serve the public at large. This Community Service Policy (CSP) of ECSU is based on the vision and mission of the university which respectively are to become center of excellence in public service capacity building in Africa. And building the capacity of the public service by means of the promotion of an academic culture is expressed through specialized quality education, training, consultancy, research and community service. The CSP (here in after referred to as "the Policy") recognizes the continuous challenge faced by the ECSU in exercising its roles in the transformation and development of communities and responding vigorously to the challenges of the community. This response necessitates becoming a model of a truly robust and responsive university that uses its teaching, research, training, consultancy and community service capacities to make significant contribution to the development of public service in the country. Such contributions, with a "scholarship of engagement" at the heart, aim to enhance cooperation between the ECSU and its community, using the university as a staging ground for continued and creative interaction.

The policy acknowledges the concurrent challenge of operating in a truly national reality and reflecting an African consciousness and identity, and undertakes to champion the contextualization of the ECSU as a university of excellence in, and for, Africa. The policy thus envisions community engagement in the form of a pioneering approach that is increasingly integrated with teaching, learning, training, consultancy, research and community outreach activities. This Policy helps the academic staff, students and the target community at large to understand the responsibilities of the ECSU in community service engagements in addressing pressing community problems.

The Ethiopian Civil Service University was first established as a college in 1995. It was then promoted to university level in 2010 (2003EC). Currently, ECSU is organized into three colleges, --- institute, --- schools, -- directorates, - centers, and - administration sections. These are responsible to harmonize and provide community services for community development.

ECSU has a mission of offering relevant, efficient and quality education and training; conducting demand driven research and rendering efficient, effective and responsive community services. This shows that community service is one of the core missions of ECSU. As one of a kind university in the country, ECSU considers CS as one of its major missions. The legal provisions of this mandate are clearly stipulated in ECSU senate legislation Article --- sub article ----. By providing attention to the significance of community service, ECSU has established the office of VPRCS, CS directorate, deputy deans for research and CS at college levels besides assignment of CS responsibilities for department, institute and school heads.

In order to make sure that the community service provisions are oriented to the needs of the national development policy and those of the local community, community service thematic areas need to be identified. Accordingly, ECSU is providing CS on prioritized CS thematic areas which were identified in consultation with stakeholders and which shall be revised as deemed necessary. Whereas, CS provision processes in the university have not been guided by national and institutional policy directives; whereas, the recurrent problems and queries faced by CS providers and other stakeholders could not be addressed well without such a document; whereas, the university's CS provision lacks consistency, integration, coordination, effectiveness and efficiency in management of CS activities; it is important to develop a clear, understandable and informative policy direction by which the CS provision process at ECSU can be guided.

Therefore, this CS policy document highlights the CS mission, vision, goals, objectives, policy directions and strategies of CS in ECSU.

2.2 Community Service Vision, Mission and Objectives

2.2.1 Vision

ECSU aspires to be one of the leading community service providing universities in Ethiopia. It aspires to do so by partnering with stakeholders on problem solving community service provision through knowledge, generation, transferring, and sharing that are crucial for political, social, and economic transformation of Ethiopia by 2025.

2.2.2 Mission

ECSU has a mission of solving societal issues in general and public service and human resource development issues in particular through conducting demand driven, multidisciplinary, participatory research, and generating, transferring and sharing knowledge to the community by means of community service provision that contribute to the well-being of the wider society/ community and the transformation and development of the country.

2.2.3 Objective

The general objective of community service in ECSU shall be to assist the community via capacity building, awareness creation, generation of resources/revenues, livelihood improvement, improve life styles, establishing/enhancing partnership and linkages with stakeholders working on research, public policy and governance, public service and human resource development, urban planning, waste management, education, health, social, economic and political issues and other activities in line with ECSU vision and mission.

