

LPA Final Evaluation Report

Introduced to : Care Egypt – Governance and Civic Engagement Program

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Executive summary

This section includes the executive summary of the report of the final evaluation of the project Local Partnership for Accountability:

I-introduction:

LPA project is implemented by CARE International - Egypt, governance and civic engagement program in partnership with CARE England, It is funded by Arab Partnership Fund - Commonwealth Office in England.

Project Duration: From May 2013 - until March 2015 and aims to increase the responsiveness of service providers to accountability through the establishment of mechanisms of social accountability and provide an opportunity for mutual dialogue between citizens and service providers.

The project is implemented in five communities in three governorates (BeniSuef - Qena, Luxor), in cooperation with a partner association in each governorate (Better Life Association in Beni Suef, Ana Masry in Qena and Luxor)

II-Evaluation objectives &questions:

To assess the project's achievement across the purpose and output indicators while looking at five key evaluation criteria: relevance, effectiveness, efficiency, sustainability and value for money. This evaluation should also provide an overall assessment of the project's contribution to the desired impact of the Arab Partnership Fund programming. It should highlight best practices and lessons and also provide lesson learned and specific recommendations for future programming on social accountability approaches.

Evaluation questions:

Relevance: the suitability of the idea of the project and its components to the political situation in Egypt, and to what extent the tools and interventions were appropriate to the local context, **effectiveness:** the extent of the project's success in achieving the objectives and planned results, the project impact on the target groups, **efficiency:** efficient use of resources to achieve the objectives of the project, **sustainability:** What are the steps that have been taken / planned to ensure the sustainability of social accountability in improving governance and the quality

of services, **Value for money**: How did the integrated programme approach of CARE Egypt and the leveraging of different projects under the Civic Engagement and Governance programme lead to a leveraging of resources, results and impact under the LPA project

III-The methodology and tools used:

- Mixed methodology was used, quantitative, through the application of questionnaires (questionnaire for youth , another one for service providers), and Qualitative (focus group discussions and in-depth individual interviews)

-Two types of sample Was chosen: **Youth**: 15% of participants of the project activities, **communities**: a sample have been selected to cover the diversity in the services sectors which have been held accountable and also the diversity of social accountability tools that were used in addition to geographic diversity (4 communities in Beni Suef 0.2 in Qena and Luxor 2)

-Data gathering activities:

Questionnaires: 39 service provider 76 a young man and women

Focus group discussions : 20 interview was conducted for a number of 220 participants (99 women - 121 men) included: the beneficiaries of the initiatives, initiatives teams from NGOs & service providers, members of the Board of Directors of grassroots associations,

Individual interviews: 12 individual interview: 6 government officials 3 community leaders, media / 2 officials CARE governorates

Consultation meetings: four consultations with partner NGOs in Beni Suef and Qena and with governance and civic engagement program staff , responsible for the project of CARE England.

IV- Main findings:

1. The project's contribution to the improvement of services provided to citizens:

Most of the SA initiatives that have been implemented in various service sectors, despite the short duration of the initiative, they contributed in proportion to the

improvement of services, here are some examples of this: providing some needs in the health unit ,were not easily be provided before such as snake and scorpion vaccines - increase the effectiveness of job performance in Agricultural associations by increasing quality and quantity of services delivered to farmers- cleaning of irrigation canals–establishment & equipping of playground at the school to enable students from sports activities - activation of the dental clinic, analysis lab after providing some Tools and equipment - establishing a complaint mechanism, increase citizen’s access to information on the costs of services and procedures for submitting their complaint)

2. Relevance

76% of the sample of young people indicated that the project was appropriate to the political situation in Egypt, 23.3% believe that it is not appropriate, most of people we met in interviews see that the political environment was not enabling and they met a lot of challenges during implementation.

The good cooperation and acceptance of the Local officials to SA tools and project activities ,despite successive political variables, proves that social accountability has met a need at the local level. We can see that ,countries with unstable situations may need systematic nonviolent tools to build confidence and to manage public expectations .

The most relevant intervention was social accountability initiatives, it was a good entry point for the promotion of the SA concept , especially because it dealt with the real needs , affecting large segments of the citizens and facilitated access to areas of communication and negotiation between service providers and citizens., Also there was consensus that the SA tools used in the project wererelevant and suitable to the local context, although they still need to be simplistic, community score cards was the most suitable tool with a significant difference from the rest of the tools by about 43.4%, while the Charter has equal preference with advocacy by almost 26%.

3. Effectiveness

The project has achieved the expected results as planned in the logical framework. Also The project played an important role in strengthening the relationship

between services recipients and providers, and there were many interventions that have contributed to the understanding and management of this relationship, the project also increased the knowledge and skills of the participants, especially in the field of social accountability and building the trust between the provider and recipient of the service. The greatest impact appears on the capacity of young groups, followed by the NGOs and finally comes the participants from service providers and citizens.

91% of youth confirmed the cooperation of service providers, regarding the satisfaction and service improvement, education sector was the best sector, followed by water sector with an average improvement of 68%, and the health sector came in last place with an average of 65%.

4. Efficiency

CARE, used a systematic methodology in the selection of partner associations in the target governorates, we see that it was better to select the partner NGOs in an earlier stage, to participate in the design of the project. The management of the partnership between Care & the partner NGOs faced some challenges, as there was no clear definition of the roles and responsibilities of each of the parties.

Most of the activities have been implemented with high quality, some of the training programs need to be simplified and includes interactive activities, one of the week points in the training component that the main focus was on the steps of applying SA tools , without taking into consideration the skills required to implement the tools

Regarding the management of the sub grants, CARE and partner NGOs managed this component effectively , what was dedicated to the implementation of 9-12 initiative was used to implement 22 Initiatives, which gave a greater opportunities for more grass root organizations and teams to participate in the application of SA tools.

5. Sustainability:

The project worked through different interventions to ensure sustainability, we can refer here to some examples :

- Building the capacity of a group of local youth leaders in the field of social accountability and empowering them to hold the service provider accountable through actual application of SA tools in different service sectors
- change the culture of the service provider, the project has succeeded in persuading the service providers in a number of targeted communities (7 citizen Charter initiatives) to facilitate citizen access to information about services, still some providers needs an approval from their higher managers therefore, the work on the institutionalization of social accountability within government institutions is an urgent need for the sustainability
- The project also succeeded in changing the culture of service recipients: through seminars to raise awareness about their rights, providing them with systematic way to express opinion, enabling them to communicate and negotiate with service providers concerning their demands without violence.
- The project enriched the field of SA by implementation and documentation of successful local experiences in social accountability, in addition to that Developed Detailed manuals on how to apply 3 SA tools that can be used by local organizations to apply SA in the future
- The project identified a group of change agents within the governmental institutions who can promote social accountability to their colleagues
- The project contributed to the establishment of complaints mechanisms (7 local services at least) and developed improvement plans in about 10 local services in addition to the establishment of community committees to monitor the improvement in the quality of services in most of the targeted communities .

Despite these efforts to ensure sustainability, there is still a huge effort to be done to integrate the SA within the Egyptian administrative system. A lot of work has to be done for promoting SA culture to become an essential part of the overall performance of the service providers and recipients.

6. Value for money :

Program approach used by CARE, enables the integration between different projects working on the same theme , the presence of 2 other projects addressing social accountability (Haqi & Aswat) with the ability of using shared resources to

implement joint activities serving more than one project , helped a lot in better resource management and achieving results with less expenses.

VI lessons learned

1. Whatever the environment is not suitable for new ideas, there is always a suitable person to receive these ideas.in this project, Despite the challenges at the political level, , there was someone within each institution who accepted the SA and did his best to reach success .
2. In SA projects , It is important to Interfere at the national level from the start(to obtain official approval / sign cooperation protocols) then move to the local level, this will facilitate acceptance of the local government agencies.
3. The most successful strategy to attracts governmental officials to participate in SA initiatives, is introducing a previous successful experiences with another governmental officials, so documenting and publishing successful supply side SA experiences is very important to promote SA. .
4. service providers needs to be sure that their acceptance to SA will not put them at risk either from their top management or the citizens themselves
5. Social accountability can not be promoted in the absolute , it is very important to be linked from the beginning with certain services, So all the orientations and trainings on SA & tools will be applied directly to improve the service.
6. When introducing a new tools , it is preferred to apply it directly after the training, the spacing between training and the practical application is not the best practice .
7. To ensure sustainability, institutionalization is very important, achieving results depending on the cooperative person in charge is good but, results may disappear once he moved to another position.

VII- Recommendations:

1. CARE has to exploit its expertise to develop a guideline's manual for partnership management (starting from partner selection, responsibilities and rights of each party, ending by monitoring and accountability among partners)

2. It is very important to develop guidance (how to) manuals for SA practitioners include: Identifying and selection of the SA Issue , selection of the right tool , the design and implementation of research and required studies to deal with the issue, preparing the community, dealing with the different stakeholders , Monitoring and evaluation of SA initiatives)

3. To Ensure sustainability of using SA tools, It is important to select & train someone inside the concerned organization , to be a resource technical person, providing the technical support to his colleagues,. CARE can build on the knowledge and skills gained by the teams in this project in all communities and give them advanced training of trainers in the field of social accountability.

4. To ensure the responsiveness from service providers, so it is important to consider the following: clarifying constantly that these tools do not violate the law, and that the Constitution stated accountability in more than one place, working to increase the awareness of citizens and managing their expectations..

6. Extra effort must be done for institutionalizing the process of social accountability.

7. Applying SA tools in a community initiative is the main method to learn and gain the needed skills, in the next projects gives the sufficient time for the implementation of initiatives and monitoring results.

8. Finding suitable formula for training the governmental officials, taking into consideration the difficulty to be away from their offices for 2-3 training days, you can rely on certain departments relevant to service improvement , as example : awareness raising department in water company, citizens services units in local units, quality insurance departments in health and education. Where you can train a team of these departments to become technical support within the institution.

9. Document and disseminate success stories from the carried out SA initiatives to be used as case studies in the future trainings of social accountability.

10. Review the steps for each social accountability tools and shorten the steps that can be shortened to facilitate the implementation without affecting the main value of the tool

Report

I - Introduction

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The project is implemented in five communities in three governorates (BeniSuef - Qena, Luxor), in cooperation with a partner NGO in each governorate (Better Life Association in Beni Suef, Ana Masry in Qena and Luxor)

The project has four outputs as follows:

1. CSOs and the Local Authorities have the capacity to apply SA tools and monitor the results
2. Social Accountability (SA) tools applied in 9-12 Community Development Associations (CDAs)
3. CSC manual, citizen charter (CC), and advocacy tools tailored to the Egyptian context and applied
4. Creation of a Social Accountability (SA) platform to share experiences and information

II- Evaluation objectives & questions:

This is the end line evaluation of the LPA project, The objectives of this evaluation are :

- 1- To assess the project's achievement across the purpose and output indicators
- 2- Assessing the project using five key evaluation criteria: relevance, effectiveness, efficiency, sustainability and value for money.
- 3- To provide an overall assessment of the project's contribution to the desired impact of the Arab Partnership Fund programming.

- 4- To highlight best practices and lessons and also provide lesson learned and specific recommendations for future programming on social accountability approaches.

Evaluation Questions

Relevance:

- Is the intervention working on the right issues in the Egyptian and target governorate context at this time?
- Are the different Social Accountability mechanisms being implemented relevant and suitable to the context (Citizen Charter, Community Scorecard and Advocacy Campaign)?
- What is the relevance of the intervention as perceived by the local population, beneficiaries and external observers?
- Has the intervention responded flexibly to changing circumstances over time?

Effectiveness:

- How well did the project achieve its intended purpose and outputs? What were the strong points and areas for improvement?
- Have introducing Social Accountability mechanisms been an effective means for increasing the capacity of the target CDAs and youth groups to engage with local authorities for improvement of public services?
- Are there notable differences between the uptake or success of the three main mechanisms in the target communities (Citizen Charter, Community Scorecard and Advocacy Campaign)? Please provide comparative analysis.
- What major factors contribute to the achievement or non-achievement of results and outputs?
- To what extent did CARE and the donor identify and adequately manage context-specific risks?

Efficiency:

- How well are resources (human, financial, organisational) used to achieve results?
- Are there better (more efficient) ways of achieving the objectives?
- What was done to ensure the cost efficiency of the intervention?

Sustainability:

- Which steps have been taken or are planned to create long-term processes, structures, norms and institutions for social accountability for improved governance of public services and local authorities?
- To what extent has the building of ownership and participation included youth, men and women?
- What evidence is there to show that the SFD will continue to practice these SA approaches with their funding and engage CDAs/youth groups in these processes (using CARE technical support as needed)?

Value for Money (VfM):

- How did the integrated programme approach of CARE Egypt and the leveraging of different projects under the Civic Engagement and Governance programme lead to a leveraging of resources, results and impact under the LPA project?

III- Methodology & tools

Mixed methodology was used, quantitative & Qualitative ,

Quantitative tools : 2 different types of questionnaires were developed and applied (questionnaire for youth , another one for service providers).

