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# **FINAL EVALUATION OF HAQI AND GYOB PROJECTS**

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## Acronyms

CSOs	Civil Society Organizations
FGD	Focus Group Discussions
GOE	Government of Egypt
GYOB	Get Youth on Board
HAQI	How to Access Quality Initiative
IPB	International Public Budget
KII	Key informative Interview
MoSS	Ministry of Social Solidarity
NGOs	Non-Governmental Organizations
RBA	Rights Based Approach
SA	Social Accountability

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## Executive Summary

CARE Egypt's governance program works to enhance good governance at the local and national level. Apart of the governance program, CARE implemented two projects: How to Access Quality Initiative (HAQI) and Get Youth on Board project (GYOB). HAGI adopted the rights based approach to access quality services while GYOB aims to empower youth to be part of decision making in local communities. The final evaluation will assess to what extent the two project were able to achieve their targets indicators and effectiveness of their implementation modality to impact the targeted communities.

This final evaluation will assess to what extent the projects accomplish its planned results. It will also highlight how the project's interventions affected the lives of beneficiaries and their community. The final evaluation is planned to achieve the following objectives:

- Assess the relevancy, efficiency, effectiveness and sustainability of project interventions
- Assess the project achievements comparing to its planned targets
- Extract lessons learnt and best practices for future replication
- Provide relative recommendations for future design and management modality

Both qualitative and quantitate techniques were applied to conduct the final evaluation, in addition to desk review of project documents including the project proposal, log frame, plans, training materials and reports. The evaluation adopted the participatory approach including the FGD with beneficiaries, key informative interviews with different stakeholders and mini-survey completed by the beneficiaries. All the quantitative and qualitative results are compiled and analyzed according to the evaluation main criteria of relevancy, efficiency, effectiveness, impact and sustainability. In addition, factors promoted/constrained projects' achievements are identified, lessons learned extracted and recommendations are developed for future direction and replication.

### Evaluation main results

**Relevancy:** the projects came in relevance to the objectives of CARE governance program and objectives of having rights based approach cross cutting in its program and application of social accountability tools, in addition to its relevancy to Ford foundation objectives of promoting rights based approach and social accountability, specially the budget transparency tool. As indicted in the FGD as well as the quantitative results the project are in complete relevant to the beneficiaries and communities needs.

**Efficiency:** the implementation of the two projects at the same time provided a good chance of better integration that is resulted having model of community empowerment that are based on rights based approach and application of social accountability tools. Moreover, CARE introduced a training module that provided the four stages of results training module which provides 1) knowledge, practice of skills, application of knowledge and skills through small grants and achievements of results incorporating lessons learned for future replication. In addition and with donor cooperation, the projects were responsive to changes and reality on the ground.

**Effectiveness:** The social accountability concepts and tools was mentioned by 74% of the sample for GYOB beneficiaries and 65% of the sample for HAQI beneficiaries as the most important concept they learned. GYOB was able to train 133 of youth on social accountability and tools in the three targeted

governorate. While the training introduced the various tools of social accountability, the application focus on two main tools; the community assessment score cards and the budget transparency. CARE conducted analytical study of the enabling environment in the three governorates. The study indicated that the enabling environment in the three governorates still weak, specially, in access to information, gender balance and equal opportunities and the role of governmental institutions in promoting social accountability. The social accountability tool of score cards have been applied in health, education, agriculture, youth centers and local administrative units, while the Budget Transparency model applied within two grants only due to the sensitivity of sharing the financial information with the public.

Under HAQI, The training on social accountability and rights based approach was provided to different stakeholder: the CSOs, the governmental officials and media groups. During the FGD, the beneficiaries highlighted the advocacy training and public hearing sessions as the main tools empowered them to address the water issue with the governmental officials. Following the attendance of the training, hearing sessions and several meetings with the CSOs and CARE partner organizations, the Water Holding Company started to take physical actions that respond to community needs such as:

- The awareness plan of the Water Holding Company includes formation of committee of Civil Society Organizations
- Banner of values and behaviors of service providers staff are hanged to the wall in the first floor.
- The slogan of 2014 plan is “the poor are first”
- Ethical commitment with the “citizen agreement” while the company is keen to provide quality of service that responds to clients’ needs.
- Decree was issued with decreasing the water connection fees for the poor to be L.E 500.

**Impact:** the project impacted the attitudes of public to claim their rights within legal frame and apply all the necessary steps of complain documentation and delivery as well as monitoring the respond from the governmental side. As reported by the governmental officials from education and water holding company, this is their first time to attend training with CSOs and be convinced with CSOs capacity to play effective role in improving the service delivery and support individuals to claim their rights within legal context.

**Sustainability:** Community members, particularly women and youth, report a shift in their understanding of themselves as citizens and a new willingness to question local officials, review budgets, and conduct community research to document their key concerns. This is an impressive, empowering transformation sustainable in the dynamics of community participation in villages. On the other hand, working with the governmental bodies such as the Education Directorate, Health Directorate, Youth centers, Local Administrative Units and the Water Holding Company provides a wide chance of sustainability and replication of the initiatives in different ways.

### **Lessons Learned**

- Much of these two programs impact appeared over time, as community members came to understand and test their rights and responsibilities as Egyptian citizens, and local officials came to recognize and acknowledge these rights and role of community in social accountability. Accordingly, project duration should be reconsidered in future replication.
- Since the partner NGOs were recipients of technical assistance during the implementation, there is a necessity to increase the provided technical assistance from CARE side during the application of the SA tools on the ground to well absorb and understand the whole process and the importance of each single detail.

- Although CARE designed GYOB to use the developed youth groups under Hewar, some of those groups were not found and new groups were developed and linked with CSOs. Although of some resistance from CSOs side to give the lead to youth, the youth groups were able to achieve projects' results and met CARE expectations in the two projects.

### **Factors promoted the projects achievements**

Training for results approach adopted by CARE helped in acquisition of the training knowledge and skills by applying the skills through the grants provided for this purpose.

The integration of the two project during the implementation helped to promote each other while it also served the strategic direction of CARE Governance Program.

The flexibility and respond to change the plans and targets according to the reality on the ground.

Taking long time in the start-up phase to ensure that all partners have same understanding of the ideas and new concepts that allow good launching of projects activities

### **Factors constrained projects' achievements**

Political Changes that accompanied the projects implementation started in June 2012 and extended for few months. These changes resulted in some negative attitudes towards the foreign fund and instability and insecurity of communities for a while. However, CARE reputation and credibility in the communities helped to overcome

Sensitivity of the budget transparency tool. It is against all culture and government system sharing the financial information with public. In addition, it is not acceptable that the public may have a say in the budget allocation even for small village. The two CSOs on in Luxor and the second in beni-Suef who selected the budget transparency tool were challenged by the governmental attitudes of not sharing information with them. Moreover, the two CSOs were also attacked by the governmental bodies for their questioning of the budget information.

The absence of rights based culture in the community. It took some time from all parties to bring the community on board and let them claim their rights based on the local laws and constitutions.

Some of the CSOs don't have enough capacity to cope with CARE financial system and requirements.

### **Recommendations:**

- In the light of the enabling social accountability environment study, there is a need to promote the information accessibility and enhance the role of the government institutions to support social accountability.
- The continuation of Inclusion of Rights based Approach as cross cutting theme in CARE community development projects
- The introduction of new cultural concepts such as budget transparency need more time to change values especially among governmental officials. However, this is recommended to have more investments and trials of implementation. The financial figures are something tangible for

the community and they easily realize the achievement through access to such financial information.