2.3 The Need for Community Service Policy

With the continuous expansion of ECSU's programs and every growing quests of the community's and public institutions for community services activities, the preparation and make use of a complete, clear and responsive CS policy framework has become needed. Therefore, this policy document is developed to:

- 2.3.1 Emphasize that proposed CS approaches are the best of all alternatives
- 2.3.2 Establish that all CS activities of the university are based on immediate needs of the community and public service institutions
- 2.3.3 Ensure that the community service programs of ECSU are relevant, necessary, efficient and effective.
- 2.3.4 Create transparency and uniformity in community service planning, implementing and monitoring processes.
- 2.3.5 Map out processes of identifying and prioritizing community needs and initiating community service projects;
- 2.3.6 Create procedures for preparation and approval of community service proposals;
- 2.3.7 Establish guidelines for identifying sources and modes of acquisition; mechanisms for community service project approval, control, monitoring and evaluation of community service effectiveness and impact.
- 2.3.8 Create and maintain a vibrant community service culture among its staff both within and outside the University, with the prime goal of achieving excellence in community service provision.
- 2.3.9 Harmonize the CS activities of the University in line with the research, teaching, training and consultancy agendas and
- 2.3.10 Provide guide lines for carrying out CS activities in/for the University

2.4 Purpose of the Policy

This community service policy will enable the university to effectively contribute towards the development of the community. It will serve as a guiding framework to facilitate planning, implementation, monitoring and evaluation of community service activities within the university. It will also ensure that all community service activities have a clear purpose drawn from the mission and vision of the university and that all resources mobilized for community service activities are directed towards the fulfillment of university goals.

Specifically, this policy document helps to:

- 2.4.1. Clarify the notion of community service as its components;
- 2.4.2. Establish broad principles for planning, implementing, monitoring and evaluating community services;
- 2.4.3. Set up mechanisms/structures to promote, record and coordinate community services;
- 2.4.4. Ensure appropriate selection criteria for Community Service activities/projects;

- 2.4.5. Establish rules that govern resource allocation for community service engagements by the staff of academic units and create a suitable working environment, clarify roles and responsibilities of the same; and
- 2.4.6. Encourage academic staff and students to involve in undertaking, managing and operating Community Service activities of the university.

2.5 Scope of the Policy

The scope of this policy covers the entire community service activities of the University as per the provisions and mandates stated in ECSU establishment proclamation and the 2017 University Senate Legislation. This policy, therefore, applies to all community service activities of the university. All colleges, research centers, academic units and administrative sections are expected to abide by this policy in all of their community service endeavors.

The scope also covers regions and city administrations; however as a starter the community service will give emphasis to university community and the surrounding community. The scope of the policy therefore includes the following:

- 2.5.1 Providing professional advice to the community who request the service.
- 2.5.2 Building the capacity of the community that leads to the improvement of technical abilities and values that enable individuals, groups, organizations and societies to enhance their performance and to achieve their development objectives over time.
- 2.5.3 Establishing partnership and linkages with stakeholders working for community development
- 2.5.4 Working directly with government bodies, leaders and community groups so as to mobilize the community for various interventions
- 2.5.5 Supporting community efforts to obtain resource or bring about change in policy and to speak on behalf of the community or its parts.
- 2.5.6 Providing funding and/or material support to the community (as per the government rules) to facilitate professional CS delivery.
- 2.5.7 Creating awareness for individuals, public and private entities, professional and civic societies and communities in issues that affect their economic and social lives, and the environment; as well as in other cross-cutting issues that affect their well-being and

- 2.5.8 Promoting membership and active participation in professional associations and voluntary and charity organizations.

2.6 Policy Principles

The guiding principles of the policy shall be:

- 2.6.1 All Community service works carried out by the University independently and/or in collaboration with stakeholders/clients as per the scope indicated above shall be based on immediate and critical needs;
- 2.6.2 Community service works by the University and its stakeholders may be initiated for the purpose/reasons of capacity building and awareness creation, resource gains, promotion and image building, collaboration and linkage;
- 2.6.3 University community members (teachers and students) have the freedom to initiate community service works for various activities mentioned below in the University focus areas;
- 2.6.4 Without prejudice, the University and its stakeholders have the mandate and the power to prioritize community service topics, choose certain community service approaches in favor of others and specify the purposes and type of the community service works they support and encourage;
- 2.6.5 The university shall promote the integration of community services with teaching-learning, training, consultancy and research activities of the ECSU;
- 2.6.6 The establishment of sustainable partnerships with communities and the relevant service sectors;
- 2.6.7 The different colleges, institutes/centers/schools/departments/academic staff members of the university shall participate in community service activities of the university, nurturing of existing, and the promotion of new community service initiatives;
- 2.6.8 The university management, senate, office of the VPRCS, Community Service Directorate, colleges, schools, centers and departments should promote, facilitate and provide support to the advancement of community service in the university;
- 2.6.9 College deans/deputy deans, centers/school and department heads shall initiate, plan, promote, facilitate and provide support to the advancement of community service in their

respective units. Community service directorate shall initiate and/or coordinate and manage the overall community services of the university.