Qualitative tools : (focus group discussions and in-depth individual interviews)

Sampling :

Two types of sample Was chosen: **Youth:** 15% of participants of the project activities, **communities:** a sample have been selected to cover the diversity in the services sectors which have been held accountable and also the diversity of social

accountability tools that were used in addition to geographic diversity (4 communities in Beni Suef , 2 in Qena and 2 in Luxor)

Using the above factors , we selected the following communities for research :

Governorate	District	Community / NGO	Initiative sector	Initiative tool
Bani Suief	Bani Suief	Bani Suief / Radio Benescafee	Fishing	Citizen charter
	El Fashn	El Kasaby (El Shabat el moslemat)	Health	Community score card
		Ahmed Taher district / Ahmed Taher NGO & CDAs alliance	irrigation	Advocacy
	Ahnasia	Kom El raml / el Sadaka NGO	Agriculture	Community score card
Qena	Ques	El Shoarany	Health	Citizen charter
		Garagos /Social services NGO	Education	Community score card
Luxor	Armant	El Mahameed / Rwad El Mostkbal	Water	Advocacy
		El Mahameed /Nasmat	Water	Citizen charter

Description of the sample :

1- Service provider Sample :

Distribution of the service provider sample according to governorates & service sector :

The research team apply the questionnaire on 39 service providers . As the table shows the sample was distributed as follows:

Beni Suef: The total sample of Beni Suef 19 service provider (48.7% of the total sample)

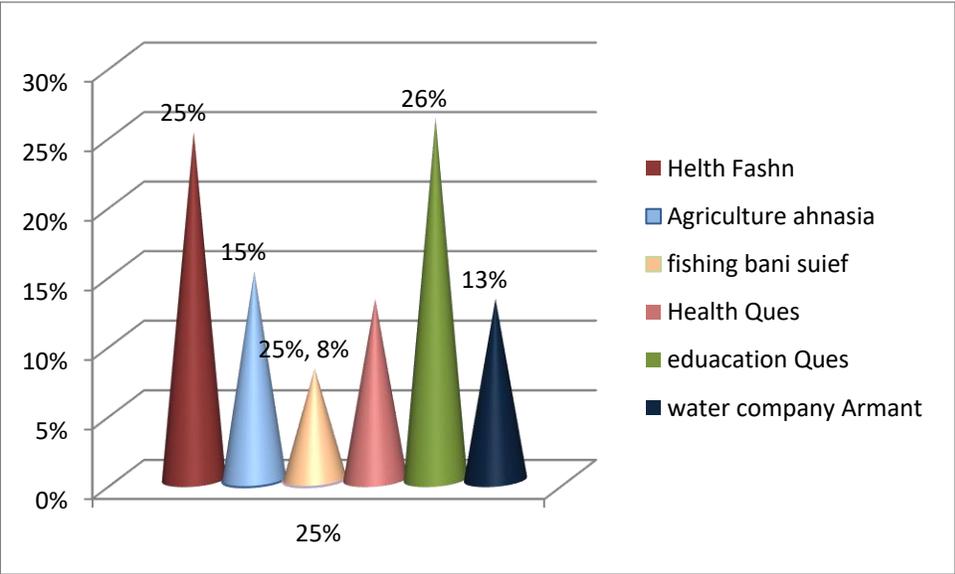
Qena Governorate: The sample of service providers in Qena 15 service provider size by 38.5% of the total sample.

Luxor Governorate: The number of service providers in the sample 5 cases by 12.8% of the total sample, and was confined to workers Luxor water company

Table 1
Distribution of the service provider sample according to governorates & service sector :

Governorate	Sector	SA tool	Percentage
Bani suief	Health	CSC	25.6
	Agriculture	CSC	15.4
	Fishing	CC	7.7
Qena	Health	CC	12.8
	Education	CSC	25.6
Luxor	Water supply	CC	12.8

The distribution of the sample according to service sectors :



2- Youth sample :

The sample distribution by Governorate:

The youth sample designed to cover the proportion of young people participating in most of the project's activities, and be proportionate to the number of beneficiaries in each governorate . And we see in Table 2 the sample distribution by each governorate, where we see 59% of Beni Suef 24% of Qena 17% from Luxor

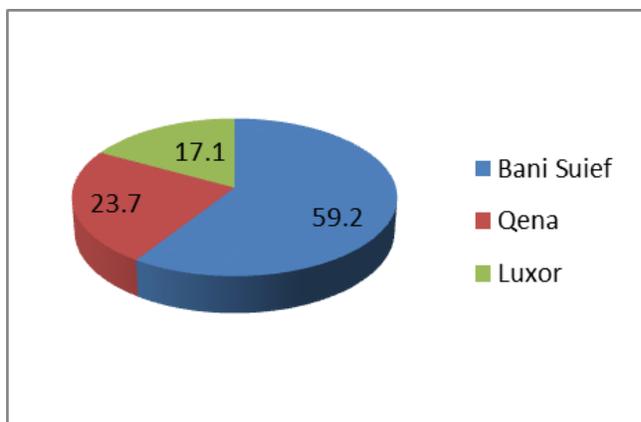


Table 2
sample distribution by Governorate

Governorate	Number	Percentage
Bani suief	45	59.2
Qena	18	23.7
Luxor	13	17.1

The sample distribution by gender :

We tried to make balance between male and female ratio of the sample , and as we can see in Table 3, the sample contained 41% males, 59% females.

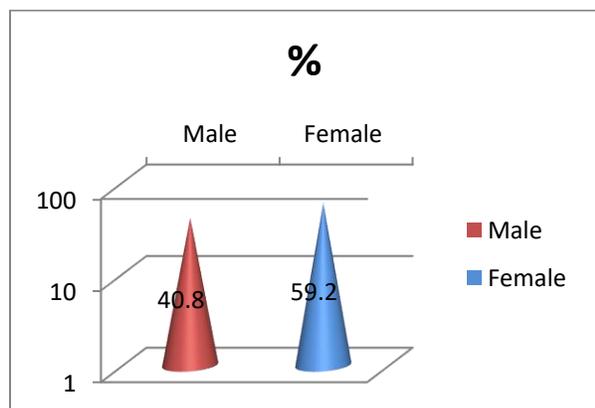


Table 3
sample distribution by gender

Gender	Number	Percentage
Male	31	40.8
Female	45	59.2
Total	76	100

Data gathering activities:

Questionnaires: 39 service provider 76 a young man and women

Focus group discussions : 20 interview was conducted for a number of 220 participants (99 women - 121 men) included: the beneficiaries of the initiatives, initiatives teams from NGOs & service providers, members of the Board of Directors of grassroots associations,

Individual interviews: 12 individual interview: 6 government officials 3 community leaders, media / 2 officials CARE governorates

Consultation meetings: four consultations with partner NGOs in Beni Suef and Qena and with governance and civic engagement program staff , responsible for the project of CARE England.

IV- Main evaluation findings :

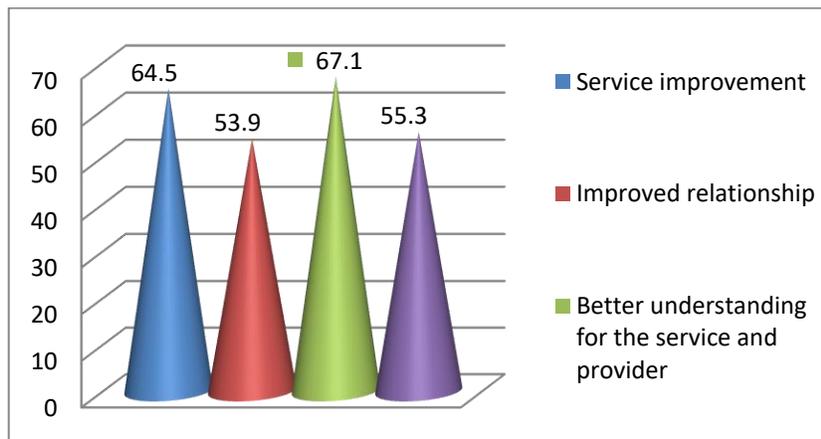
1- The project's contribution to the improvement of services provided to citizens:

The project introduced a set of grants to help Youth and CDAs to implement social accountability tools in different service sectors, the aim of this intervention was to put SA tools in practice, and even though the duration of the implementation of the initiatives were very short, but the initiatives have contributed as much to improving the quality of services.

Youth response in the quantitative sample on the results of SA initiatives was as follows: 64.5% believe that the initiatives brought about an improvement in services, 53.9% see that the initiatives have improved the relationship with service providers , while the larger 67.1% see the main impact was on raising the

awareness of the community about service quality standards.

response	recurrence	Percentage
Service improvement	49	64.5
Improved relationship	41	53.9
Better understanding for the service and provider	51	67.1
Community awareness raised	42	55.3



Some examples for service improvement as known through sample interviews:

Beni Suef Governorate:

The sample was selected in Beni Suef four initiatives:

Beni Suef district: an initiative to improve fishing services through Citizen Charter the different stakeholders involved in this initiative, youth group, Radio Baniscafee , Cooperative Association for fishermen , and office supporting fishing activities, and fishermen.

The impact of the initiative on improving the quality of services:

- providing sufficient information for fishermen, on nature of services provided by the Bureau of Fisheries , procedures and paper work needed for approvals and access to services , this reduced the time spent by fishermen and fisheries office in the debate and controversy.

- The activation of some services for small fishermen

Ahnasia district: an initiative to improve the services provided by the Agricultural association using the tool of community score cards, the parties to this initiative, included (Friendship Association Kom elraml , the youth team, Agricultural association (Board and staff), Department of Agriculture, Beni Suef, agricultural administration and management of agricultural cooperation ahnasaa

The impact of the initiative on improving the quality of services:

- Increase the effectiveness of job performance in Agricultural association , which has increased the quality and quantity of service delivery to farmers (increasing the number of farmers served with respect to receiving fertilizer, for example, on January 27, 2014, the number of clients was 9 Given the state of overcrowding and wrangling that made Assembly can not provide the service as it should, while on January 27, 2015 the number was 32, which accounted for farmers respect to system & regulation to be served according to the priority of attendance , which helped employee to be well organized and responsive (Note: the information source , agriculture association official documents)

- Increase trust between the farmer and the association with regards to getting agricultural counselor services properly, it was difficult for the counselor to convince the farmers to support the extension fields (service depends on selecting a field with certain soil specification to examine the use of new type of fertilizers and in exchange the land owner will have the fertilizer for free) but by using the community score cards and conducting joint meetings between service providers

& farmers , they discussed all the issues and have all the needed information , many of the participant farmers allowed the use of their fields to examine the new fertilizers , they benefited from the counselor guidance sessions, which may lead to improve the level of soil fertility and productivity of the farmer.

- The farmers trust in Agriculture association , they became open to try alternatives of fertilizers & insecticides in the absence of the usual types they know. Previously, they used to deal with the black market directly when they didn't find what they need in the agriculture association .

Al fashn district : an initiative to improve the quality of service in the health unit in the village of Alqdhaby using community scorecards, and the parties to the initiative: elshabat elmoslemat Association and the work team, alqdhaby Health Unit, Health directorate in el fashn.

The impact of the initiative on improving the quality of services:

- Increase the number of nursing staff members from 4 to 6 members .
- Increase the number of daily tickets(patient examination tickets) from the 30 to 70 ticket
- Changing the attitude towards the health service clients . A group of beneficiaries who we interviewed reported that the health unit staff started to treat them properly with respect and kindness
- Providing citizen needs were not easily be provided before (vaccinations and snake serum, which was available only in the district and not in the village)
- Increasing citizens awareness programs and seminars carried out by the Health Unit.
- Implementation of medical movable service outside the health unit based on the recommendations of the SA initiative.

Al fashn district Improving irrigation services initiative using advocacy campaigns, discussed the issue of the lack of irrigation water in some villages. was implemented through an alliance associations (Ahmed Taher, shabat el moslemat , Sheikh Yaqub Association) other parties was agricultural directorate , irrigation

directorate , Modereya of Agriculture and Irrigation in Beni Suef in addition to the farmers union.

The impact of the initiative on improving the quality of services:

- Cleaning the canal
- establishing gates on the canal
- Awareness Raising campaigns to advice the community on the bad effect of sewage disposal on the canal .
- Establishing Metal grid with shared cost (citizens & irrigation officials)

Qena: two initiatives were evaluated in Qena Governorate:

Qous District: an initiative to improve school education services Alshbeirat - garagos, using community scorecards, and the stakeholders were: Social Services Association garagos . youth team, Alhbeirat School management , educational administration Ques (Idara) .

The impact of the initiative on improving the quality of services:

- Supporting the school with , supplies, tools and modern teaching aids.
- Equipping the playground at school to enable students from sports activities
- supporting the school to hire a worker , where the school has only one worker and there was need for more.
- Improving the relationship between parents and teachers
- Increasing student interaction in the classroom as a result of modern teaching aids

Qous District: Improving the quality of services provided by el shoorany health unit using Citizen Charter, the stakeholders were, El shoorany Community Development Association , youth team, Health Unit and Health Administration (Idara)

The impact of the initiative on improving the quality of services:

- Setting a regulation to do a low cost clinic shift starting from 2.00 pm (only 3 pounds) .
- putting a note on the pharmacy door informing the clients about the medications already exist and can be used in the pharmacy.
- Activating the dental clinic after completing what it lacks
- Activation of the laboratory after adding some needed supplies.
- Establishing a complain box and a mechanism to deal with it and was announced to the citizens .

Luxor Governorate :

Armant District:

- An initiative to improve water service using Citizen Charter – the stakeholders were : El nasamat el tayeba Association , youth team , water company in Luxor, citizens.

The impact of the initiative on improving the quality of services:

- Water Company started to conduct general meetings with people in distant places and listen to their complaints
- Complaint box established, disseminating information about services and procedures and cost . in addition to the procedures to submit a complaint
- Hotline service was activated .

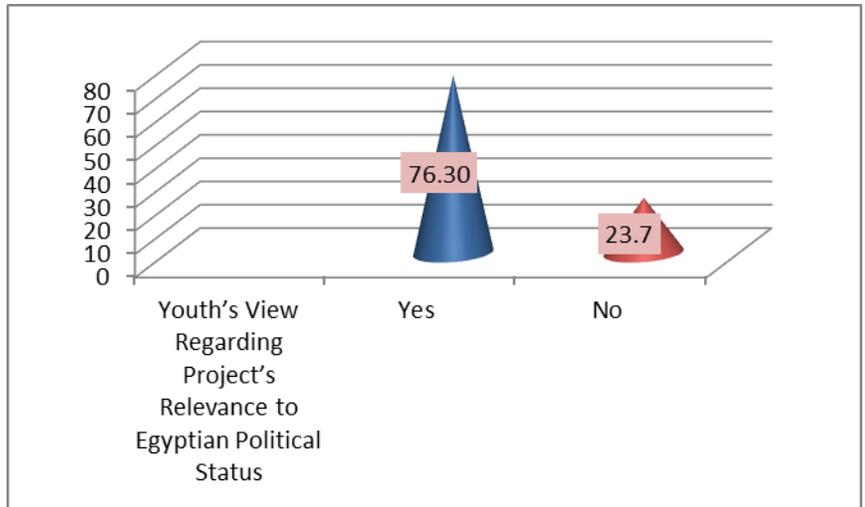
2- Relevance:

This part monitors the observations and conclusions of how the project’s idea and components are relevant to the political status in Egypt; and the relevance of the social accountability tools applied within the project to the local context.