- HAQI initiative could be replicated in other communities and let the communities identify the issue they would like to address, as reported by the beneficiaries in the FGD that they would like to apply it in the health sector that is badly needed.
- Investment in youth is the core for development and making changes in the communities. Although youth are more exposure to life changes of travel for work or do the military service, however, this movement provides better chance of spreading the knowledge in communities beyond the targeted geographical locations.

## I. Introduction

Recently, the role of citizens and communities has been recognized globally among governments, donors and civil society in reducing corruption, enhance accountability and improve public service delivery. Accordingly, social accountability has been adopted as an appropriate approach to both public sector and civil society to improve governance process and services delivery outcomes.<sup>1</sup> The World Bank defined **Social accountability** as an approach towards building accountability that relies on civic engagement, i.e., in which it is ordinary citizens and/or civil society organizations who participate directly or indirectly in exacting accountability.<sup>2</sup>

While significant recognition of social accountability has been increased, the Rights Based Approach (RBA) has become the heart of development. RBA aims to strengthen the ability of states to fulfill their obligations as duty-bearers and increase the opportunities for constructive dialogues with rights-holders through developing the capacity of individuals and communities to realize their rights.

The RBA and social accountability are two sides of a coin. While the social accountability approach works to bridge the gap between services' providers and communities, the RBA works to develop dialogues that enables officials to fulfill their obligations and citizens to get their rights.

CARE Governance program goal "ensure that marginalized citizens are actively engaged in local government mechanisms and practices which will increase their involvement in public decision-making and improving service delivery". The goal statement implies the social accountability approach through the engagement of citizens in public decision making and RBA in getting improved service delivery.

## II. Projects Background

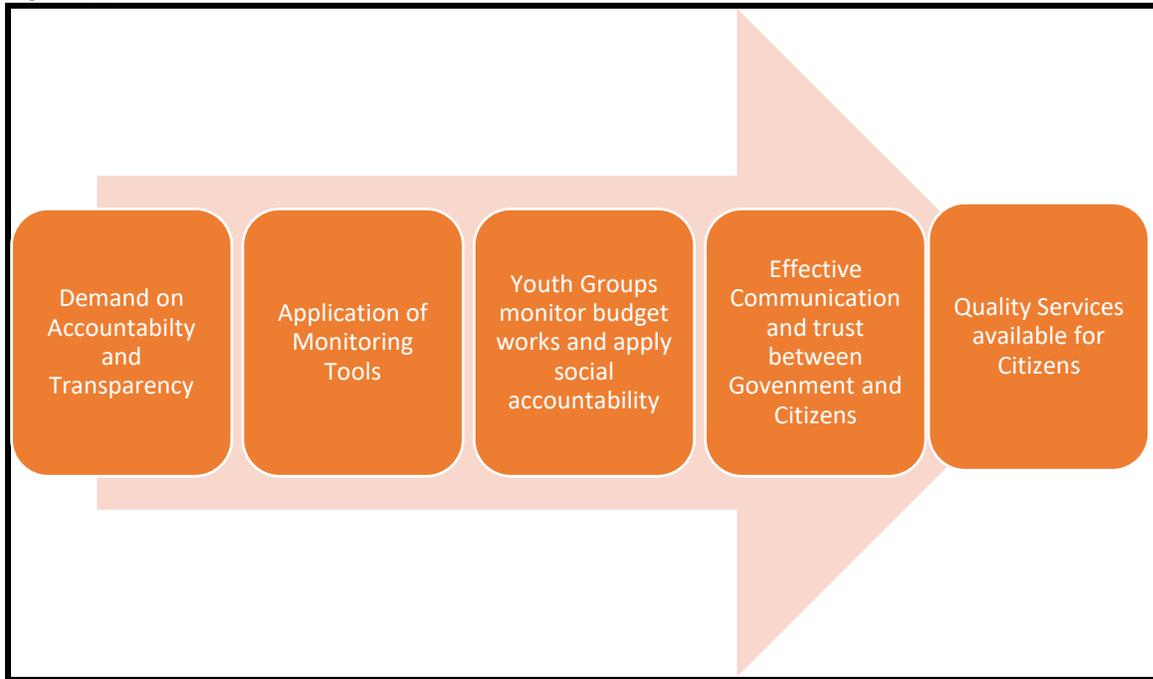
Get Youth on Board project (GYOB) launched in July 2012 for two years and extended for other six months till January 2015. The project has been implemented in three governorates in Upper Egypt: Beni-Suef, Qena and Luxor, in partnership with two NGOs: Key of Life Association in Luxor and Qena and Better Life Association in Beni-Suef. GYOB overall goal was to reinforce accountability by empowering citizens to participate in local development and make service providers accountable which would result in bridging the gap and having joint actions. Series of interventions have been implemented to increase the availability of quality services for citizens in the local communities (Figure 1).



<sup>1</sup> World Bank 2005, Social Accountability Source Book, Chapter Two.

<sup>2</sup> World Bank 2004, Social Accountability: An Introduction to the Concept and Emerging Practice

**Figure (1): Process of GYOB Interventions**



Simultaneously, CARE implemented How to Access Quality Initiative (HAQI) that was started in October 2012 and completed by January 2015. The project has been implemented in the same governorates Beni-Suef, Qena and Luxor having the same partner in Beni-Suef; Better Life Association for Development and Training in Beni-Suef.

**Figure (2): HAQI Main Interventions**



### III. Evaluation objectives

- Assess the relevancy, efficiency, effectiveness and sustainability of project interventions
- Assess the project achievements comparing to its planned targets
- Extract lessons learnt and best practices for future replication
- Provide relative recommendations for future design and management modality

### IV. Evaluation Methodology

The End of project evaluation of HAQI and GYOB projects is organized to address the evaluation purpose and answer the following questions:

- To what extent the two projects were able to achieve their preset impact indicators?
- What are the factors that enabled or constrained project implementation and results?
- What activities proved most beneficial to target groups and why?
- To what extent the projects enhanced the capacity of the local implementing partners?
- What are the key lessons learned in adopting the rights based approach in the implementation?
- How were the activities implemented?
- To what extent the activities were effective?
- How is it “perceived, valued and sustained”?
- Role of media/effectiveness?
- To what extent are the tools appropriate?
- To what extent were project stakeholders engaged in all project phases?

The evaluation was designed to be: 1) **participatory**, engaging and giving voice to the perspectives, ideas, and experiences of the key stakeholders and beneficiaries; 2) **multi-dimensional**, utilizing a variety of overlapping evaluation techniques to document and refine findings and recommendations; 3) **evidenced-based**, rooted in documented quantitative and qualitative results; and 4) **useful** to generate findings that will provide CARE Governance program with useful recommendations for future programming.