- 2.6.10 Researchers may link the findings and/or outputs of their research to community service.
- 2.6.11 All full-time academic staff shall actively and responsibly participate in the community service activities of the university and this will be credited and used for promotion.
- 2.6.12 A member of staff undertaking a community service must gain approval for the service from his or her Head of institute/ Line Manager.

2.7 Policy Implementation Strategy

In order to accomplish the objectives of the community service of the university, the following strategies for the implementation of the Policy will be followed:

- 2.7.1 Integration of community service as a core component of the vision, mission, objectives and organizational structure of the ECSU;
- 2.7.2 Inclusion of community service in the strategic planning, policies and procedures of the ECSU;
- 2.7.3 Coordination of community services through the Community Service Directorate, deputy college deans for research and community service and the Community Service Management Committee at the University level.
- 2.7.4 Development of cooperative partnerships with communities and the public service sectors;
- 2.7.5 Coordination of partnerships with communities and the public service sector which are of vital importance; ECSU strives for the setting up of responsive and cooperative partnerships, with the emphasis on mutuality and reciprocity for the benefit of all parties involved;
- 2.7.6 Ensuring maximum community and public service sector participation and decision-making in a transparent, accountable and democratic manner by way of standard operating procedures, memorandums of understanding and service-level agreements;
- 2.7.7 Encouraging communities to contribute to partnerships through their own social capital. ECSU values and duly recognizes this input in order to ensure an effective response to the challenges identified by the community in addition to the contributions made by the ECSU and the service sector;

- 2.7.8 Empowering ECSU undertakes staff member's in partnership-building, so as to ensure the adherence of good practices.
- 2.7.9 Encouraging multidisciplinary engagement as the key for the implementation of community service projects; as ECSU shall continue to support and engage with them,
- 2.7.10 Allocating sustainable and strategic human, financial, infrastructural and information resources for community service:
- 2.7.11 Allocating sustainable strategic funding for the establishment of new community service projects is a priority for the strengthening of the ECSU community service agenda.
- 2.7.12 Striving to include the funding of integrated community service in budget allocation formulas in an appropriate manner;
- 2.7.13 Ensuring that the appointment of staff is aligned with the ECSU's need for adequate and special expertise in the development, coordination and sustaining of community service.
- 2.7.14 Ensuring that commitment to community service shall be reflected, within limits of affordability, in the sustainable provision of infrastructure and information resources for the development, coordination and sustaining of community service;
- 2.7.15 Striving within limits of affordability, to allocate funds from the ECSU budget for the formulation and implementation of multidisciplinary projects for community service and
- 2.7.16 Setting recognition mechanisms to community service providers to enhance the quality of community service and strengthen the practice.

2.8 Institutional Linkage

Ethiopian Civil Service University has a long-standing linkage with various national and international universities, government organizations both at regional and federal level at the same time with civil societies and non-governmental organizations. Since the university is focusing in building the capacity of the public servant, it is imperative to have the linkages for knowledge generation and sharing or transferring through education, research, training, consultancy and community services.

Therefore, the overall goal of the linkage is to engage ECSU with community so as to ensure its role and at the same time to learn from the interaction with the communities that the university serve. Further, the linkage aims at boosting the image of the university among the society by

enhancing legitimacy and trust about the university so as to play its capacity building roles to improve quality of life among the communities through its various service provision activities.

2.9 Approval and review of the policy

Since community service is an identified priority area within the ECSU, all responsibilities regarding approval, adjustment, amendment and review of this Policy are subject to the approval of the Senate.

2.10 Administration of the Policy:

The institutional responsibility for the management of the Policy resides with the VPRCS, Community Service Directorate, the Community Service Management Committee and the Community Service Teams of the colleges/Centers/ /departments/schools/institutes.

2.11 Effective date of the Policy

This Policy will take effect on (date approved by Senate) and will be deemed not to be retroactive in nature.

2.12 Policy Review

This policy framework shall be subject to review within five years from the date of Senate approval to evaluate the impact of the policy and any implications arising from a constantly changing internal and external environment.