A. Relevance of the project’s idea (social accountability) to the Egyptian political status

Table No.5 shows that 76.3% of youth believe that the project is relevant to the Egyptian political status; while 23.7% think it is not.

Response	Repetition	Percentage %
Yes	58	76.3%
No	18	23.7
Total	76	100



Through the quality interviews variety of opinions were monitored and responses came as follows:

Governance and Civic Engagement Program, CARE Egypt:

The programs team has confirmed that relevance was more obvious through the project designing right after the Jan 25th revolution; when there was great interest in and appreciation for youth's zeal and role in community and promises to provide them more room regarding public service. Nevertheless, during implementation political changes afflicted the general views of youth and revolutionary movements or any criticism to authority. Accordingly, best approach turned out to be using CBAs to build up trust first.

Youth's view:

- Although 76% of the sample thinks that the project is relevant, the qualitative interviews revealed another view. The status in the three governorates was similar, most of them believes that the project was done under very difficult circumstances, unstable security status and youth's frustration for losing Jan Revolution. Several changes in official positions and many personnel replacements took place that most personnel never stayed long enough in their positions, and the officials' intimidation to work with either youth or NGOs.
- Different from the above is the view of Luxor youth, who believe that political status became stable after 30th June Revolution, the government's orientation to solve citizens problems and effecting communication with

them. All this made each and every personnel eager to keep his\her position and even work on to be promoted through adopting open-door policy providing opportunities of effective communication with citizens these efforts were provided enhancements through the project of applying social accountability tools.

Partner-NGOs View:

- There was great difference regarding their view of the project's relevance to the political status. In Beni Suaif, the partner NGO believes that the project started in a time where youth and CSO's participation was curbed with an increasing irritation by the government against youth and youth movements which formed a major challenged. Meanwhile, partner NGO in Qena and Luxor thinks that the project came concurrently with the state's trending of transparency and information accessibility to the citizen; so proposing governance and social accountability came in line with this general atmosphere and constitution. Also the project is conformant with CARE's previous projects, moreover the NGO in its trainings made use of the declared state's administrative reform plan .

View of government service providers:

This report sought to know the fears and hopes of service providers when they first heard of the project. Monitoring hopes and fears at the project's start as follows:

Hopes and Fears prior-project-implementation:

Responses of hopes were 32 from the total sample, at percentage of 82% of the sample, where fears responses were 10 at percentage of 26.5 of the sample.

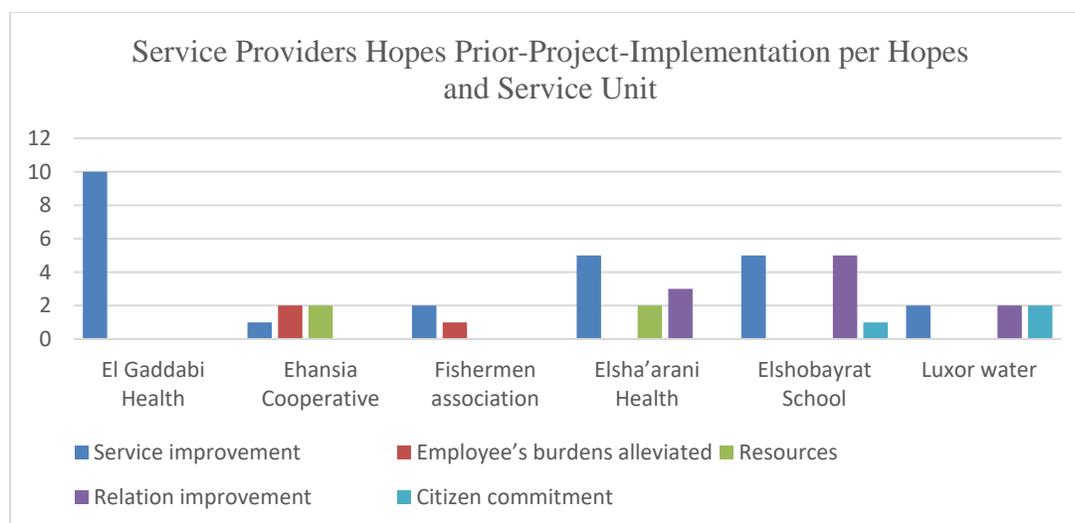
As for hopes,

Service improvement came on top with 57% of repetitions,

Next came the improve relation with citizens 20%,

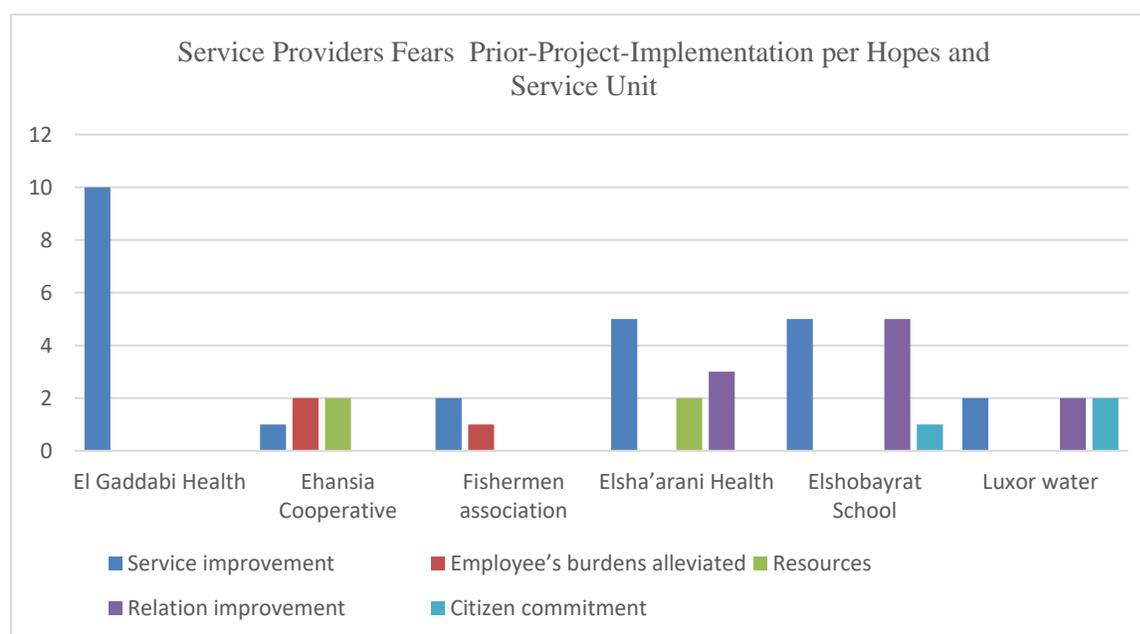
Then came aspirations of benefits, these included alleviating burdens of employee (nearly 7%) providing resources for the unit (9%) citizen committed to his responsibility (7%)

Service provider	Service improvement	Employee's burdens alleviated	Resources	Relation improvement	Citizen commitment	Total repetitions
El Gaddabi Health	10	0	0	0	0	9
Ehansia Cooperative	1	2	2	0	0	5
Fishermen association	2	1	0	0	0	3
Elsha'arani Health	5	0	2	3	0	8
Elshobayrat School	5	0	0	5	1	6
Luxor water	2	0	0	2	2	4
Total	25	3	4	9	3	44
	56.8%	6.8%	9%	20%	6.8%	



As for fears, most of the sample stated that there were no fears 80% mostly (table No.7). meanwhile 20% of the repetitions expressed variety of fears such as the legal organizational system as holding up the implementation or an entity refusing to participate (8.8%), un-sustainability of the project(8.8%), where some took accountability as being legally charged (5.9%), finally some were afraid of community refraining from participation (5.9%).

Service Provider	Non	Bureaucracy	Un-sustainability	retributions	Community's non-responsiveness	Total
Elgaddabi Health	10	-	-	-	-	10
Ehanasia cooperative	5	1	-	-	-	4
Fishermen association	3	1	-	-	-	4
Elsha'arani Health	1	-	2	-	-	3
Elshobayrat School	5	-	1	2	1	5
Luxor water	3	1	-	-	1	5
Total	27	3	3	2	2	34

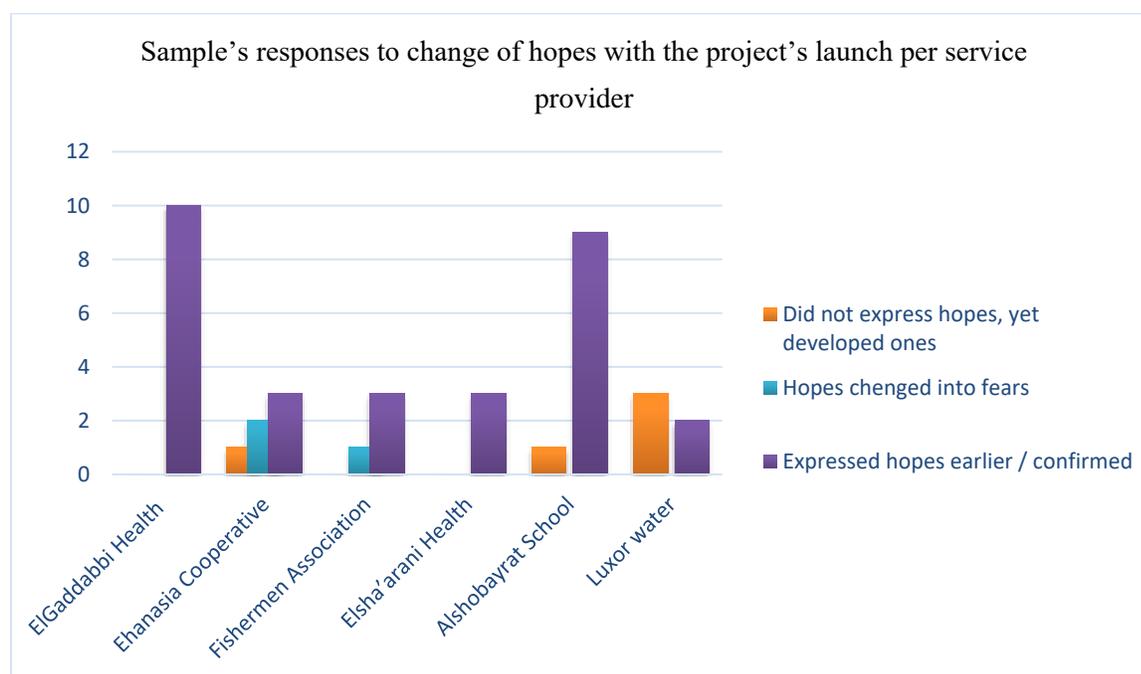


Change in hopes and fears post-project-implementation

Table No.8 shows that most of those nursing fears earlier, have developed hopes with the launch of the action plan where 30 responses confirmed hopes 93% of the previous sample, where 7% moved from hopes to fears. On the other hand, 4

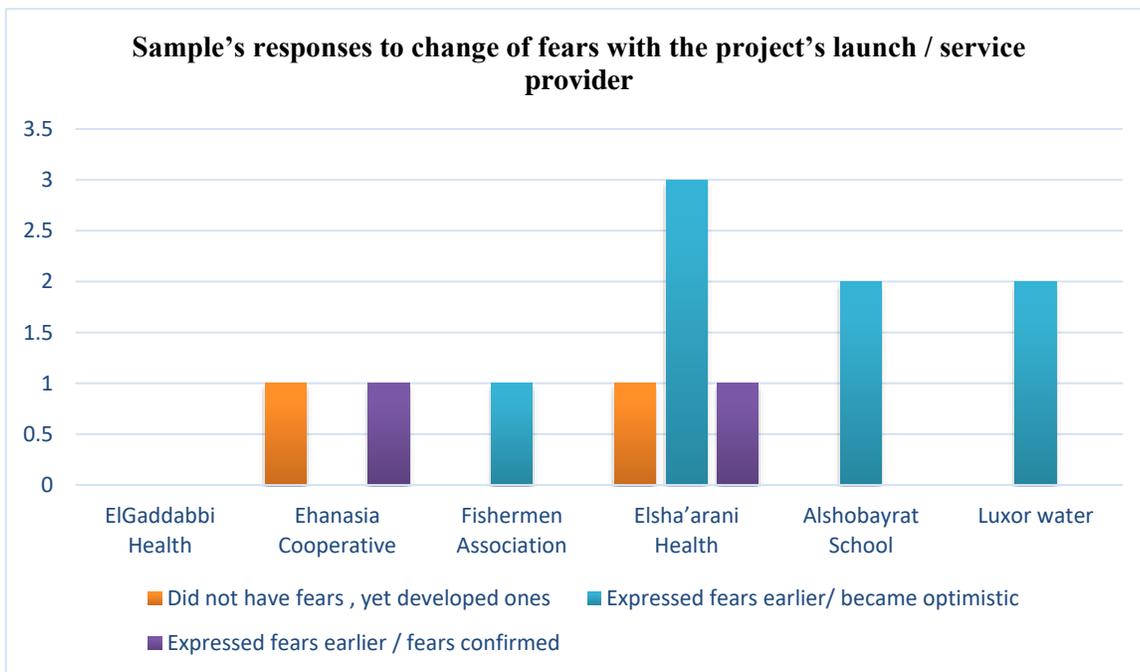
responses out of 7 cases who did not express earlier any fears or hopes, stated that they grew optimistic by the first meetings of the project.

Table No.8 Sample's responses to change of hopes with the project's launch per service provider					
Service Provider	Total	Expressed hopes earlier			Did not express hopes, yet developed ones
		Repetition	Hopes confirmed	Hopes into fears	
ElGaddabbi Health	10	10	10		
Ehanasia Cooperative	6	3	3	2	1
Fishermen Association	3	3	3		
Elsha'arani Health	5	5	3		
Alshobayrat School	10	9	9		1
Luxor water	5	2	2		3
Total	39	32	30	2	4



As for change from fears to hopes, we noticed 80% of those expressed fears earlier have become optimistic

Table No.9					
Sample's responses to change of fears with the project's launch per service provider					
Service Provider	Total	Expressed fears earlier			Did not have fears , yet developed ones
		Repetition	Fears confirmed	Became optimistic	
ElGaddabbi Health	10	0			
Ehanasia Cooperative	6	1	1		1
Fishermen Association	3	1		1	
Elsha'arani Health	5	4	1	3	1
Alshobayrat School	10	2		2	
Luxor water	5	2		2	
Total	39	10	2	8	2



- As for notes of the qualitative interviews, in Beni Suaif they stated that the political status was not stable and the national atmosphere would tolerate no further disturbances, “ timing is critical as post-revolution citizens are acting boldly with government officials”.
- Few of Beni Suaif officials had different opinion. For example, the director of Health Directorate thinks that the project is relevant as officials need to communicate with citizen for better assessment of community needs. Some them has decided that the project is relevant after consulting with superiors and making sure it is safe security-wise, so that it does not cause any security disturbances due to the status quo. This latter took 1-2months in consultation and security screening.
- In Qena and Luxor some of the officials we interviewed think that the project came in perfect timing, as citizens post-revolution became more open in expressing their opinions regarding services and the project provided an organized channel for communication and expression. The Directors we interviewed have experience in service quality units, and they asserted that accountability is one of the quality criteria, accordingly they think the project is complementary to what they started in quality units.