Data for this evaluation was collected from a broad range of stakeholders to ensure independence of the evaluation process, as well as accuracy and completeness of the subsequent conclusions, and recommendations. The evaluation employed a complementary set of methods and data collection instruments (Kindly refer to Annex 1), including: individual and group responses, semi-structured interviews, and analysis of existing information. Figure (3) summarizes the number of interviews, min-questionnaires and FGD conducted in the three governorates. The main tasks conducted:

- **Critical desktop review of materials** including grantee reports, work plans, Training manuals, baseline survey, mapping reports and youth initiatives reports.
- **Key informant interviews (KIIs)** with Director of water Holding Company in Luxor and Beni-Suef, Director of Education Administration unit in Quos, CARE staff in Cairo office and staff of Beni-Suef, Qena and Luxor. .
- **Focus group discussions (FGDs)** with beneficiaries from each project.
- **Mini-questionnaires** collected from beneficiaries from each project.
- **Beneficiaries' self-assessments** with beneficiaries from GYOB project.
- **Field visits** to multiple sites in Beni-Suef, Qena and Luxor

**Figure 3: Actual Number of Interviews, FGDs, and Mini Questionnaires Conducted/Collected**

Grantee	Site	Mini Questionnaire	FGD Beneficiaries	KII
<b>HAQI</b>	Beni-Suef	21 male 15 female Total 36	2 male 2 female	Staff of local partner CSO and CARE field Office Manager of Water Holding Company
	Luxor	4 male 7 female Total 11	1 male 1 female	- Staff of CARE field Office - Secretary of Local Government Unit in Mahmid, Arment - Manager of Public relations, Water Holding Company
	Qena	3 male 17 female Total 20	1 male 2 female	Staff of CARE field Office
<b>GYOB</b>	Beni-Suef	16 male 32 female Total 36	2 male 2 female	Staff of local partner CSO and CARE field Office
	Luxor	4 male 7 female Total 11	1 male 1 female	Staff of local partner CSO and CARE field Office
	Qena	5 male 12 female Total 11	1 male 1 female	- Staff of local partner CSO CARE field Office - Director of Education Administration Unit in Quos

Following completion of data collection, beneficiary mini-questionnaire scale results were aggregated to provide average scores for each questionnaire item and disaggregated by gender and governorate. FGD and KII notes were reviewed to identify key themes and findings relevant to the evaluation questions on dimensions including relevancy, efficiency, effectiveness, impact and sustainability. These findings were used to provide context, meaning to quantitative results and lesson learned.

## **V. Analysis and Major Findings**

The results of the evaluation is presented according to the main evaluation criteria: relevancy, effectiveness, efficiency, impact and sustainability as follows.

### 5-1 Relevance

The relevance of the project refers to its relevancy to the needs of the beneficiaries, the development policies of the government, the objectives of CARE and the objectives of funding agency; Ford foundation.

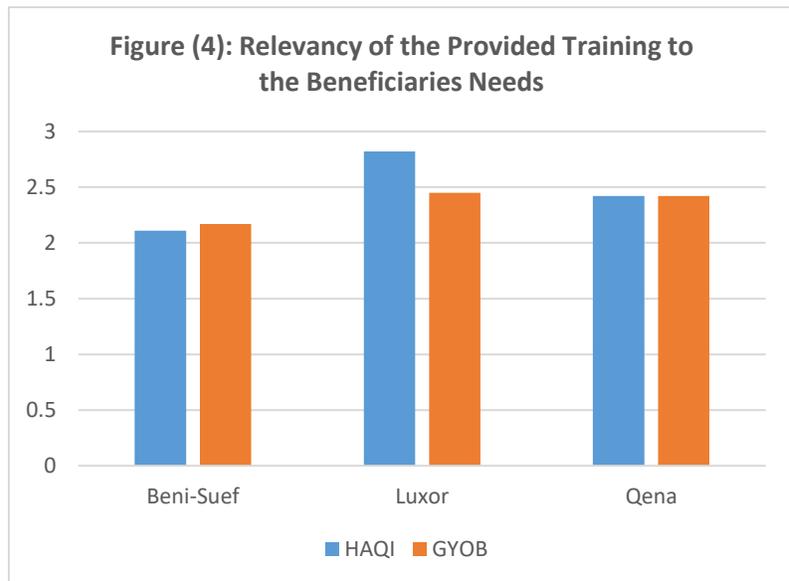
The two project were designed based on actual needs of the local communities. HAQI was designed as a result of previous project funded by Ford Foundation and focused on RBA. Accordingly, HAQI was built on this experience with specific application on water services. HAQI was launched by conducting a satisfactory survey to measure the satisfaction of clients with the water and sewage services as well as to what extent people are aware with their legal rights in this regard. The satisfactory survey results indicated that clients are suffering from various problems with water connection, continuity of water supply and quality of received water. The beneficiaries indicated that the project was highly relevant to their needs as indicated in Figure (4).

The project came in complete relevance to CARE objectives and values whereas, the drive behind CARE International's rights-based programming work is the need to maximize impact and efforts, to tackle poverty and social injustice. CARE believes this can only be achieved by supporting interventions which explicitly focus on people achieving minimum conditions for living with dignity (i.e. attaining their human rights – as validated by national and international law). A “rights-based approach” to human rights empowers poor communities to claim and exercise their rights and enables those responsible to fulfil their duties. CARE launched its Human Rights Initiative in January 1999. Since then, the focus has been on:

- Raising awareness and promoting a shared understanding of a human rights approach as it applies to CARE's work;
- Building staff capacity to apply a rights approach in every stage of CARE's programs;
- Ensuring that CARE's principles, policies and systems facilitate rights-based programming; and
- Forging strategic alliances with other organizations to enhance mutual learning.<sup>3</sup>

The project objectives are relevant to the Ford Foundation objectives to promote rights based approach apart of alleviating poverty, while it is relevant to government policies, in terms of, improving livelihood conditions of marginalized groups and help people to claim their rights within legal context and decent approach.

On the other hand, GYOB was designed based on the experience of Hewar project and make use of the momentum of youth motivation to participate in decision making and



<sup>3</sup> CARE, 2002a, 'Defining characteristics of a rights-based approach', in CARE, *Promoting Rights and Responsibilities* newsletter, February

process of change in their communities through the social accountability concept that has been adopted with executive local councils apart of Hewar interventions. Accordingly, GYOB was designed to use the social accountability tools to identify service gaps with the participation of both sides the demand and supply and agree on action plan to improve the service and fill defined gaps.

Since Ford Foundation is the donor of the International Public Budget (IPB) Initiative, the project was designed to provide pilot application of Budget Transparency tool and provide case study with lessons learned for future replication.

## **5-2 Efficiency**

The assessment indicated that the project was implemented efficiently. This will become apparent in the following discussion, which is organized into the following subjects:

### ***A) Implementation framework***

As mentioned before, both HAQI and GYOB were implemented in partnership with partner umbrella organization in each Governorate. Better Life Association for Development and Training was the partner in Beni-Suef for both HAQI and GYOB, while Key of Life Association was partner for GYOB in Qena and Luxor. Key of Life Association was not able to get MoSS approval for HAQI. The umbrella organizations worked with a network of CSOs in each governorate to implement the projects' interventions. The umbrella CSO worked to monitor the implementation on the ground, provide technical assistance and some training activities to youth and implementing CSOs and support CSOs during the development of grants proposals for GYOB initiatives.