Part III: ECSU Community Service Guideline

3.1 Introduction

In line with the community service policy of ECSU, this guideline is intended to serve as a framework that guides the design, implementation, monitoring and evaluation of Community Service in the university. This guideline helps academic staff, students and the target community at large to understand the responsibilities of ECSU in community service engagements in addressing pressing community problems. In addition, this guideline will ensure that systematic and fair procedures will be followed in selecting the best community service project ideas that may bring significant positive results for target communities.

3.2 Community Service Planning

3.2.1 Targets Identification and Needs Assessment

The major beneficiaries of the community services are employees of the Federal and Regional public service sectors, community organizations, *Woredas*, sub cities, schools, colleges (both government & non-government) etc and the university community.

The public sector, especially the *Woredas* and sub-cities around the university, and regional and federal civil service institutions and their employees shall be the direct target groups of the community service of the university. Finally, the ECSU community academic staff, administrative staff, and students shall also be beneficiaries of the community service of the university.

Local public councils, civil society organizations, community based organizations, youth organizations, women organizations, small and micro enterprises, and informal businesses around the university shall benefit from the community service of the university.

The university shall engage in environmental conservation, urban sanitation and hygienic activities, voluntary services, legal and paralegal aid for the needy, library services, capacity building training programs and packages on issues of HIV/AIDS and care and support services ,guidance and counseling, support for youth and women associations through preparation of manuals, business plans, awareness creation, and advising public sectors, especially *woredas* and

sub-cities on implementation of policy, program, projects, reforms such as tax system reform, justice system reform, civil service reforms, etc.

The community service will address computer and language skills development to the public service based on needs assessment. This will help the university to transform the public sectors and the community around it. This shall be implemented through the FM radio of the university. The radio will play its educative, informative, and entertaining roles for the internal and external communities of the university, and it will also promote its services to the public sectors, surrounding community as well as the university community.

The university shall identify the needs of the stakeholders periodically. Especially the following bodies shall be responsible for this.

- Office of the VPRCS: This Office will conduct formal needs assessment periodically to identify the needs of communities and to prioritize community segments in accordance with their needs and potential impact of programs the university has offered and can offer;
- Aus and RCs: Based on needs assessment, the respective AUs/RCs will develop a working document in collaboration with relevant stakeholders;
 - The identified thematic areas should guide the development of community service projects by the AUs/ RCs;
 - Thematic area identification and needs assessment shall be done in one-year interval depending on prevailing circumstances.

3.2.2 Criteria for Selection and Prioritization of Target Communities

In conducting needs assessment and identifying targets, the university shall use the following criteria:

- The community service to be provided for a target community should be consistent with the University's priorities and Community Service thematic areas of the Academic Units/Research Centers,
- The extent of the community's existing and potential challenges shall be considered in selecting Community Service provision site;
- Readiness and commitment of the community to work with the University should be considered;

- Competency in providing the needed community services, the existing situation as well as the expected impact from addressing different needs in the communities should be used to identify a list of outreach areas the university will consider to offer.
- Marginalized groups within the community will be given priority;
- Cross-cutting issues (gender, HIV/AIDs, disability, environment) shall be given emphasis;
- Other criteria as deemed appropriate by the university shall be considered.

While target focused approach to community services is the overarching strategy, the university also welcome ideas from different stakeholders of the University (internal and external) and encourages the involvement of colleges, departments, schools, institutes, centers and other stakeholders in the initiation of program ideas.

3.2.3 Community Service Project/Ideas Initiation

Based on its needs assessment, the university through Research and community service vice president office may develop specific community service programs. When this is the case, the office shall organize teams to develop a proposal. The selection of the project development team should be based on:

- Expertise of academic staff members (educational background, related research work, experience, personal interest and commitment),
- Load and other roles of the academic staff involved at the time,
- In making such assignments to academic staff, due consideration shall also be given to ensure the involvement of an appropriate proportion of staff of the colleges/departments/schools/institutes/research centers and enhancement of academic staff's and students' exposure to community service activities; and
- Across AUs community service plans/projects shall be reviewed/approved and supervised by the Research and Community Service Vice President Office through community service directorate.

3.2.4 Project Ideas from AU/ RC and Staff of the University

Members of the University academic staff and students are expected to come up with community service ideas in the form of project proposals to be submitted to the community service directorate and respective colleges /departments/schools/institutes and centers.