This contradiction, along with our observations regarding NGOs capabilities of initiatives implementations, officials cooperation and participation in meetings and their decisions to improve services despite the unstable political and security status (moreover; in Luxor when the Head of Water Co. board was replaced, initiative participants were worried that the new replacement would not be as cooperative, yet the previous one did submitted a recommendation letter to continue). The success this project achieved despite the unsupportive political atmosphere, made us eager to know motives of participation of each target group, these came various:

- 1- Youth participated as they found enough room to communicate with officials that one young woman said: “ accountability as new topic put us in contact with the government institutions which were earlier impossible to even get close to same as barracks.” Meanwhile, NGOs took part to serve community. However, all interviewees confirmed that the real problems facing citizens when it comes to services where there is not much

alternatives made it urgent for them to deal with and cooperate with service providers.

- 2- Service providers had another view: some participated upon superior's directives, others did believe the initiative will help him develop his work and provide some resources, moreover; some thought of the initiative as proper means for organizing relation with citizens instead of violent means. We noticed that the best responsive officials are those with previous experience in field of quality improvement, such as water Co., educational directorates where the project provided them with variety of tools they can adapt and use to improve service quality.

Thus conclusion is:

- 1- Most of the responses we got describes mostly the political environment and how much it supports social accountability instead of describing how relevant. Here we have to draw attention to the difference between the relevance of methodology (social accountability) to the political status, and the supportive environment to accountability; it is not necessary that methodology relevance entails developing a supportive environment.
- 2- The acceptance of local officials to cooperate and use the tools despite the successive political changes proves that social accountability have met a need that could be used. On the contrary this proves that countries going through instabilities can be most needy for an organized tool to build up trust and satisfy public opinion.
- 3- The project has exerted great effort to adapt with political variables in tackling objectives and expectations of every party involved in the project. This started right by the first intervention on national level with Ministry of Administrative Development to promote the concept and tools of social accountability, through the selection of local NGOs that have experience credibility and good relations with officials. Add to this CARE's selection of communities where they had worked earlier to build up on CARE's dredit of credibility, familiarity and influence. This also provided room for organized communication between youth and service providers.

B. Relevance of Project's interventions to the status in Egypt and target governorates:

Social Accountability Initiatives:

- The most relevant interventions were the initiatives of social accountability, as they were good approach to promote the concept; especially when they dealt with actual problems of vast sectors of citizens. They also facilitated establishing platform of communication and negotiation between citizens and officials.
- Most views confirmed that the initiatives were closely relevant to the citizens 'needs as they were based on simple needs assessment (identifying farmers needs, problems of the health unit users, reviewing the NGO data on vaccines and staff mal performance). Nevertheless, regarding advocacy the youth team mentioned that Better Life Association presented a number of issues and they selected to work on improving the irrigation services as they thought relevant to the advocacy applications it involves huge audience.
- It is noticeable that youth groups with innovative thinking, as Radio b-Nescafe, have their own updated methods of identifying relevant priority issues. Their initiative's idea were found out through a radio interview they did with a fisherman. The radio program (an hour with a citizen) namely sheds light on marginalized groups in Beni Suaif.
- Officials also confirmed the relevance of the initiatives as they helped citizens understand better the nature of the services provided and the role of officials, their responsibilities and the challenges facing them. They also helped correct some wrong conventions of the nature of services the fact that led citizens to be more responsive to the necessary procedures.

Training and Technical Support of the social accountability tools:

- Most of the interviewees have confirmed the relevance of the trainings and technical support as they helped largely implement the initiatives, specially the advocacy trainings which were practical and interactional with attractive technical materials.
- Some tools received specialized technical support, the advocacy consultant was there supporting and providing space for practice, learning and development.

Yet there are some notes:

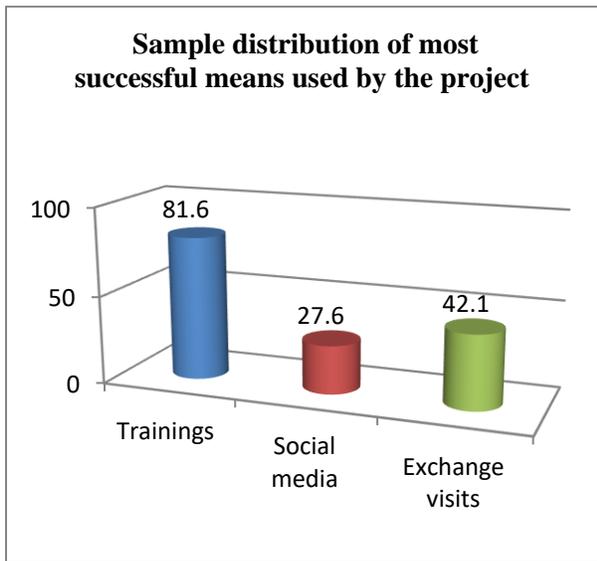
- Training methodology may not suit all categories, for example officials may not have the time to attend a 3-days training, instead separate training sessions would be more useful.
- Presenting social accountability tools in one training for both service providers and recipient was not relevant. The message directed to each is different same as goals and motives, that not everyone will be expressing their fears in presence of the other.
- The order of the training activates and applications were not relevant. Conducting three intensive workshops, then selecting tool for application after a long time caused confusion regarding steps of each tool. It would have been better to conduct one rapid training introducing all tools then conduct intensive training on each for the team applying it only.
- Selection of training participants was not relevant sometimes, either in number or quality of selection. Including 2 of each NGO is not enough to educate it on each tool, some of the service providers were not decision makers and accordingly did not actually participate in application.
- The charter training being done in English accompanied with connective interpretation was not relevant, as interpretation is not always good in conveying meaning. Besides the language of the trainer did not allow interaction with trainees.

Activities of Communication and Experience Exchange:

- The project conducted several activities regarding communication with initiatives participants. There were meetings to present results on the level of cities, governorates, and a collective meeting in Cairo.
- As per Table No.10 100% of the sample think the project succeeded in forming an atmosphere of youth communication and experience exchange.

Table No.10		
Sample distribution of youth opinion in communication and experience exchange activities		
Youth opinion in communication activities success	Repetition	%
Yes	76	100
No	-	-
Total	76	100

- Table No. 11 shows that 81.6% of the sample think that trainings were most successful means used by the project in communication and experience exchange. Exchange visits came next with 32% and finally came social media platforms with 27.6%



Response	Repetition	%
Trainings	62	81.6
Social media	21	27.6
Exchange visits	32	42.1

- Most interviewees think that governorates meetings yielded excellent results, where each group presented their experience and took part in discussions, which in turn helped discover some difficulties and how to manage them.
- The Cairo experience exchange meeting was useful as it gathered variety of experiences from three governorates yet could have been replaced by a lower-cost means, especially when grants for initiatives were very small and the cost buffer in this case could be used for more initiatives activities.
- The project provided social media platforms for communication for youth experience exchange as an effective means for youth. We think it was important to maximize the value of this means as a real platform for promoting the idea of social accountability and the distinctive experiences of its tools application.

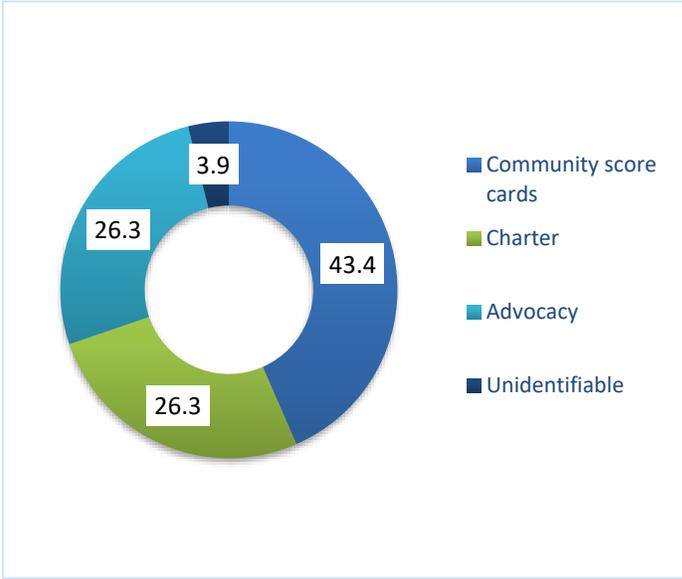
- We believe that the exchange meetings plan should have been extended and adapted to the phases of initiatives’ design and implementation, as each phase is a different experience (cause selection, tool selection, dealing with the government partner, building technical team.....). for example waiting till design phase is over may cost participants irreparable mistakes (some interviewees stated that during the experience exchange meeting they discovered that they selected unsuitable tool for their cause, it would have been better using advocacy as the service is ongoing)

C- Relevance of the Tools used in the Project (Community Score Cards- Citizen Charter- Advocacy) to the local context

- The youth sample confirmed that social accountability tools are a suitable an easy to apply in local communities to improve service quality . 92% of responses nearly.
- Table No.12 shows youth preferences of the tools. We noticed that community score cards comes on top with considerable difference in rates from the others 43.4% . meanwhile charter preferences are equal 26%.

Table No.12
Distribution of youth responses per tool preferences

preferences	repetition	%
Community score cards	33	43.4
Charter	20	26.3
Advocacy	20	26.3
Unidentifiable	3	3.9
Total	76	100



- All interviewees confirmed the relevance of the tools to local community, even if it is still needs more adaptations. NGOs did some simple adaptations to make tools more conformant with the participants’ environment(for

example in Qena upon applying community score cards the step of service evaluation by recipient was done on three sessions instead of three days as it was highly difficult for females to do it, instead three sessions in one day). NGOs were keen on abiding to the methodology and the basic steps yet slightly adapted it to fit into local communities' atmosphere. It ended the isolation between both parties the recipients and providers of the service.

- The tools met a need as it eliminated the isolation between recipients and providers of the service.
- Tools provided room of communication and negotiation between both parties in an organized way considering the circumstances and expectations of each party (for example community score cards, presents step where each party moves freely and express their opinions in an organized way that helps contain any anger or tension, as the whole thing turned into figures and numbers. This was great help in the joint meeting between both parties where it becomes more than just accusations platform for officials, rather presenting indicators and reasons and suggestions)

Some notes should be considered for tools to be more relevant:

- 1- Relevance of tools does not mean easy application. Being dependent on officials response without including it as basic part of the Egyptian system, makes application difficult as this entails strong relation between the NGO and officials.
- 2- The several steps in application confuses some citizens (confusion between charter and community score cards). Also long steps does not become enthusiastic youth who is eager for rapid results. It is important to review tools for better adaptations.
- 3- Some steps needs review to reclassify it, either due to its difficulty or its need for special skills (for example tracking input with community score cards, may go further as specialized budgets, expenses of the service provider premises..., this kind of data is either unavailable on the units level or difficult to get). Also with community score cards, designing service indicators with the recipient needs special skill of understanding the indicator and how to explain it to citizen of various educational backgrounds.

3- Effectiveness:

Regarding effectiveness, we address four basic parts, extent of the project's success in achieving goals and results compared to the logical framework indicators, the project's impact on the basic target groups, project's success factors, points that need to be developed, a comparison between tools of social accountability post actual application, and finally, the ability of both CARE and the donor on managing context-related risks.

A. Extent of the project's success in achieving goals and results compared to the logical framework indicators:

Overall Goal: Increase responsiveness of service providers to accountability through establishing mechanisms of social accountability and providing opportunity for mutual dialogue between citizens and service providers.

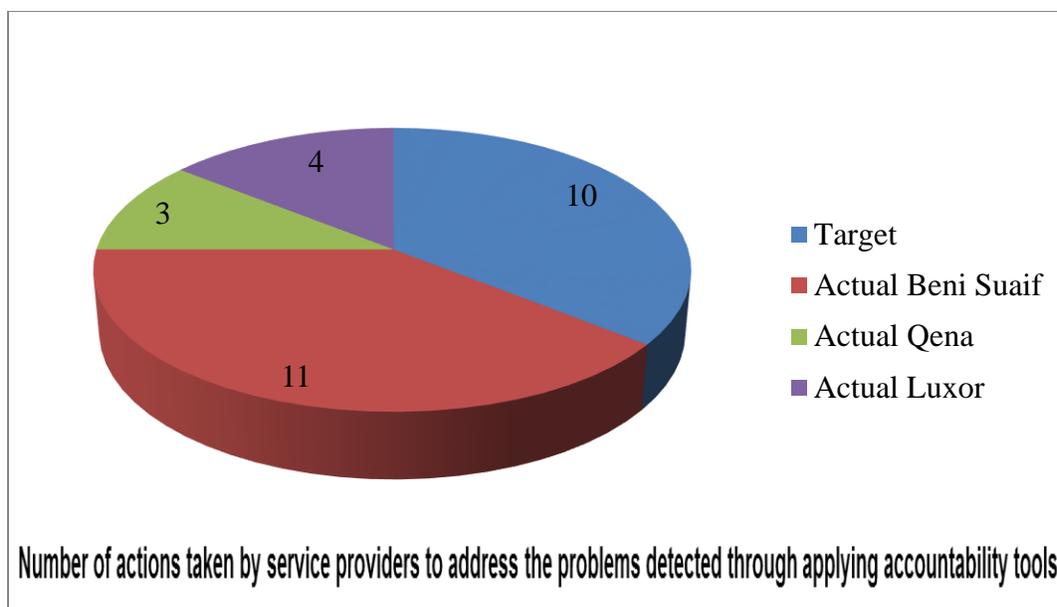
Indicators verifying the project's overall goal:

Indicator	Target	Actual			
		Total	Beni Suaif	Qena	Luxor
Number of actions taken by service providers to address the problems detected through applying accountability tools	10	18	11	3	4
Number of government agencies participating with citizens in applying social accountability mechanisms	8	27	11	9	7

The following is explanation of some of the results of each indicator:

First Indicator: Number of actions taken by service providers to address the problems detected through applying accountability tools

It was planned to reach 10 actions within the project's life span, and 18 were reached to improve services in the sectors addressed by the Social accountability initiatives as inclusive of the following



A sample of the actions that have been taken by service providers to address the problems that have been monitored by social accountability tools:

Bani Suief Governorate:

<i>Initiative</i>	<i>Service Provider</i>	<i>Procedure/Document</i>
Improving Irrigation Services	Irrigation General Manager Beni Suaif	An official letter by Irrigation General Manager directed to Head of Central Irrigation Dept. proving that in response to the initiative of improving irrigation services the following was done: 1- Cleansing ElHerika canal and its branches, that is budgeting and official clearance is afoot. 2- In response to the problems raised regarding El kaddabi village, an irrigator is being fixed.
Using Kindergarten Services	Director of Elfashn Educational Dept., NGOs Dept.	Educational Department (Kindergarten Dept.) approved opening new five halls for kindergarten services, in response to Citizen Charter.