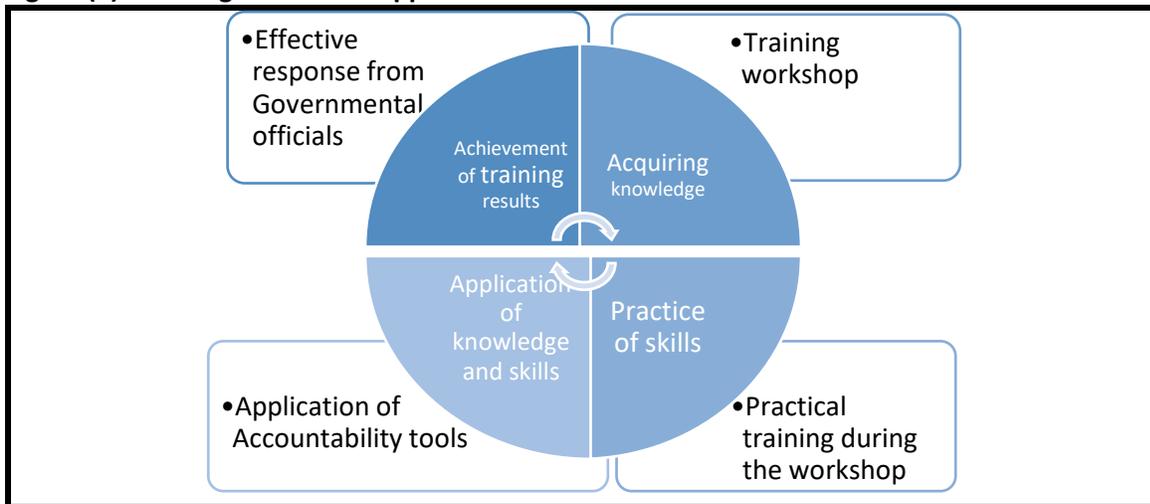
CARE adopted the training for results approach to build the capacity of targeted groups. The approach includes four main steps as indicated in Figure (5):

- Acquisition of knowledge during the workshop and from provided materials.
- Practice of skills during the workshop using various training techniques such as role play and group work.
- Application of knowledge and skills through the application of public hearing sessions with officials, application of community assessment cards and budget transparency tools, development of coalitions to put pressure on officials and monitoring the application of action plans resulted from cards assessment
- Achievement of training results through the effective response of governmental official and community recognition

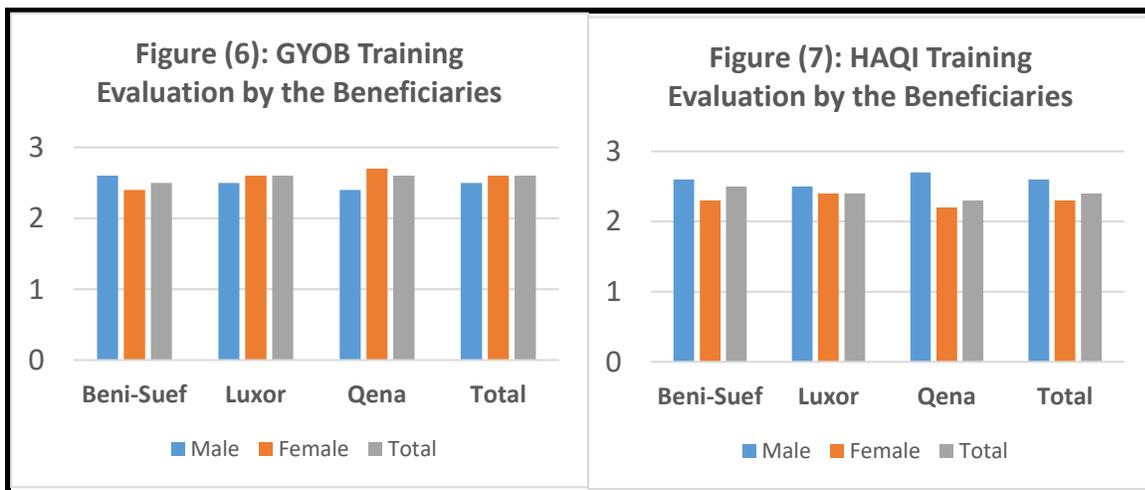
The training process provided the chance to apply what we learned and strengthened the skills

GYOB beneficiary

**Figure (5): Training for Results Approach**



As indicated in Figure (6) and (7) the beneficiaries highlighted the efficiency of the adopted training modules. The overall average scoring of HAQI training is 2.4 for the total, 2.3 for females and 2.7 for male (Figure 6), while the overall average scoring of GYOB training is 2.6 for the total, 2.6 for female and 2.5 for male. The differences between the three governorates as well as gender are very minimal.

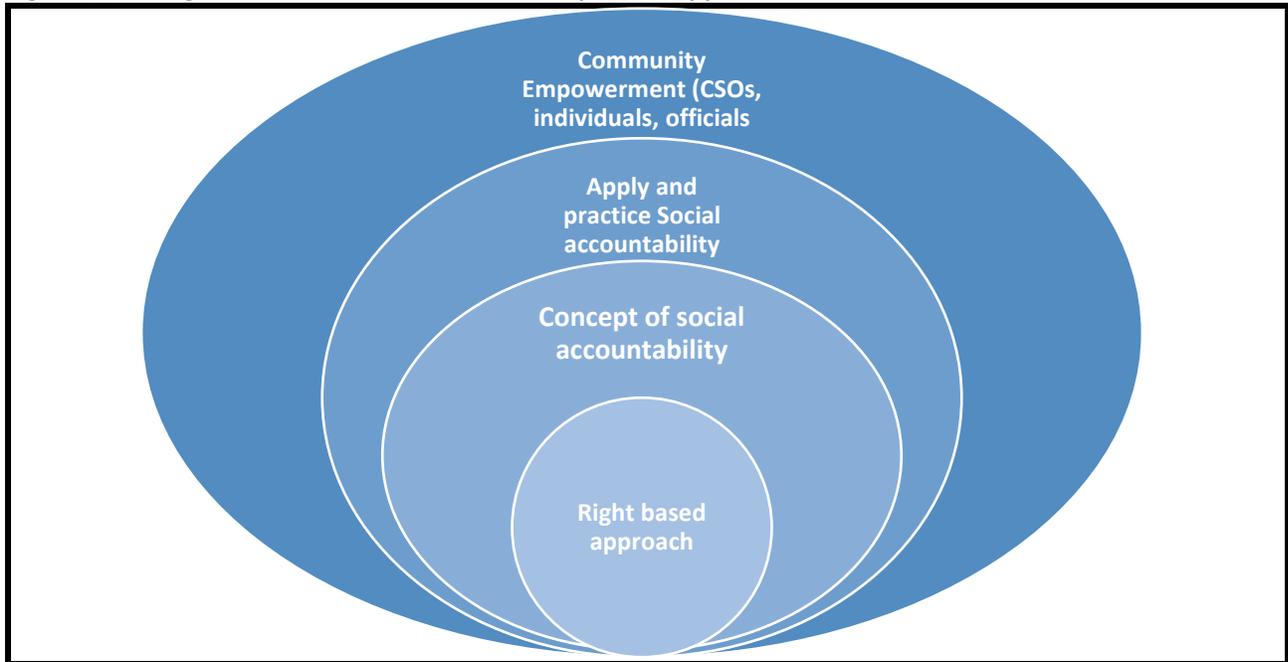


*The scale is: 1 bad, 2 good and 3 is very good*

**B) Relationship between planning & execution**

Although HAQI and GYOB are two different projects, during the implementation process they mixed up as one program which aims to empower the communities with their rights to get better services through the application of social accountability concept and tools, as indicated in Figure (8). Having one donor and same partners for the two project helped and promoted this integration. This integration helped to serve each other and serve the governance program as a whole.

**Figure (8): Integration of HAQI and GYOB concepts and approaches**



**C) Coordination and Networking**

The project was implemented in collaboration with CSOs, government officials and media personals. At each governorate, a network of CSOs was established to maximize the pressure on officials. On the other hand, media was able to cover and document the pilot intuitive of HAQI and GYOB. In addition, CARE organized an event for all CSOs from all governorates

to exchange experience and get learned from each other. During the FGD, the beneficiaries highlighted this event and reported that they wished if they had it in earlier stage of project life time that would enable them to apply what they learned from CSOs in other governorates. However, at the governorate level, they used to have collective regular meetings, in addition to having the training all together.