The following should be observed in such circumstances;

- Projects with multidisciplinary teams including students with clear role are highly encouraged;
- If the project is developed by a team, the team should designate a coordinator/team leader who will represent the team in all matters related to the project;
- Proposals should not duplicate projects recently submitted or implemented;
- For team-based projects, efforts should be made to balance the team composition from the University and the stakeholder/s.

3.2.5 Community Originated Project Requests

Whenever requests for community services are made by a community or civic and public organization/s, the Research and Community Service Vice President office together with community service directorate and deputy college deans for research and community service will strictly evaluate the request in terms of the University's capacity to address the requested service(s) and inform its decisions to the party making the request.

3.3 Community Services Project Design, Evaluation and Selection

3.3.1 Procedure for Project Design

When projects are designed for providing community services the following procedures shall apply;

- The first step in providing community services should be the idea initiation, and development of a project proposal and considering the thematic area of the University in general & colleges/departments/schools/institutes and centers in particular;

- The community service directorate will work with Research and Community Service Vice President Office, the colleges/departments/schools/institutes and centers to explore how the project fits with current plans, processes, information sources, and resources;
- Academic staff should consult with the community service directorate and deputy college deans in designing the community service projects.

3.3.2 Components of the Project Proposal

The proposal for community service projects shall have the following major components:

- Project Title, persons responsible, their discipline and address
- Project summary
- Introduction with strong justification including need assessment result
- Objective (General and Specific)
- Project beneficiaries
- Expected outcome/s
- Strategy of Monitoring and evaluation
- Action plan
- Budget breakdown
- Attached training manual (optional)

3.3.3 Procedures for Project Screening and Selection

When community service projects are initiated, they shall be screened and selected based on the following procedures:

- There will be two windows for submission of community service project proposals (times for the submission of proposals for one budget year): May (for the coming budget year) and November (for the same year or coming 6 month);
- Interested academic staff/students can submit proposals, within 15 days of the two window periods, that briefly summarize the key features of the proposed project/services (and by considering the community service project proposal preparation requirements
- The community service directorate and Colleges review the submitted project/service sheets on the bases of the project relevance, feasibility, potential impact, and sustainability;

- Results and decisions passed on submitted project service sheets will be announced on the notice board of the University/colleges/centers within five days after final decisions are made;
- The detailed project design and proposals are submitted to the community service directorate or to the college Deputy Deans for research and community service or to any academic unity or center within the next 30 days after preliminary screening decisions are announced;
- Project proposals may be written in Amharic or English.

3.4 Community Services Project Implementation

3.4.1 Signing of Contractual Agreements

Written contractual agreements shall govern the execution of awarded projects. The contractual agreement shall define the responsibilities and rights of the project leader, the project team, the RCSVPO/Colleges/Centers. The contract shall be specific about due dates (duration) of project activities, reporting requirements on the part of project team members, authority and responsibilities in the disbursement of funds allocated for the project, and use of University and other stakeholders properties; In cases when the community service project comes from the community itself, a Memorandum of Understanding (MoU) will be made/signed between/among RCSVPO and other stakeholders for the overall (finance, manpower, and etc.) implementation of the project. Based on the agreement and action plan of projects initiated by the community, the RCSVPO has a mandate to follow the activities.

3.4.2 Delivery of Community Service Projects

- The project team leader is responsible for coordinating and managing the delivery process;
- The team leader should ensure that the required materials are ready to implement the project;
- The designated project team leader has the responsibility to represent the team in all relationships and matters related to the project;
- Community service directorate should ensure that the intended communities are communicated on all relevant facts of the project: arrange for venues, facilities, and resources required for the project.;

- The project team will ensure that participants/clients are clear about the purpose of the CS project and the gaps that it is intended to fill;
- At the end of the CS Project, the project team members/leader shall gather, organize and submit views of the participants/clients for future information, documentation and dissemination;
- The community service directorate and college deputy deans are responsible for monitoring and supporting the delivery process.