<i>Initiative</i>	<i>Service Provider</i>	<i>Procedure/Document</i>
Citizen Charter for KinderGarten	Director of Elfashn Educational Dept.,	An official appeal is addressed to the MOE Deputy to generalize the Citizen Charter experience regarding the rest of Educational Departments (citizens' services, Exams and Students' Affairs, Human Resources), and the directorate has positively responded to this.
Initiative of protecting Nile against pollution.	Environmental Protection Agency, Beni Suaif	Concluding several recommendations: <ul style="list-style-type: none"> - Participation in raising-awareness sessions to be held for citizens of Aldawiah village, in cooperation with Irrigation Directorate. - The Agency afforded the village gardening. - Activating the legal fines regarding environmental pollution which is 20000 LE and one-year imprisonment.
Initiative of improving services provided by Agricultural Cooperative	Deputy of Ministry of Agricultural and Land Reclamation (MOALR)	Agreement to provide the team with all the data related to the Agricultural Cooperative, and the support by the Directorate that can be provided to improve the service.
Initiative of improving Fishing services	General Agency of Fisheries	Agreement by the Director to issue, approve and apply the Citizen Charter.

Qena Governorate:

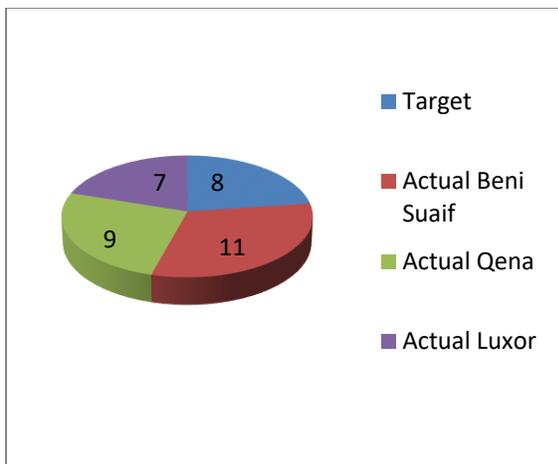
Initiative	Service Provider	Procedure\Document
Improving health services in Elsha'arani village.	Qous Health Department, El Sha'arani Family Health Section	Official letter by the manager of Family Health Unit approving: <ul style="list-style-type: none"> - Establishing complaints box inside the unit. - Unit's physician (or his delegate) to hold monthly meeting with women's club inside the association. - Establishing complaints box in the association related to the services by Health Unit to be addressed in the monthly meeting, or higher authorities in case of no response.
Advocacy for improving health services	Qous Health Department	Official decree by the Head of Qous Health Department, to provide all necessary vaccines and a resident physician in 6 Health Units of 5 local Administration Units.
Improving education services in Elayasheya village.	Qous Educational Department	Providing mechanism to address the issue of complaints.
Improving educational services – Garagos village	School Principle	Forming a team including members of both the association and the school to monitor the educational process and overcome any obstacles.

Luxor Governorate:

Initiative	Service Provider	Procedure/ Document
Improving drinking water services	Drinking Water Co. Luxor	Agreement to apply the Citizen Charter.

Improving Health Services	Health Department, Armant	Agreement to apply Community Score Cards.
Providing deprived areas with drinking water joints.	Drinking Water Co.	Supporting the decree issued in this regard by Luxor Governorate authorities.

Second Indicator: number of government authorities sharing citizens participation in the mechanisms of social accountability tools



It was planned to reach 8 government authorities within the project’s life span. Yet the project surpassed the planned to 27 as per the following:

For example ,but not limited to, the following are the government authorities taking part in trainings, meetings or other activities held per the target governorates.

<i>Governmental authorities who participated in SA tools</i>		
Luxor	Qena	Beni Suaif
<ul style="list-style-type: none"> - Manager of Health Insurance Dept. Armant - Head of Health Insurance Sector, Luxor 	<ul style="list-style-type: none"> - Health Uint’s Doctor, El Gamaleya - Manager of Health Dept. Qous 	<ul style="list-style-type: none"> - Health Dept. Beni Suaif and Ehnasia - Health Directorate, Public Relations
<ul style="list-style-type: none"> - Deputy Head of Luxor City Council 	<ul style="list-style-type: none"> - Principle of Naga’a Elshobairat School, 	<ul style="list-style-type: none"> - Department of Agricultural

<ul style="list-style-type: none"> - Head of Public Relations, Drinking Water Co. 	<ul style="list-style-type: none"> - Garagos village - Head of MOE Administration Luxor 	<ul style="list-style-type: none"> - Coopertation, Ehnasia - Agricultural Adminstration, Ehnasia
<ul style="list-style-type: none"> - Health Unit's Doctor, Armant - Head of Health Department, armant - Deouty of MOH and Head of Health Directorate, Luxor 	<ul style="list-style-type: none"> - Health Unit Manager, El Sha'arani - Head of Health Department, Elsha'arani 	<ul style="list-style-type: none"> - Irrigation Department, Elfashn - Irrigation Directorate, Beni Suaif
<ul style="list-style-type: none"> - Director of Water Co. Armant, Luxor - Head of Public Relations, Water Co. - Head of Media& Awareness Dept. Water Co. - Deputy City Council, Governorate General Secretary, Deputy of Ministry of Monitoring and Planning(MOMP), Manager of Governorate's Properties. 	<ul style="list-style-type: none"> - Priciple of Abo Bakr Primary School, Elyea'asha village - Head of the MOE Department 	<ul style="list-style-type: none"> - NGOs' Department in Elfashn Education Adminstration
		<ul style="list-style-type: none"> - <i>General Agency for Fisheries</i>

Expected outcomes of the project:

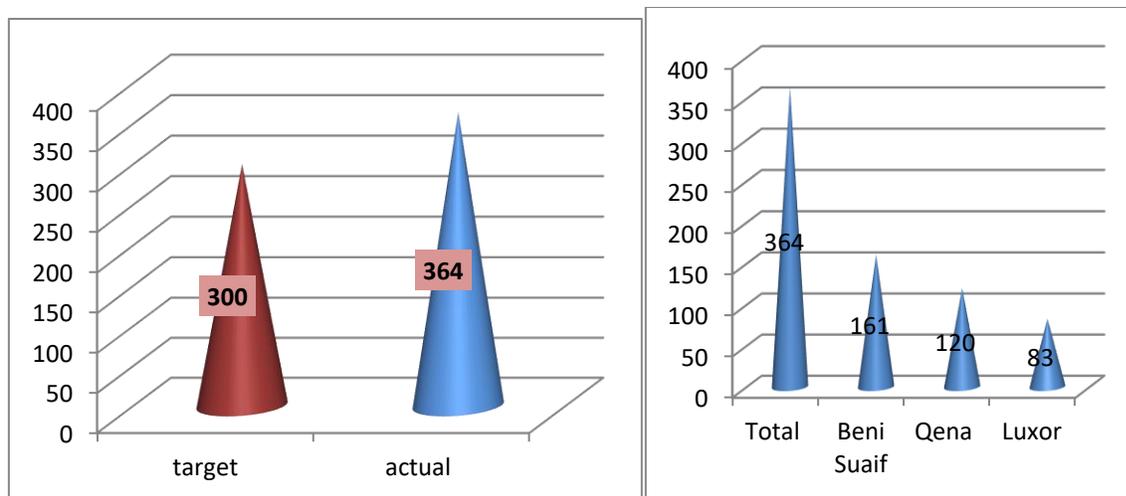
- 1- NGOs and the local government institutions have the ability to apply social accountability tools, monitor and follow up results.
- 2- Application of NGOs' social accountability tools in 9-12 NGOs.
- 3- Designing a manual for the tools of community score cards, citizen charter, and advocacy as adaptable with the local context and applying them.
- 4- Forming a platform of social accountability for information and experiences exchange.

Outcomes' indicators:

Indicator	Target	Actual				
		Total	Beni Suaif	Qena	Luxor	Cairo
Number of participants of social accountability tools training, including NGOs and local government institutions	300	364	161	120	83	
Social accountability initiatives applied through grants.	9-12	22	12	6	4	
Number of successful meetings between NGOs and service providers.	6	12	4	4	4	
Number of social accountability meetings of experience exchange platform.	8	5	1	1	2	1

1st Indicator: Number of participants in social accountability tools training, including NGOs and local government institutions

It was planned to train 300 participants from youth, NGOs, and government institutions within the project timeline on the concept and tools of social accountability (community score cards, citizen charter, advocacy campaigns). In this regard, several trainings have been conducted in the project's three governorates with actual target of 364 participants as follows:



2nd Indicator: Social accountability initiatives applied through grants for NGOs

These were planned to be 9-12 initiatives within the project timeline. Nevertheless due to the excessive interest of NGOs to apply tools of social accountability, the project provided 22 grants in the three target governorates as follows:

Governorate	Initiative	Tool	Result
Beni Suaif	Improving Fisheries Services	Citizen Charter	Officially approved
	Education- Kindergarten	Citizen Charter	Officially Approved
	Improving Local Unit Services	Citizen Charter	On hold due to the replacement of the Unit's Director
	Improving Health services in Nazlet Hanna Village	Community score cards	Improvement plan is done
	Improving services of agricultural Cooperative in Kom Elraml village	Community score cards	Improvement plan is done
	Improving Health Unit's Services in Elgaddabi village	Community score cards	Improvement plan is done
	Issue of Nile pollution	Advocacy	Some actions taken to solve this issue
	Improving health services	Advocacy	Up until final

	in Ehanasia		evaluation: only recommendations to meet the direct official of Health with a media specialist to do a full feature story and press release.
	Insufficient irrigation water in Elfashn's canals	Advocacy	Some actions taken.
	Improving Health Unit;s services, Elmaseed village	Citizen Charter	Charter is being prepared
	Imroving Health Unit's Services, Bayad Elarab village	Community score cards	Improvement plan is done.
	Iproving Health unit;s services, Beni Soliman Elsharqia village	Community score cards	Improvement plan is done
Luxor	Improving drinking water service, Elmahameed village	Citizen Charter	Officially approved
	Improving medical services provided by Family Health Center, Eldemokrat village.	Community score cards	Officially Approved improvement plan and follow-up committee
	Providing low-cost drinking water joints for deprived areas, Elmahameed village	Advocacy	*Official recommendation by the governorate addressed to ministry of urban development to effect the decision of providing water joints to deprived areas. *Governor S decision of dedicating regular weekly open day for discussing citizens' problems on the level of villages' local units in

			represented by local unit's official.
	Improving services provided by Health Insurance- Armant	Community score cards	Improvement plan done.
Qena	Improving Health Unit's services (vaccines shortage)	Citizen Charter	Officially approved
	Improving education services in Ela'yashia School	Citizen Charter	*Charter officially approved by senior administrative levels. *responding to some school needs (providing 100 notebooks, a computer) *Effecting two boxes for complaints in the school and the association.
	Vaccines shortage in villages of Qous-Elolyakat	Advocacy	Decisions to provide vaccines
	Improving service provided by Elshobiarat Primary School in Garagos village	Community score cards	*improvement plan done and an agreement is signed between NGO and the school for monitoring implementation. *Full preparation and equipment of the School Yard(balls...etc) *Printing educational materials for all school subjects. *The NGO provided a copying-machine as gift for the school.
	Improving service provided by the Health Unit in Elsha'arani.	Citizen charter	A draft-Charter has been submitted for the head of the Health Department for review.

3rd Indicator: Number of successful meetings between NGOs and services' providers.