Having a network of number of CSOs made our voice higher and get the officials to listen and respond

HAQI Beneficiary in Beni-Suef

On the other hand, while Key of life Association was not able to obtain MoSS approval to implement HAQI project, CARE took arrangements to assign one of youth the responsibility of coordination among various parties and training arrangements while CARE office took the responsibility of monitoring implementation.

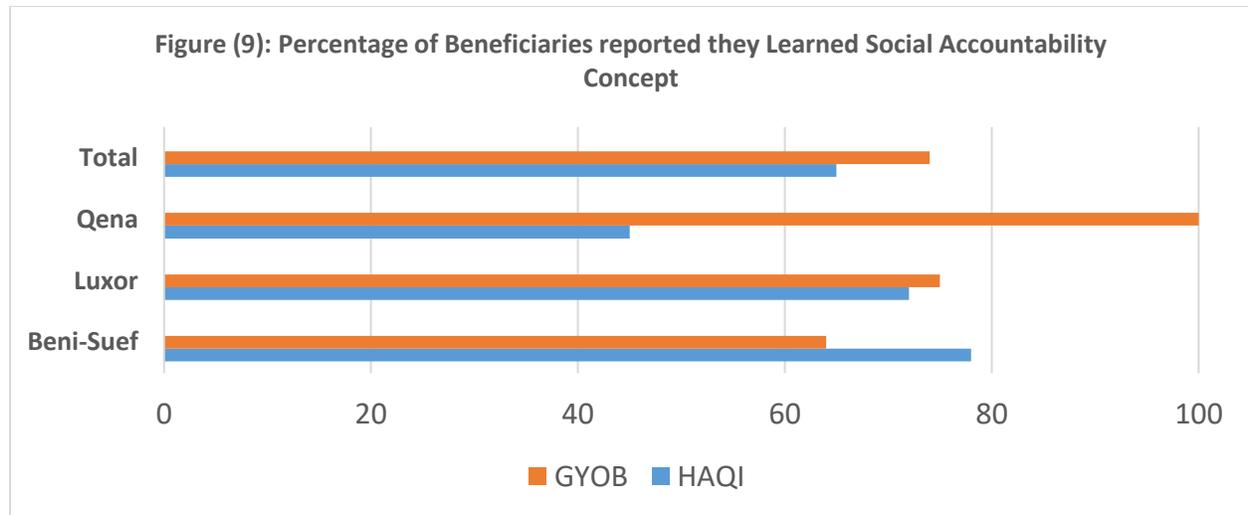
**D) Flexibility and responses to events**

Ford Foundation has shown in many occasions the ability to rapidly respond to needs arising from the field such as changing the target of GYOB grants from 50% for BT tool and 50% for Score Cards tool and make one grant in Beni-Suef and one grant in Qena and Luxor for BT, defining accessibility on internet only and slow down of activities during the unsecured situations followed June 30, 2012.

The donor flexibility to changes helped to respond adequately to the actual situation in the targeted governorates and adopt the appropriate tools as well.

### 5-3 Effectiveness

As indicated above that the vehicle of these two projects was the social accountability concept. The evaluation asked the beneficiaries of the two projects about the most important concept that they learned during the course of training and implementation. Figure (9) indicates that the social accountability was mentioned by 74% of the sample for GYOB beneficiaries and 65% of the sample for HAQI beneficiaries.



#### 5-3-1 Achievements of GYOB Project

The evaluation assessed the achievement of project results and outputs as follows:

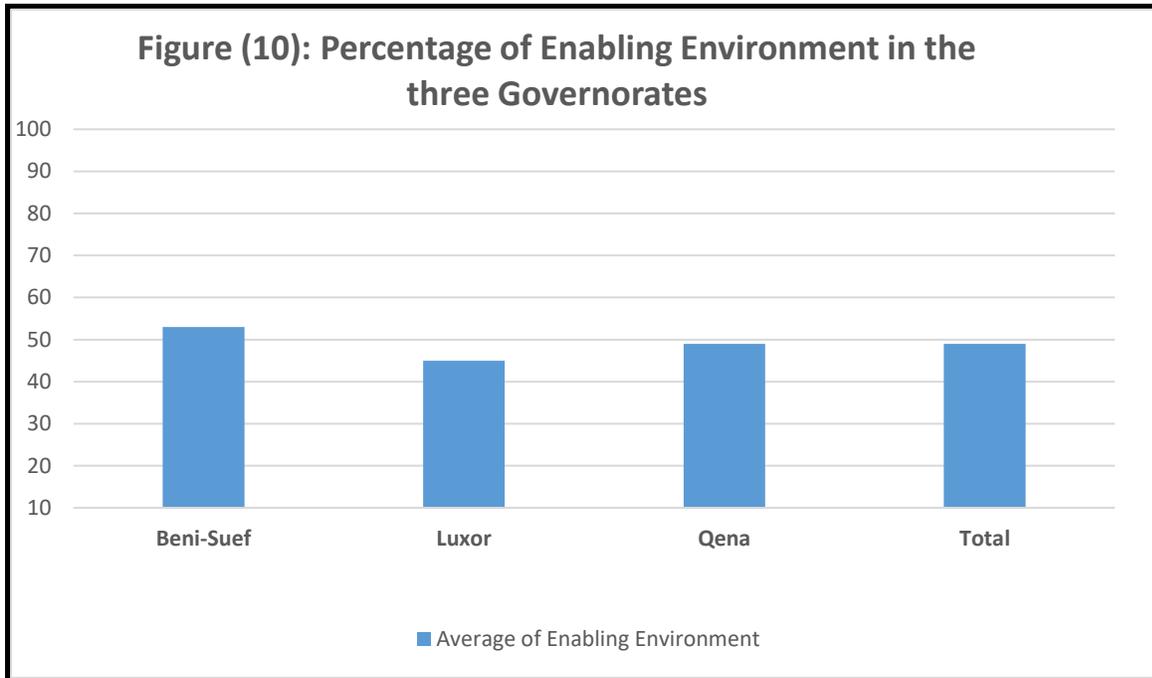
##### ***Result 1: Youth Groups and CSOs are empowered with Social Accountability Concepts and Tools to Affect Decision Making and Government Accountability at the Sub-National Level***

During two years of implementation, GYOB was able to train 133 of youth on social accountability and tools in the three targeted governorate. While the training introduced the various tools of social accountability, the application focus on two main tools; the community assessment score cards and the budget transparency. Youth received also training on mapping of community services and gaps. The community mapping was the start point to identify the area for applying the SA tools. The training was linked with health clinic to practice the skills of SA tools. Following the training each group developed an initiative for receiving grant to apply one of the SA tools. All the implemented initiatives have been documented for future replication.

##### ***Result 2: Better understand SA enabling/disabling environment at the Local Level***

CARE conducted analytical study of the enabling environment in the three governorates. The study includes eight pillars of the enabling environment: Culture and social environment, gender balance and equal opportunities, governmental institutions, access to information, education, Communication technology, Civil Society organizations and media. The study included desk review of enabling environment concept and framework, discussion of the preliminary framework with development

organizations are concerned with SA and finally pilot testing of the developed framework in the three governorates among different stakeholders. The study indicated that the enabling environment in the three governorates still weak as indicated in Figure (10). There are three pillars that scored less than 50% in the three governorates which are the access to information, gender balance and equal opportunities and the role of governmental institutions in promoting social accountability.



Apart of enabling environment the project provided training on using internet and how to make search to get available information. This training was highlighted by the beneficiaries during the FGD. However, they wished if there was monitoring of the application of this skill and get feedback for improvement.