3.4.3 Financing the Community Service

The community service is largely financed by the university. Besides the community service will also generate its own income by providing different services to government, mass associations and community based organizations. Students' Community Service Program is voluntary in nature where different collaborating institutions work together under the spirit of cooperate social responsibility to help the surrounding communities to improve the quality of life. The linkage may not generate income from the poorest of the poor communities, however, through this program; the linkage has directly and indirectly will benefit individuals, families and communities. The community service directorate also raises funds from bilateral, multilateral organizations and domestic resources to finance different community based programs and projects.

The university's community services do not include direct financial aids to any individual, or group of individuals, organizations, and other entities. The university may, as part of its corporate responsibility program, may extend such aids, but, such cannot be taken as part of the university's outreach programs.

3.4.4 Recognizing the Role Played by Different Actors in CS

3.4.4.1 Advantages for ECSU Staff and Students

Provision of community services:

- Enables to transform the Ethiopian Civil Service University in line with societal needs, and for producing graduates who feel a sense of civic responsibility;
- Provides more opportunities for both the ECSU staff and students to develop experience and confidence through participation in community services;

- Both academic staff and students may have the chance to do, see, and learn things in settings to which they might not otherwise have access as part of their formal education;
- Provision of community services might help to share best practices in every field of study.
- Certificate of recognition will be awarded to participants who have fulfilled the minimum requirements (16 hrs/ semester) of participation in community services and successfully completed it.

3.4.4.2 Students' Engagement in Community Service

Engagement of both graduate and under-graduate students in community services is a key to successful and all-encompassing efforts. Such an effort will be a win-win case in point. Therefore, students are responsible to actively participate in community services while gaining practical learning experience through the process. Thus, involvement of students in community services is one path for enriched curricula. This requirement is intended to provide students with an opportunity to serve their community, to apply knowledge gained in the classroom, enhance their critical thinking skills and become informed, active, responsible and ethical citizens.

3.4.4.3 Academic Staff

In community services, each academic staff has the following roles and responsibilities:

- Engaging actively, individually and/or in group in the identification of critical community problems and develop workable project ideas to address identified gaps;
- Contributing their professional services to the community whenever the university calls upon;
- Ensuring proper completion and delivery of community services projects and consultancy services they have been involved as initiators or members;
- Preparing the completion of the community service project, summary report by the team leader that compiles all the significant aspects of the project and submit to the concerned body office of the RCS and/or academic unit;
- Taking community services delivery as an integral part of their job as academic or administrative members of the university and show all necessary diligence to adequately carry out their responsibilities;

- Each academic staff, either with students or with his colleagues and administrative Personnel should complete a minimum of 2 credit hours community services per year.

3.4.4.4 The Community

For the effective implementation of the community services the community shall have the following roles and responsibilities:

- Initiating community services projects/idea,
- Working collaboratively with the university community,
- Being open to accept and implement new ideas,
- Attending community services designed to solve their problems,
- Providing the expertise of certain community members when appropriate,
- Providing support to the community services by volunteering in and/or promoting the program as well as in the evaluation of the outcomes of the services provided.

3.5 Monitoring and Evaluation

The purpose of monitoring and evaluation is to provide information for actions such as decision making, strategic planning, reporting, or program modification. It also denotes the progress, success, and effectiveness of community service projects for the concerned body. Hence;

- a) Community service projects should be monitored and evaluated frequently to check their progress, achievements, challenges and contexts and to take appropriate remedial actions to ensure that projects are successfully delivered, or in case of difficult situations, to stop wasting resources in an otherwise irremediable project;
- b) Monitoring and evaluation should build directly on project/program objectives, outcomes, and performance indicators from the project design proposal.
- c) Data gathered in the evaluation process should be specific enough for sponsors/client organizations/university to identify exactly where to make improvements in the planning, development and delivery of activities.

Three types of evaluation will be done during the implementation of the outreach project:

- a. *Formative evaluation*: is an ongoing evaluation that starts early in a project. It assesses the nature of the project, the needs the project addresses, and the progress and implementation of the project.
- b. *Process evaluation*: is used to monitor activities to make sure a project is being implemented and completed as designed and on time. It can be complementary to formative evaluation.
- c. *Summative evaluation*: is an overall assessment of the project's effectiveness and achievements. It reveals whether the project did what it was designed to do. It provides information for future planning and decisions and usually is completed when the project is over.

4. Effective Date of Application

This Policy and Guideline shall enter into force on date of its publication from _____
done at Addis Ababa.

Ethiopian Civil Service University Senate