They were planned to be 6 within the project's timeline, yet 12 have been documented up until the final evaluation:



The following table includes sample of the meetings and their results:

Beni Suaif :

Initiative	Type of Meeting	Participants	Results
Improving the services provided by Elmaseed Health Unit through citizen charter	Meeting between citizens and service provider	28 participants including the doctor- Board of the Unit- number of citizens- Board of the NGO- natural leaderships- initiative teamwork of	<p>*Presenting citizens' problems.</p> <p>*Identifying the problems and needs of the health unit and ways of solutions.</p> <p>*Assigning the Unit's doctor of documenting the needs and problems facing the unit to be addressed to Deputy MOH.</p>

		youth	*Assigning member of the initiative team and a board member of the unit to meet Head of Ehansia Health Department, to present these issues.
	Meeting the Head of the Health Department	5 members of the Initiative youth team	*Effect communication between (initiative team) and the Head of Helath Department Ehnasia. *Presenting current problems inside the Health Unit and working to solve it through providing some necessary equipment such as blood pressure. *Head of the Dept. asserted the fact of visiting ELMaseed Unit on the earliest to identify all problems of the unit. *Head of Dept. welcomed the citizen charter idea and showed interest in its preparations.
Improving the services of agricultural Cooperative in Kom Elraml through community score cards	Meeting with the Agricultural Dept. Ehnasia	2 of the initiative team	Detailed Presentation of all departments of the Cooperative and its responsibilities regarding serving farmers.
	Visit to Beni Suaif Agricultural Directorate	3 of initiative youth team with the Head of Beni Suaif Agricultural Directorate.	The Head stated his approval and full support of the initiative promising to facilitate necessary requirements of implementation.
Intiative of comprehensive health services in Bayad	Visiting health directorate and meeting	Initiative youth team	*Getting the directorate's support to apply community score cards *Understanding items of Health

Elarab village through community score cards	the Official in charge of clinics		budget. *Getting the promise to provide the team with all the documents regulating the unit's work.
Initiative of improving health services in Elgaddabi through community score cards	Visiting the Health Unit	4 of initiative youth team	*Identifying the available resources of the unit (staff, equipment and vaccines). *identifying tickets' value (the unit's monthly income and the regular monthly number of patients receiving services)
	Visiting Health Department	4 of initiative youth team	*Getting data of the unit and its working technical and administrative systems (technical and administrative criteria among which the number of staff, working hours, regulating the doctor's time dedicated for the subsidized tickets 1 LE and economy 15 LE).
Empowering communities to benefit by the educational services provided by NGOs (Citizen Charter for Kindergarten)	Initiative team meeting leaderships of Educational Department	Deputy of Educational Department , Head of Kindergarten Section, Head of NGOs Dept., 2 of the initiative youth team	Agreement on applying the charter in Educational department, preparing internal bylaws regulating responsibilities between NGOs and educational department. The bylaws to be prepared by the partner NGOs and educational department. Renewal of clearances for the NGOs whose were cancelled, provided that they abide by the legal requirements.
Advocacy initiative to combat Nile pollution in Beni Suaif	Meeting Head of irrigation directorate in Elfashn And the technical official in charge of	Meeting Head of irrigation directorate in Elfashn And the technical official in charge of leverage stations And Initiative	*Agreement on addressing Irrigation DEpt. to build a net isolating garbage, where the department provides necessary data and measures of this net. *Importance of building gates so that that irrigation water does not go back to Minia. The request has been

	leverage stations	team	<p>submitted and is on planned list for decision within two months.</p> <p>*request submitted to Ministry to dedicate 2km area with manual feeder to be subject to Beni Suaif.</p> <p>*Request submitted to ministry to increase the number of irrigation shifts of Beni Suaif to be 10 instead of 5 on monthly basis.</p>
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Luxor:

Initiative	Type of Meeting	Participants	Results
Advocacy for providing low-cost drinking water joints for deprived areas-Armant	Meeting between citizens and service provider	Officials of drinking water Co. Luxor, official in charge of properties and the leaders of 4 villages, Vice city council, Citizens affected by the issue , Initiative team	Identifying real reason of the problem, which is the decision considering these areas as slums and taking advantage of state properties, nevertheless is on hold since 2011.
	Visiting Governor's office	Initiative youth team and the Governor	The problem has been presented with all its aspects and support has been requested from the governor, who stated that only the General Agency of Urban Planning is entitled to activate the decision. He provided the team with a support letter to help them when meeting the officials in charge of activating the decision.

4th Indicator: Number of social accountability platform for experience exchange

8 meetings was planned for experience exchange on the levels of city, governorate, and nation; until the final evaluation 5 were conducted already among which:

Governorate	Type of Meeting	Purpose of Meeting	Number of participants
Beni Suaif	Governorate level	Experience exchange meeting at the governorate's level between youth of partner NGOs in the target cities to discuss application of social accountability tools	46
	National level	Experience exchange meeting between youth teams from three target governorates.	20
Qena & Luxor	Governorate level	Experience exchange meeting between youth teams and partner NGOs in Armant and Qous discussing tools of social accountability.	43
	Armant city level	Experience exchange meeting between initiatives youth teams in Armant discussing application of social accountability tools	13
	National level	Experience exchange meeting between youth teams from the three target governorates.	27

B. Project's impact on variety of target groups:

The project had a crucial role in the relation between the providers and recipients of services, moreover there were several interventions contributing to better management of this relation. The project has contributed to the increase of knowledge and skills of participants especially regarding social accountability and building up the relation between the provider and recipient of the service. As per our observations, the greater impact is on the capacities of youth, then comes

NGOs and finally the capabilities of the participating government institutions and citizens.

As for youth, the impact of the project can be observed as follows:

- 1- The project helped build youth cadres capable of community participation, identifying and prioritizing problems, designing initiatives of social accountability tools and measuring customer satisfaction regarding services.
- 2- It provided youth with experience regarding dealing with government institutions.
- 3- It further enhanced their relation and knowledge of community and its problems.
- 4- It enhanced their experience with media as a tool of change to solve community problems.
- 5- It helped them build up credibility in their local communities.
- 6- It helped youth find out organized solutions for issues of participation and freedom of expression rather than mobilization and violent protests.
- 7- It helped increase youth knowledge of the nature of services locally provided, their costs and prerequisites, and the regulating laws for these services.
- 8- It helped youth break intimidation barriers in dealing with government officials, acquire experiences of negotiation and planning.
- 9- It helped youth build up strong relations with government officials in variety of services sectors (drinking water- health- education- agriculture...); thus youth is now strongly connected to government officials, services providers and citizens.

Project's impact on NGOs capacities:

The major focus of the project has been building capacities of youth. Yet it did not mind as much building the capacities of the partner NGOs. Thus most of trainings was attended only by board member along with youth teams, moreover; the NGOs used to conventional projects decided to leave full room for youth to adopt new ideologies.

The real impact of the project regarding NGOs, is their relation with community and acquiring trust of community particularly after selecting real problems to present to officials so as to reach proper solutions.

As for partner NGOs that actually implemented the project in governorates, the project had the following impact:

- The project helped NGOs to build a vast public constituency of citizens and community-based associations (CBAs) in their local communities. Add to this enhancing cooperation and coordination with local government institutions. Thus there are now effective connections between government and NGOs updating them with whatever support government provides to the accountability process.
- The project also helped enhance the capacities of the NGO team responsible for implementation, supervision, monitoring and provide technical support.
- The (Better Life) association has developed accurate plan to improve its performance dependent on three major tasks: more enhancement of relations with government institutions through involving them in meetings, projects and related activities ; application of social accountability tools on the association's activities; establishing training cadres in social accountability of the association's youth team thus Better Life has become an expertise house providing sustainable support in the field of social accountability.

Project's impact on service providers:

The following answers are by the government officials themselves during interviews:

- Officials have discovered that there is much more they can do to improve services without waiting for changing regulations or laws. For example, in Qena

Some said: "the initiative was as a document between us as fishermen and the officials in the Fisheries to improve the paper and procedures of requests and complaints. It really did improve both parties did understand wrong concepts and put them away upon initiative implementation. The employee knew that the fishermen's violent behavior was due to their misconception of his responsibilities. Presently, fishermen do understand well and deal with staff politely and accordingly staff serves them better. Moreover, senior officials did respond to the request submitted by Mr Ibrahim and started cleansing

“Head of Educational Dept.: I knew the benefits of the project in schools, I knew CARE and the NGOS very well so I took part in convincing schools to cooperate with NGOs. Though there are official orders for schools not to cooperate with NGOs, I took full responsibility and allowed them to cooperate with NGOs, as long as the school is gaining benefits and away from political debates then it safe cooperation. We did participated and schools gained benefits where NGOs provided school needs along with local community donations to improve service.”

- Officials found out the magical solution to raise the citizen’s trust in them. One official said: “people do not like being lied to, once they request something and it is done their confidence is raised immediately; moreover when you state right away that it is difficult or may take time they also would accept and their confidence in you is increased.”

Project’s impact on community:

Citizens are now aware of several services such as:

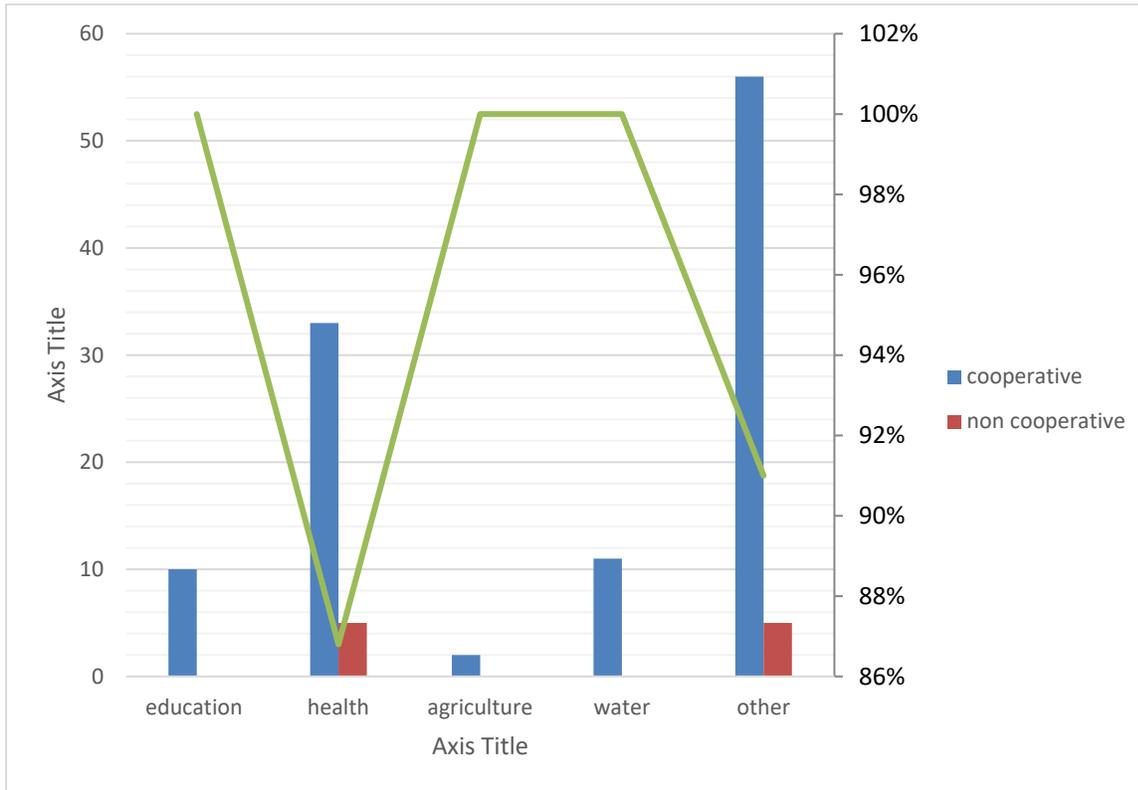
- Initiative of drinking water in Luxor (importance of counter reading- customers services phone numbers- hotlines)
- **In Beni Suaif:** Printing and disseminating the approved citizen charters, along with making it accessible in obvious place in the service providing premises.

In Qens:

- Designing a Facebook page for the school, where all necessary information are accessible to parents, along with how to reach communication officer in case of inquiries and complaints.
- Forming supervisory committee by parents and the NGO to monitor the service provided by the Health Unit

Project's impact on the relation between providers and recipients of service:

We tried to measure how the SA initiatives affected the relation between providers and recipients of services. the youth responses confirmed the cooperation of service providers by about 91 %



Most of the beneficiaries we met mentioned that they met with different levels of officials; directors, deputies of ministries in variety of sectors (irrigation, health, general agency of fisheries) and such meetings came out with solutions, promises of solutions or declaring the kind of necessary interventions of higher levels to reach solutions.

Only few we met who believe that the service did not improve. Hereby some of the examples of beneficiaries who realized service improvement post-meeting related officials:

- Positive change in service providing centers (Health unit for example)
- Meeting needs of citizens that were not provided easily before(vaccines available in the health unit after it was only in city rather than village)
- Though some problems requires higher level of officials, the local official did submitted an official request to related authorities.
- Facilitating paper process through agency of Fisheries office.
- Finding out that some of the problems of fishermen related to social insurance and pensions needs superior mistrial decisions, policies and legislations.

Hereby some examples of how officials recognized the project's impact on service recipients:

- Bridging distance between service providers and recipients, identifying obstacles affecting

Sector	cooperative	Non cooperative	Total	Percentage
Education	10	0	10	100%
Health	33	5	38	86.8%
Agricultur e	2	0	2	100%
water	11	0	11	100%
	56	5	61	91%

- Collective meetings with farmers where these realized responsibilities and commitments of the Agricultural Cooperative, made our job easier. The farmer realizing the seasons and allocations of fertilizers convinced him that the official was not depriving him any of his rights, rather following a system by the superiors.
- As for the guide, farmers earlier thought wrongly that his duty is to visit their fields daily so if any plant is diseased the farmer immediately holds the guide responsibly; meanwhile the right order of things is that it is the farmer's responsibility to report that to the guide. This roles-clarification was done during collective meetings including the visits schedule and the importance of farmers reports in case of plants diseases.

performance of service providers, interventions by recipients with solutions that may help come over these obstacles (providing proper premises for the agricultural Cooperative instead of joining offices of another)

- Managing expectations of service recipients regarding service and performance its providers. The joint meetings have helped recognize the maximum of potentials of service providers. As a paragon, the initiative of improving services provided to fishermen in Beni suaif, there was a difficulty to collect annual Cooperative subscriptions by fishermen as they do think it is worthless since the Cooperative is not doing its job to include them under the social and health insurance umbrella.
- The meetings and awareness sessions helped fishermen recognize the real services as provided by the Cooperative specially (Fishermen Service Fund) and how to benefit by these services; accordingly they realized importance of paying off their subscriptions.
- The project helped create communication opportunities between both providers and recipients of the service. Officials themselves discovered how much they needed this connection as it helped identify details and needs that could by no means identified away from communing with the recipients. For Example in Qena (during the joint meetings with both students and school principle, the latter said: “I knew from them needs I had no idea they exist and reported that to other schools principles.”)
- The project had an impact on the relation between youth and officials, as these latters grew aware of youth’s aspirations and motivations: “ the project helped us understand youth , we also accept accountability now as we are confident it is for the general good not just in vain.”