Media participated in GYOB as one of the main stakeholders. A training workshop was provided to Media staff on social accountability. In addition, Media was able to cover various events including training, public hearing session and final conference. However, the role of media was supposed to go beyond the events normal coverage and play the role of investigation media. However, it was realized that to build cadre of media staff has the capacity to conduct investigation, it will require time to build accumulated experience and support from other stakeholders.

In response to the initiatives conducted by the communities in the agriculture, education, budget transparency, health and disability sectors, some actions have been taken to respond to the social accountability inquiries as follows:

**Result3: Social Accountability Models Adapted to the Egyptian Context and Promoted on National Level**

The social accountability models have been adopted at the local level in different ways; the Education Administration unit of Quos adopted and applied the tool on the examination system to identify gaps of the grading process and apply better approach for testing and grading students.

One the participated youth applied it in the health clinic where he works although of the resistance he found from the clinic staff who raised the issue to the Directorate. However, the Director of Health Directorate supported him and supported the application on the clinic to identify gaps and put the plan for service improvement.

The Budget Transparency model was the most difficult model that was applied, it is very sensitive to let officials share the financial information with the public. Also the training provided in the first round was delivered by IBP expert with translation on spot which was not adequate and affected the training quality. To overcome this, CARE provided the second round of training while they learned during the implementation process itself. However, CARE was keen to document all the pilot experience to come out with a model that is adequate to the Egyptian context.

### 5-3-2 Achievements of HAQI Project

#### ***Objective (1): Empower citizens to use available information and decrees that support and enable them to claim their rights for better service provision***

At the start-up phase of the project, an assessment study was conducted to assess the satisfaction of clients with the water and sewage services as well as identified reasons of dissatisfaction and clients approach to address their dissatisfaction. The study revealed the illiteracy of laws and rules that organized water availability and accessibility and how to address their dissatisfaction. The results of the study was summarized and shared with the CSOs, government officials and youth.

Based on the study results, HAQI staff designed the training program and defined the targeted audience. Although advocacy was not one of the training topics in the original plan, it was added to enhance the capacity of the clients on how to develop coalitions and put pressure on decision making to respond to their needs and inquiries.

The training on social accountability and rights based approach was provided to different stakeholder: the CSOs, the governmental officials and media groups. During the FGD, the beneficiaries highlighted the advocacy training and public hearing sessions as the main tools empowered them to address the water issue with the governmental officials. They reported that the public hearing sessions they conducted had the administration local unit, the head of city council, media officer and head of village unit.

The training of “public hearing session” helped me to understand powers and how to compromise in smooth logic way

Hegaza, Qena

They also reported that the training of public hearing was good in understanding the different powers and how to argue the rights within the legal context.

#### ***Objective (2): Empower CDAs to provide the necessary awareness and legal support to citizens to claim their rights in service provision***

HAQI was designed on using the participatory approach and having the CSOs as the outreach to strengthen the communities and increase their capacities to advocate and claim the right in getting quality of water supply. In order to achieve this, the CSOs received training on advocacy on two phases that helped them to develop coalitions and networks that are capable to put pressure on the governmental side and support individuals to claim their right within legal context. The CSOs played a vital role in organizing round table including both the service provider and client to discuss problems related to water supply and quality and reach mutual agreement on actions to be taken from both to get improved service.

The training approach included the theory, practice, application of skills and receiving feedback for refining and improvement

Quos, Qena

Apart of the organizational capacity building the CSOs organized public hearing sessions that were attended by the clients, the Water Holding Company, local governmental unit, media and CSOs to listen to the clients inquiries and provide clarifications as needed.

***Objective (3): Improve local institutions' responsiveness to citizen demands with regards to service provision***

The holding water company representatives were keen to attend the training on SA and participate in the public hearing sessions organized by the CSOs. As reported by the manager of the public relations in the company that these meetings and sessions narrowed the gap between the clients and services providers and provided a chance to explain the rules and laws that organized the water supply.

The project helped us to reach areas we have not access before to provide awareness

The Public Relations Manager, The Water Holding Company, Luxor

Following the attendance of the training, hearing sessions and several meetings with the CSOs and CARE partner organizations, the Water Holding Company started to take physical actions that respond to community needs such as:

- The awareness plan of the Water Holding Company includes formation of committee of Civil Society Organizations
- Banner of values and behaviors of service providers staff are hanged to the wall in the first floor.
- The slogan of 2014 plan is "the poor are first"
- Ethical commitment with the "citizen agreement" while the company is keen to provide quality of service that responds to clients' needs.
- Decree was issued with decreasing the water connection fees for the poor to be L.E 500.

***Objective (4): Create an exchange platform on the local, sub-national and national levels***

The platform creation started by conducting event of exchanging experience that included all CSOs in the three governorates. During this event, the CSOs from different governorates were able to learn from different experiences and get introduced to each other to maintain communication among themselves.

On the final projects conference, a gallery of CSOs initiatives was developed having videos, photos, and materials that tell the success, constrains and recommendations for replications.

### 5-4 Impact

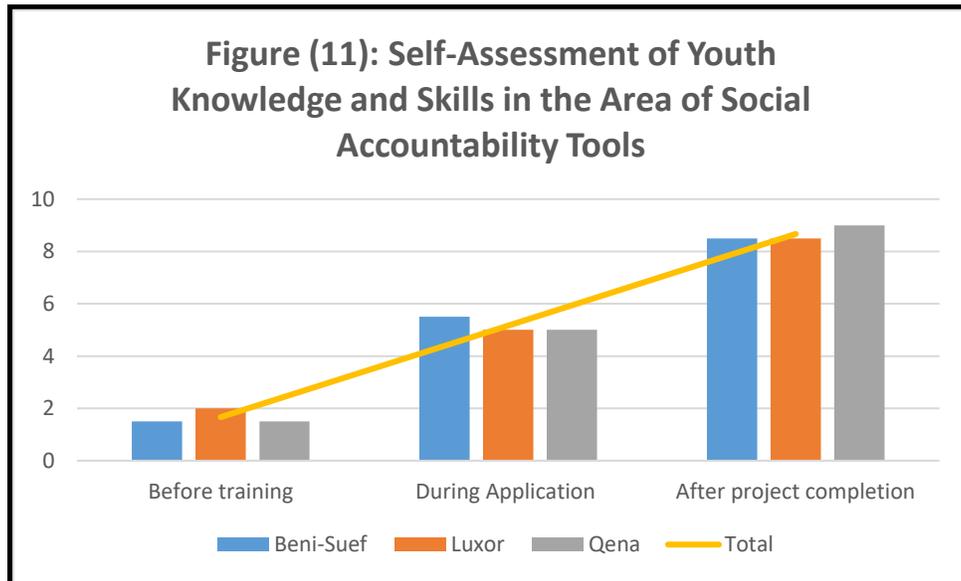
Although those two projects had a short term of implementation, they impacted the participated youth, governmental bodies and communities in different ways.

I learned that a few of accountability means more rights

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Beni-Suef

A self-assessment exercise was applied to let youth put themselves on a score from one to ten into three different stages: before training of GYOB, during and after completion of initiative implementation. The results of the exercise are presented in Figure (11). The assessment aggregated by governorate while gender aggregation is presented in Annex (2). The stages of improvement are well illustrated during the application and after the completion. This indicate the success of training module that incorporate the application through grants implementation. The difference in the performance among governorates is very slight.



While the project builds on the CSOs experience of Hewar project, the CSOs reported that the application of the social accountability tools through specific initiative was so beneficial for them and enhance their capacity in establishment of dialogue and adapt the win – win approach with the governmental officials.