C- Factors of Project’s success, points for improvement:

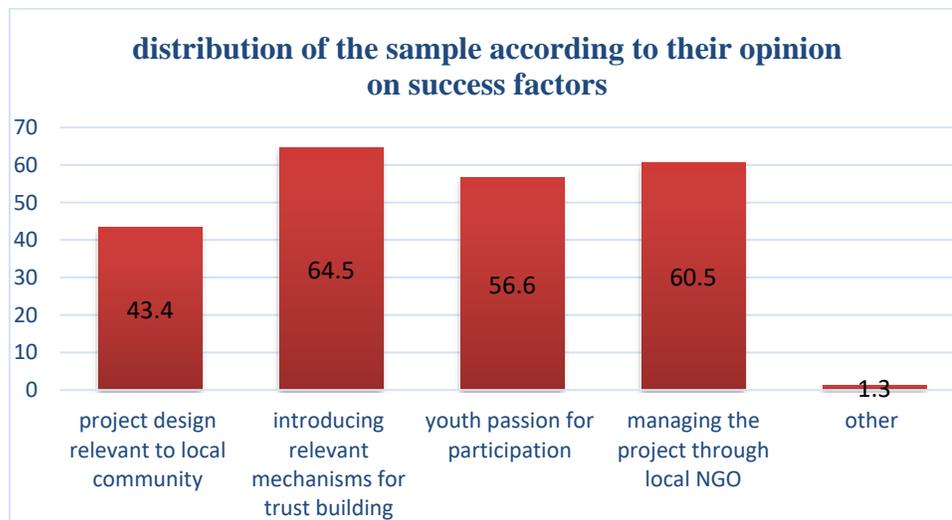
As for the success factors, they could by identified through multiple aspects as follows:

- From the Youth sample who applied the questionnaire , 64 % of the sample see that introducing suitable mechanisms to build trust and effective communication between the government & citizens was the main success factor , 60 % see that it was the project management through a local NGO ,

57 % was the youth passion to participate and finally by a percentage of 43% that the success factor was the project relevance to the local community

Table 14 :distribution of the sample according to their opinion on success factors

success factors	Recurrence	percentage
Project design relevant to the local community	33	43.4
Introducing relevant tools & mechanisms for trust building	49	64.5
Youth Passion for participation	43	56.6
Project management through local NGO	46	60.5
Other	1	1.3



During the focus groups & in-depth interviews , the participants mentioned a number of success factors , we can nominate them as follows :

- Focusing in training and providing technical support during application of social accountability tools, particularly in advocacy that included variety of updated means on which youth was trained on such interactional theatre.
- Diversity of youth groups regarding cultural backgrounds, gender, enthusiasm and motivation to take part in the project’s new experiences.

- Holding several activities targeting raising awareness of services and its criteria.
- The selected partner NGOs had extensive experience in local communities and good relations with local officials.
- The CBAs supported youth teams and provided them with every opportunity for innovation, planning and implementation.
- The nature of the applied social accountability tools as providing room of effective communication and joint work between citizens and government officials.

Despite many a success factor and strength point for this project; some points are in need for improvement:

- Lack of general clearances by superior authorities prior to project's implementation.
- There was not enough time to complete all activities of initiatives properly and monitor results as MOSS approval on sub grants were late, besides the donor was not flexible enough to make it up for this delay, due to the political changes Egypt was going through.
- The time gap between training on social accountability tools and actual application into initiatives due to late grants approvals.
- Trainings did not primarily target many officials or service providers, some of them are not even decision makers.
- The project did not focus on effective relation with employing media professionally for social accountability purposes, rather left that fully dependent to NGOs individual efforts.
- The application of some tools such as Citizen Charter the team of service providers did not take effective part, rather provided just the documents clarifying service reception procedures.
- Lack of experience of youth, as they had to receive specific trainings on meetings and seminars moderations- theatre- social media- effective communications strategies.
- Experience exchange meetings helped recognize others' initiatives, yet this process had to be deeper than just meetings to present experiences; rather they needed professional preparations such starting with explaining is meant

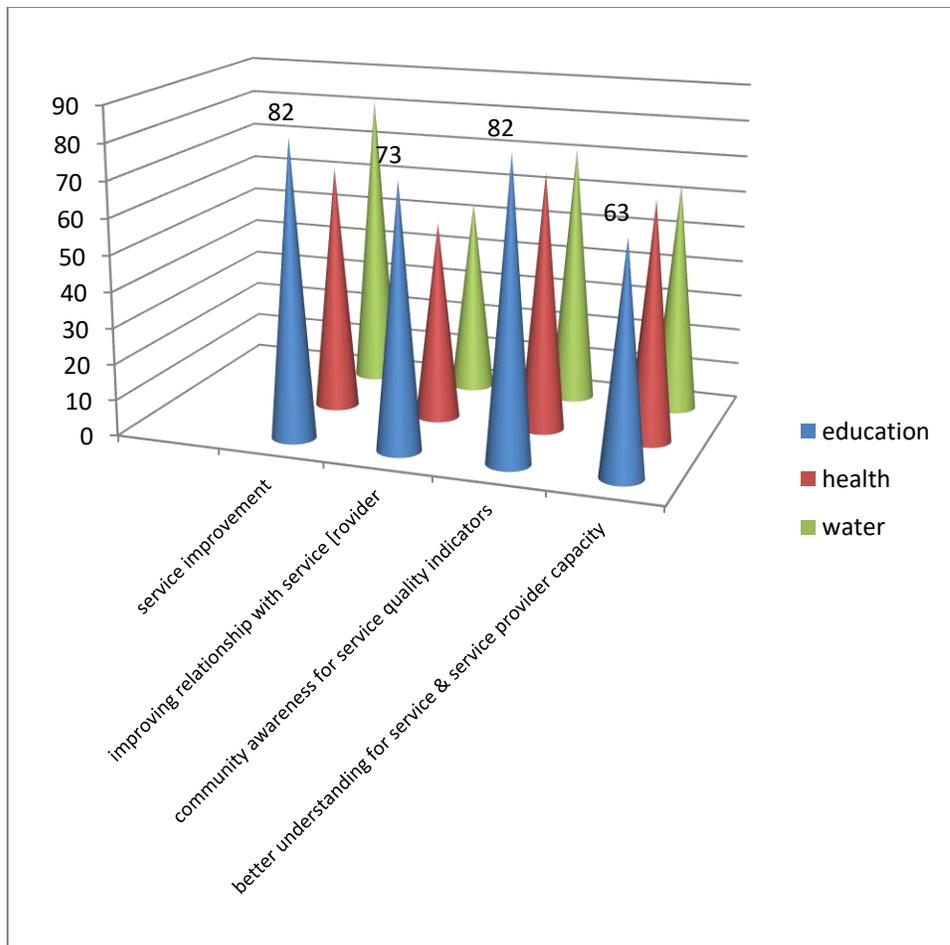
by experience. Add to this explaining experience analysis to extract lessons learned and disseminating them. The documentations of these meetings was not that professional (as per reports by partner NGOs which were not that good, as they were just writing down what happened in meetings.). We conclude that CARE did not provide an effective and cohesive framework for managing the process of experience exchange and qualifying partner NGOs for this role.

D- Application of social accountability tools in variety of service sectors:

As seen in table 15 , youth sample see that education sector was the best one in service improvement (77,7 %) followed by water service 68 % and finally , health sector by 65 %

Also , the service improvement came by 77 % , then community awareness for service quality indicator 75 % , better understanding for service & service provider capacity by 64 % and finally came improving relationship with service provider by 60.6 %

table 15 , Youth evaluation for project results / sector				
Items	education	health	water	%
service improvement	82	68	82	77.3
improving relationship with service provider	73	55	54	60.6
community awareness for service quality indicators	82	71	72	75
better understanding for service & service provider capacity	63	66	64	64
Total	100	100	100	
Average percentage	75	65	68	

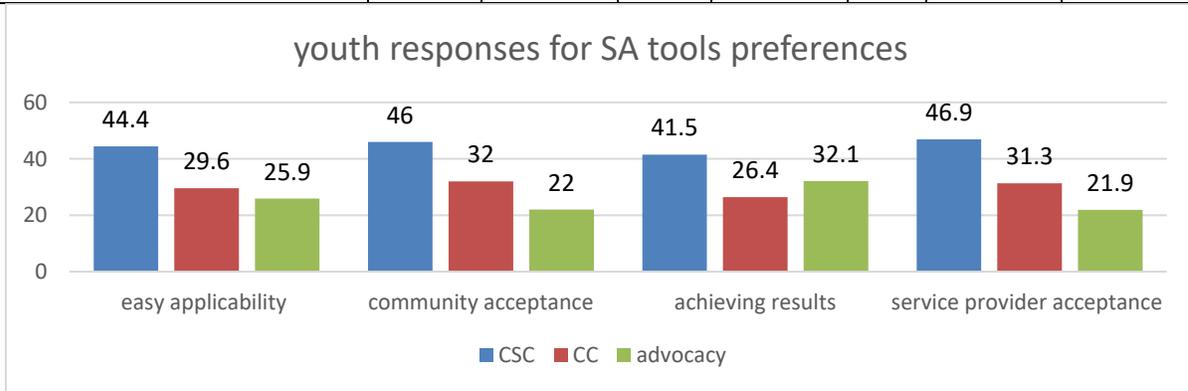


We tried to compare the three tools using the questionnaires & also during our interviews with all related project's parties in the three governorates according to: easy-application, large-numbers-participations possibility, application time, necessary cost, best results, and most acceptable by officials. Notes came as follows:

As seen in table 16 , youth explanation for their preference to tools , we can see , that the CSC came as the first preferred tool according to: easy-application acceptance from the community & service providers and best results although CC came in the second preference , we can notice that it was the least tool which give results

Table 16: youth responses for SA tools preferences

Items	Tool preferences						
	CSC		CC		Advocacy		Total
	#	%	#	%	#	%	
youth responses for SA tools preferences	24	%44.4	16	%29.6	14	%25.9	54
youth responses for SA tools preferences	23	%46	16	%32	11	%22	50
youth responses for SA tools preferences	22	%41.5	14	%26.4	17	%32.1	53
youth responses for SA tools preferences	15	%46.9	10	%31.3	7	%21.9	32
Total	84	%44.4	56	%29.6	49	%26	189



Some Notes on the comparison between tools as appeared in interviews:

- Most participants were biased to the tool they applied, so we opted for reviews by each team of the tool they chose to apply.
- From the service providers’ view, the best tools are the ones most handy with managing citizens’ expectations of the service (citizen charter), or the one most helpful regarding providing resources to improve the service (community score cards).
- Beneficiaries view was that best tools are the ones ensuring their participation in activities (advocacy for example, they took part in the theatre, awareness raising seminars), also the ones providing them opportunities of negotiation with service providers (joint meetings in community score cards)

- The view of youth teams was that best tools are the ones inclusive of tailored and intensive technical support and interactional activities (such as interactional theatre in advocacy) and also the ones providing great deal of details of the services provided they did not get easily earlier (citizen charter).
- There were not obvious biases to certain sectors of services, may be due to the short timeline of initiatives application, monitoring and analysis; or originally due to the lack of mechanism that links the tool to the nature of service. (pending on quantitative results).
- The following is the advantages and disadvantages of each tool:

Items	Community score cards	Citizen Charter	Advocacy
Advantages	<p>*provides balanced chance of opinion expression for both the recipient and provider of the service.</p> <p>*has a methodological order enabling applicants to get necessary information for improving the services by both citizens and officials.</p> <p>*identifies the gap between what is available and what is needed.</p> <p>*allows room for negotiation</p>	<p>*provides great deal of data for the citizen regarding the service , his rights and responsibilities.</p> <p>*commits the official services providers, as by announcing the charter the service provider commits himself to certain criteria.</p> <p>*easy to apply on low-cost.</p> <p>*does not take long time for application process.</p> <p>*easy to apply to all similar services (when applied in a school then it is easy</p>	<p>*provides awareness-raising seminars with interactional activities ensuring participation of large numbers of citizens.</p> <p>*does not entail the service provider's approval prior application.</p>

	<p>between the recipient and provider of the service in joint meeting to unify indicators and propose improvement plan.</p> <p>*results in realistic plan with clear roles responsibilities for all parties, and a monitoring plan to ensure sustainability and continuous development.</p>	<p>to repeat it in another with slight modifications) as it namely depends on what is available and approved by policies of service providers.</p>	
Disadvantages	<p>*needs special skills in dealing with citizens and officials, particularly regarding explaining the indicator of service quality.</p> <p>*has long-time steps.</p>	<p>*depends namely on cooperation by officials, thus it is dependent on the character of the person not the personnel who agreed at the beginning on the charter, meaning that if the person is replaced the whole process may be at risk.</p> <p>*results are not legally binding.</p>	<p>*needs special efforts in analyzing related parties.</p> <p>*needs research skills to analyze the laws regulating the issue.</p> <p>*needs time in advocating mobilizing large number of advocates.</p> <p>*may directly contradict regulations and laws that will take ages to influence, needs involving higher levels of advocates rather than the local level.</p>

E- CARE's and the donor's capability to identify and manage contextual risks:

CARE exerted much effort in identifying risks as possible, but with rapid speed of political changes during the project, things became very difficult. After the instability post two revolutions any intervention with government officials had to be accurately calculated, thus CARE did the following:

- CARE chose to work in governorates they already worked in earlier depending on their credit of its accumulative experience and credibility it has with both local CSOs and government authorities.
- CARE tried at first to intervene nationally to promote the concept of social accountability,
- One of the criteria they adopted regarding selection partners and CBAs a history of dealing with and coordinating with government officials.
- With the rapid speed of political changes and project halts, CARE had to modify the action plan more than once, so as to ensure propriety of implementation political wise.
- CARE faced a number of challenges regarding the donor's inflexibility regarding political changes aftermath, thus CARE had to reduce percentage of beneficiaries and activities.

Ministry of Social Solidarity (MOSS) was the only crucial partner with whom CARE did not care to professionally manage the relation right from the start. MOSS is the partner entitled to approve CSOs grants. This mismanagement of this relation did cause delays of grants approvals and accordingly action plans. It would have been highly recommendable for CARE if they would have sought finalizing an official protocol with MOSS or sought their support in CSOs selection, this would have saved lots of time wasted in delays.

4- Efficiency

The comments related to efficiency include four parts, project management efficiency in: selection of partner NGO and targeted groups, training and technical support department, initiatives department, resources department (financial – human – institutional) to achieve the project goals.