As reported by the governmental officials from education and water holding company, this is their first time to attend training with CSOs and be convinced with CSOs capacity to play effective role in improving the service delivery and support individuals to claim their rights within legal context.

## 5-5 Sustainability

Working through local NGOs and CDAs, and with CARE’s on-going support, citizens organized to seek information and explanations relevant to key community needs and, in several instances, to demand and receive critically important services such as access to potable water, or medical or dental services in local health centers. Community members, particularly women and youth, report a shift in their understanding of themselves as citizens and a new willingness to question local officials, review budgets, and conduct community research to document their key concerns. This is an impressive, empowering transformation sustainable in the dynamics of community participation in villages.

On the other hand, working with the governmental bodies such as the Education Directorate, Health Directorate, Youth centers, Local Administrative Units and the Water Holding Company provides a wide chance of sustainability and replication of the initiatives in different ways.

The implementation of the projects within CARE governance program ensures the sustainability of the outcomes and a room for replication with taking into consideration the lesson learned.

## VI. Conclusion

CARE brought to HAQI and GYOB initiatives a well-known and appreciated history of program delivery, effective partnerships, and a sensitivity and ability to read the shifting external political context that proved hugely beneficial during the difficult times for CSOs and, particularly, foreign-supported civic engagement activities. This factor was clearly enabling for these two initiatives.

### 6-1 Factors promoted projects’ achievements

CARE Egypt enjoys a particular status and legacy derived from a several decades-long bi-lateral<sup>4</sup> agreement with the Government of Egypt (GoE), a history of well-regarded, multi-sectorial programs work across the targeted governorates, and a linkage to a local network of local CSOs. In implementing HAQI and GYOB, CARE was able to identify, mobilize, and work with grass-roots community organizations and personnel it

I learned how to document of the complaint and get it signed as received

Mahameed, Arment, Luxor

<sup>4</sup> Basic Agreement between the Government of the Arab Republic of Egypt and Cooperative for American Relief Everywhere Inc. (CARE), Decree Law # 645/1955.

had known and often worked with previously, and to employ tried and tested administrative systems from its headquarters in Cairo all of which greatly enabled program delivery.

Training for results approach adopted by CARE helped in acquisition of the training knowledge and skills by applying the skills through the grants provided for this purpose.

The integration of the two project during the implementation helped to promote each other while it also served the strategic direction of CARE Governance Program.

The flexibility and respond to change the plans and targets according to the reality on the ground.

Taking long time in the start-up phase to ensure that all partners have same understanding of the ideas and new concepts that allow good launching of projects activities

## **6-2 Factors constrained projects' achievements**

Political Changes that accompanied the projects implementation started in June 2012 and extended for few months. These changes resulted in some negative attitudes towards the foreign fund and instability and insecurity of communities for a while. However, CARE reputation and credibility in the communities helped to overcome

Sensitivity of the budget transparency tool. It is against all culture and government system sharing the financial information with public. In addition, it is not acceptable that the public may have a say in the budget allocation even for small village. The two CSOs on in Luxor and the second in beni-Suef who selected the budget transparency tool were challenged by the governmental attitudes of not sharing information with them. Moreover, the two CSOs were also attacked by the governmental bodies for their questioning of the budget information.

The absence of rights based culture in the community. It took some time from all parties to bring the community on board and let them claim their rights based on the local laws and constitutions.

Some of the CSOs don't have enough capacity to cope with CARE financial system and requirements.

The conflict between some CSOs and new youth groups and refusal from both sides to work together. Despite the fact that the youth group is the initiators of the grant idea and develop the proposal but they are not under legal entity to get the grant.

## **6-3 Lessons Learned**

Much of these two programs impact appeared over time, as community members came to understand and test their rights and responsibilities as Egyptian citizens, and local officials came to recognize and acknowledge these rights and role of community in social accountability. Accordingly, project duration should be reconsidered in future replication

Changing culture and attitudes take time, especially with illiterate people

Mahameed, Arment, Luxor

Since the partner NGOs were recipients of technical assistance during the implementation, there is a necessity to increase the provided technical assistance from CARE side during the application of the SA tools on the ground to well absorb and understand the whole process and the importance of each single detail.

Although CARE designed GYOB to use the developed youth groups under Hewan, some of those groups were not found and new groups were developed and linked with CSOs. Although of some resistance from CSOs side to give the lead to youth, the youth groups were able to achieve projects' results and met CARE expectations in the two projects.

#### **6-4 Recommendations for Future Directions**

- In the light of the enabling social accountability environment study, there is a need to promote the information accessibility and enhance the role of the government institutions to support social accountability.
- The continuation of Inclusion of Rights based Approach as cross cutting theme in CARE community development projects
- The introduction of new cultural concepts such as budget transparency need more time to change values especially among governmental officials. However, this is recommended to have more investments and trials of implementation. The financial figures are something tangible for the community and they easily realize the achievement through access to such financial information.
- HAQI initiative could be replicated in other communities and let the communities identify the issue they would like to address, as reported by the beneficiaries in the FGD that they would like to apply it in the health sector that is badly needed.
- Investment in youth is the core for development and making changes in the communities. Although youth are more exposure to life changes of travel for work or do the military service, however, this movement provides better chance of spreading the knowledge in communities beyond the targeted geographical locations.

## **Annex (1) – Data Collection Tools**

### **Guideline of Key Informant Interview with Project staff/Partners**

- 1.** Why did you decide to participate in the implementation of this project? (Describe how you become part of it)
- 2.** What were your target populations? Who selected this population? How did you reach them? (describe the work modality)
- 3.** What do you think were the most interesting or innovative aspects of this project?
- 4.** Which aspects of the project worked best or were most effective?
- 5.** What do you think were the most significant outcomes of this project?
- 6.** In retrospect, are there any changes that you would have liked to make to the project? Are there activities that you would change? Which? Why?
- 7.** What project activities if any have you continued after the close out of the project? How did you decide which activities to continue? What sources of funding have you utilized to continue these activities?
- 8.** What factors - internal to your organization or in the external political, economic or social environment – enabled or constrained project implementation or results?
- 9.** What were the principal challenges that you faced in implementing the project? How did you address them?
- 10.** Did you make any significant changes in your activities during the course of the project period? If so, what internal or external factors or events precipitated these changes?
- 11.** What types of activities that you implemented do you think proved to be most beneficial for women/youth? Why is this so?
- 12.** What do you think are the key lessons for future replication of similar projects?
- 13.** Generic comments/recommendations for the project

**Beneficiaries' FGD Guideline**  
**HAQI Project**

1. Can you explain if any problems you countered with water supply or sewage in you village
2. What do you usually do to overcome this problem
3. Do learn how to address this program to officials? When and how do learn this?
4. What changes happened to you after receiving this awareness? What do you do different now towards these issues?
5. Does the awareness you receive affected your attitude towards other problems in your community? And how?
6. How the CDA supported you in addressing your problems to the water and sewage company?
7. In general, how your awareness with your rights affected your life (make it easier or harder) and how?
8. How do apply results based approach in other aspect of your life (within your family, your work, in your neighborhood...etc.).
9. We need to also reflect on: effective methodologies (trainings/awareness raising sessions)
10. Reflect on role of media
11. Ideas for replication?

**Beneficiaries' quantitative Instrument  
HAQI Project**

**Governorate:**

**Gender:**

	<b>Questions</b>	<b>Answers</b>
1	Do have problem with the cleanness of water supply?	1) Yes      2) No      3) don't know
2	What is it?	1) not clean 2) mixed with sewage water 3) Causes sickness 4) High level of chlorine 5) Don't know
3	What do you do to improve it?	1) Nothing 2) filter the water 3) boil water before use 4) buy water for drinking 5) complain for the water and sewage company
4	Did you get any response to your complain?	1) Yes 2) No
5	If no, did you take any further action?	1) Yes 2) No
6	What are problems you countered with the sewage system?	1) There is no sewage system in the community 2)Waste discarded in canals Pipes are plugged 3) Pipe leak 4) Animals drink from waste water 5) Children play in waste water 6) Sewage leaks in the streets 7) The network is not working despite being installed 8) The waste water pollutes the water pipes
7	Did you make any complain about this problem to the concerned body?	1) Yes 2) No
8	Did you get any response to your complain?	Yes no
9	If no, did you take any further action?	1) Yes 2) No
10	In the last year, have you get any support to complain about the problem of water/sewage?	1) Yes 2) No
11	How did you get this support?	1) From the CDA 2) through awareness session 3) others
12	Was the training program you received through the project relevant your personnel needs	1) Not relevant 2) Relevant 3) Strongly relevant

13	Was the training program relevant to the needs of your community at that time?	1) Not relevant 2) relevant 3) Strongly relevant
14	How was the training effective in improving your knowledge and skills of social accountability?	1) Not Effective 2) Effective 3) Highly effective
15	To what extent the training program was meaningful in terms of promoting networking and cooperation with other participants	1) Not Effective 2) effective 3) Highly effective
16	To what extent were you able to apply the knowledge and skills you acquired in the training	1) poor 2) Fair 3) Good
17	What are the changes you encounter as a result of the training	a) Apply accountability tools through grant implementation b) Provide training to other peers c) Make a change in work environment d) others
18	In general how do you rate the training program that you received	1) Poor 2) Good Very Good

**Beneficiaries' FGD Guideline**  
**GYOB Project**

1. How do you learn about GYOB project and how did you join it?
2. What is the training experience did you get through it? Explain the training process
3. What are the new concepts that you learned for the first time? How do you see these concepts are beneficial to you?
4. In what context the training you received would help you to be more effective in your community?
5. How do you apply the accountability tools though the provided grants?
6. How will you transfer the knowledge you gain?
7. What are the challenges you face to apply the accountability tools as you learned?
8. The youth will be asked to rate themselves individually in scale from 1 to 10, regarding their knowledge and skills of social accountability, during three phases: phase 1 before engagement in GYOB, second phase after receiving GYOB training and third phase after the implementation of the GYOB grant. To ensure well understanding of this exercise, it will illustrated on flipchart as steps on stair and let them write down on paper where they are in each phase on the stairs.
9. Perception on budget works?

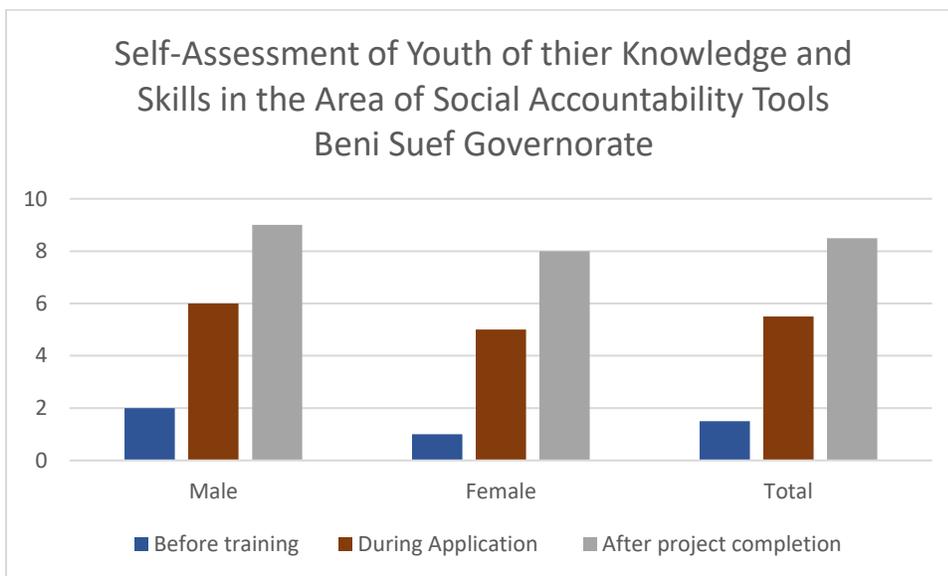
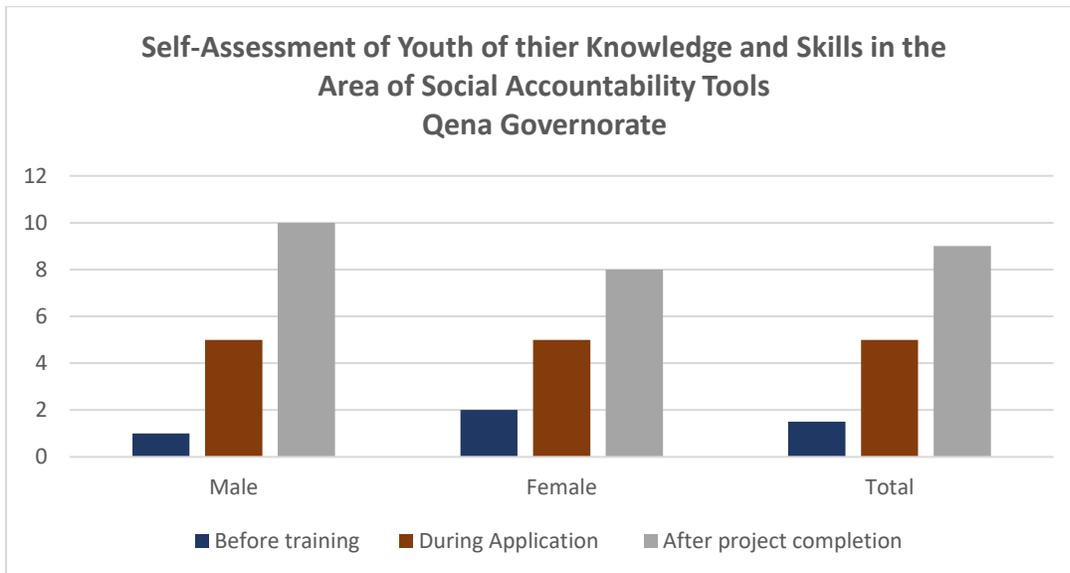
**Beneficiaries' quantitative Instrument  
GYOB Project**

**Governorate:**

**Gender:**

	Questions	Criteria
1	Was the training program relevant your personnel needs	1) Not relevant 2) Relevant 3) Strongly relevant
2	Was the training program relevant to the needs of your community at that time?	1) Not relevant 2) relevant 3) Strongly relevant
3	How was the training effective in improving your knowledge and skills of social accountability?	1) Not Effective 2) Effective 3) Highly effective
4	To what extent the training program was meaningful in terms of promoting networking and cooperation with other participants	1) Not Effective 2) effective 3) Highly effective
5	To what extent were you able to apply the knowledge and skills you acquired in the training	1) poor 2) Fair 3) Good
6	What are the changes you encounter as a result of the training	a) Apply accountability tools through grant implementation b) Provide training to other peers c) Make a change in work environment d) others
7	In general how do you rate the training program that you received	3) Poor 4) Good 5) Very Good

**Annex (2) : Results disaggregated by Gender**



**Self-Assessment of Youth of thier Knowledge and Skills  
in the Area of Social Accountability Tools  
Qena Governorate**