A. Selection of partner NGOs and managing the relationship with it:

First Issue: The selection

- The selection of Care for a partner NGO after the beginning of the project to implement it was a great idea. The partner NGO is closer to the local community as it knows the local community conditions, it uses their language, and exists inside the community itself, all of which Care can't guarantee. However, partnership doesn't mean the entry of the partner at some stage to implement the project only, his presence from the emergence of the idea, then participating in formulating and writing it is considered very important as this will help to create the feeling of ownership of the project to the partner. That's why; it is important to have a long-term strategic partnership with strong associations that is closely in relation with local communities as well as support this partner with accumulated technical expertise.
- It worth praising that Care used a systematic approach in selecting the partner NGOs in the targeted governorates, through announcing about the project and giving the opportunity to all who are interested to apply. Care also reviewed all the applications, evaluated the technical and financial offers, besides performing institutional evaluation for the associations in order to select the most qualified one. As a result of using this approach in the selection process, all the selected organizations were having a team of young people to implement and follow-up the project, the ability to communicate with youth groups, government entities as well as NGOs inside the local communities, in addition to their financial and institutional capacity to perform the role of the partner NGO as these organizations had the experience in managing sub-grants in previous projects. It also worth praising that Care involved the social solidarity directorate in Qena in the evaluation and the selection of partner organization.

- Based on the interviews performed with the project targeted beneficiaries, there was a tribute to the efficiency of the partner NGOs in managing the project and providing sustainable support to the CDAs and the youth groups in every step during the selecting the case and training the people on the appropriate tools and mechanisms to implement the initiatives.
- The delay of selecting the partner NGO(in Qena and Luxor) caused confusion in the beginning as the activities of the project started in these governorates before assigning director to the project from the partner organization. This assures the importance that the selection should be in a prior stage before the implementation.

The second issue: Managing the relationship with the partner organization:

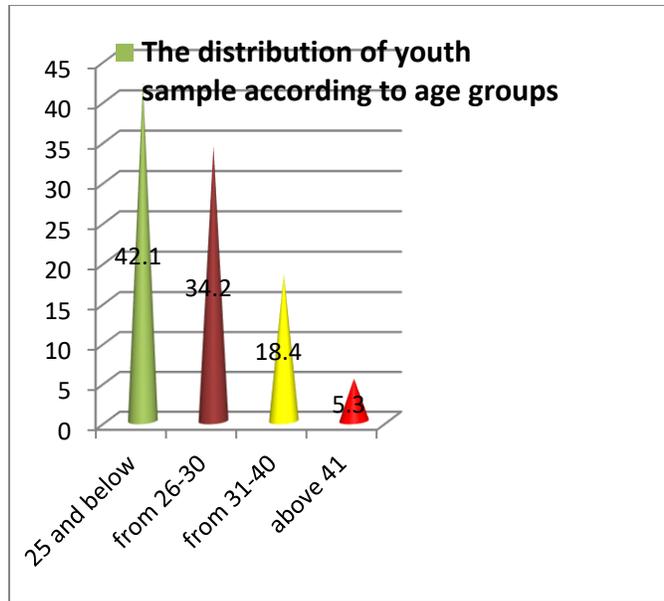
- The partnership management and the roles granted to the partner NGO depend on the flexibility of Care representative at the local community, his experience and trust with the partner organization. That's why; sometimes the partnership had gone through some tough time, as the relation and its nature may change if Care representative on the local community is changed. The strategic partnership is based on certain rules that manage this special relation between Care and their partners in the field. One of our observations was that there was no clear definition for the authorities granted for each party of this partnership.

B. Selecting the targeted youth:

- Care has put age standard for the young people between 18 to 30 years old in the project proposal. Data in table 17 shows the distribution of youth sample (which has been tested) according to the age groups. The data shows that the youth group within the age range specified by the project represented almost 76% of the total youth sample, where the percentage of the age group that do not fall within the age range is almost 23.7%, which is nearly one fourth of the sample. As a result, this raises a concern regarding the quality of the targeted young people.

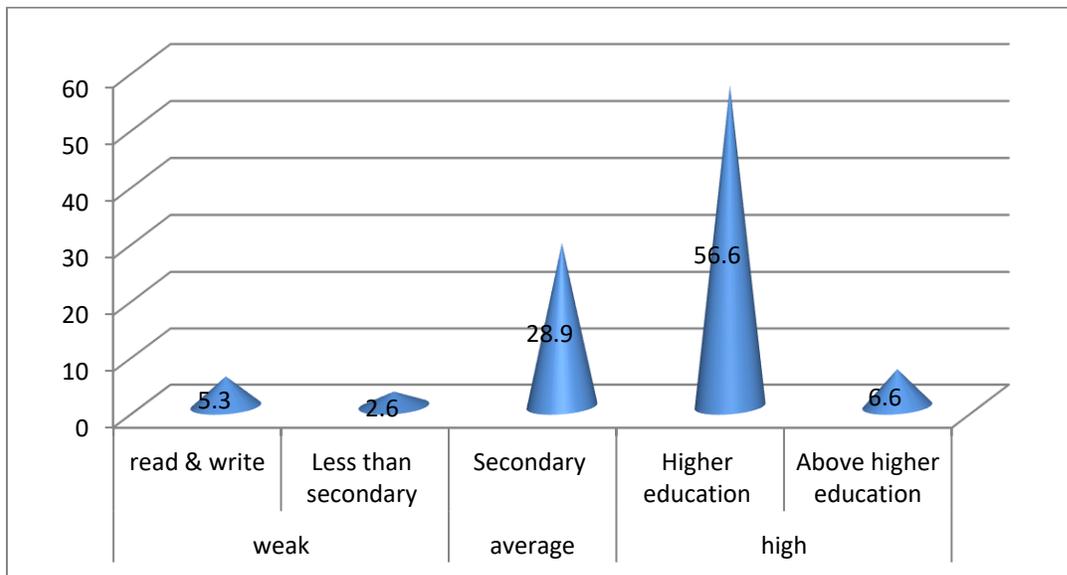
Table (17)
The distribution of youth sample according to age groups

Age groups	number	%
25 and below	32	42.1
above 25 - 30	26	34.2
Above 30 - 40	14	18.4
Above 40	5	5.3
Total	76	100.0



- Educational level was not one of the criteria that were required to select the targeted youth group, however due to the difficulty of the social accountability tools and their requirement for a higher level of the ability of communication, analysis and conclusion, it was supposed to select the targeted groups based on a certain educational level (preferred secondary or above) especially that these young people will train their fellows and disseminate the culture and good practices of social accountability and how to deal with specific details such as (helping the service recipients and service providers to formulate the service quality indicators, follow up the inputs).
- According to the sample, 8% from the youth had a weak educational level (just read and write, or didn't complete their secondary education) and about 28.9% just completed their secondary education. There should have been more scrutiny in the selection process or to put a set of standards regarding the educational level from the beginning.

Groups according to educational level	Table 18 The distribution of youth sample according to educational level		
	Educational status	number	%
Weak	Read and write	4	5.3
	Less than secondary	2	2.6
Average	Secondary	22	28.9
High	Higher education	34	56.6
	Above higher education	5	6.6
	Total	76	100



Based on the interview made with the management of the governance and civic engagement program, it was supposed that the selection of the youth groups will be based on the results of a survey for the youth groups in the local communities and work on integrating them in that community. However, the study didn't show a group of young people who can be targeted. As a result, the youth were nominated from the associations

,where the data confirms that, as 95.7% of the sample were invited from the association. The selection of the youth groups was left entirely to the associations without any standards except for the age range (18 – 30).

Table 19
The distribution of youth responses about how they knew about the project

Responses	number	%
From the Association	66	95.7
From a friend	3	4.3
Total responses	69	100

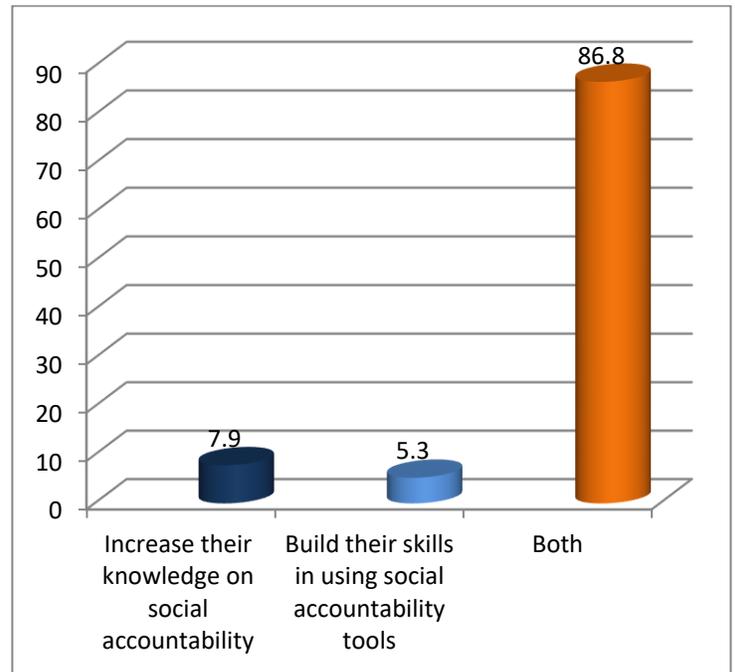
C. Managing the trainings and technical support programs:

- **Trainings quality:** The responses of the youth sample assured the good quality of the implemented trainings. 86% of the responses confirm that the trainings contributed in increasing the participants’ knowledge and skills on social accountability tools.

While 91% of the responses assured that the training manuals were clear, detailed and explains each implemented step. Some of the interviewees highlight that some of the trainings especially those conducted by consultants (citizen charter and evaluation cards) needed to be more simplified and the techniques needed to be more interactive

Table 20
The actual benefits from the training

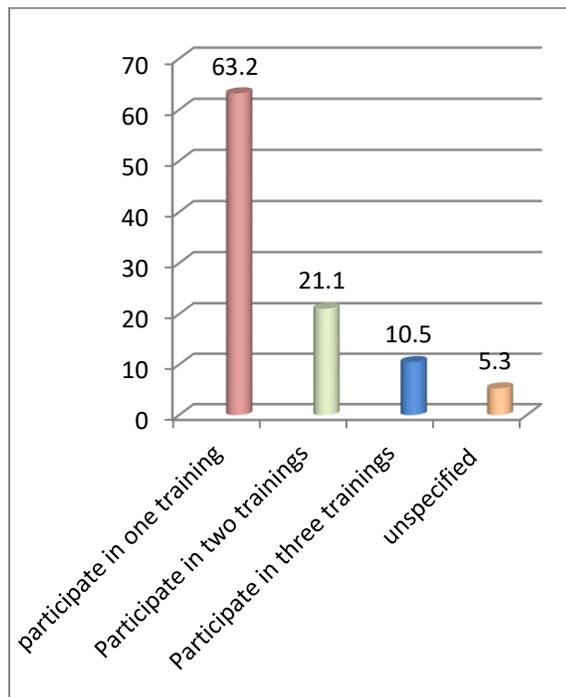
Response	number	%
Increase their knowledge on social accountability	6	7.9
Build their skills in using social accountability tools	4	5.3
Both	66	86.8
Total	76	100



The inclusion of participation in the trainings: The project carried out three main trainings on the tools of social accountability (societal evaluation, citizen charter, and advocacy). The youth groups were supposed to take the three trainings and select the most appropriate tool for their case.

However, the data shows that there were lots of variations between the participants in each of the trainings. As shown in table 21, the percentage of participants who attended one of three trainings reached to approximately 63%, where almost 21% participated in two trainings and a percentage that do not exceed 10% participated in the three trainings.

Inclusion of participation	number	%
participate in one training	48	63.2
Participate in two trainings	16	21.1
Participate in three trainings	8	10.5
unspecified	4	5.3
Total	48	100.0



- Part of the results expected from these trainings were to enable the youth with the tools of social accountability so as to be able to understand and compare between them in order to select the most appropriate one for their case. And that explain what the interviews have shown from not having logic behind the selection of the tools that have been applied.

- The time gap between the implementation of the training and the application of the social accountability tools that the participants have been trained on was significant, and that was due to the delay in getting the grant approvals to the community based organizations. This has led to leakage of some of the participants who were trained, however there were 92% of the sample participated in the trainings and the initiatives, and this was a good achievement despite the need of the management of the project to repeat the trainings depending on the internal resources (the project team from the partner NGOs and Care).
- One of the points that are taken on the trainings is that it focused more on the social accountability tools rather than the skills needed to apply these tools such as communication, ability to do research and studies and managing the relationship with the different stakeholders (Media and government).

The quality of the technical support provided to the associations and the government representatives during the implementation of the social accountability tools:

- Care has provided a more specialized technical support in the advocacy field through hiring an external consultant. As for the other tools, the technical support provided in the three governorates was through the partner NGO and Care representative in each governorate.
- As part of the project design, a number of supply driven activities were set such as trainings for the service providers, this was in addition to a demand driven activities such as trainings for the youth and the non-governmental organizations (NGOs) on the social accountability concept and tools. Moreover, the project provided technical support in each step of the implementation process, as well as grants to the youth and NGOs to examine the tools of social accountability in the selected service sectors. It worth noting that based on our interviews with the youth working groups, the work done on the demand side was better as they were more aware than the service providers with the social accountability tools and the implementation steps.
- The teams of the partner NGOs provided intensive technical support during the time framework of the design and implementation of the initiatives

including the formulation of the suggestions, developing the implantation plans, persuading the governmental agencies to participate and facilitating the initiative implementation steps.

- There hasn't been a comprehensive training to the partner organizations' project teams on how to provide technical support, as there was a step by step training during the implementation process. As a result, it worth mentioning that Care still monopolizing the technical expertise which should be transferred to the partner organizations.

D. The management process of the Initiatives:

- Despite the fact that the original design of the project has identified certain sectors to target, which were health, education and water; it was showed – based on the review of the project documents and the interviews conducted during the period of the evaluation – that the project also targeted the agriculture sector, more specifically the agricultural cooperative association, fisheries sector, and fishermen association as service providers. This indicates the flexibility of Care and their commitment to the partner organizations' choices to the sectors according to the local priorities.
- Due to the delay of getting the approvals from the Ministry of social solidarity; Care had to exert more efforts to overcome the postponing of the initiatives implementations. As a result, Care and the partner NGOs had to repeat the training once again on the tools of social accountability and to intensify the technical support provided so as to ensure higher quality during the implementation process.
- It is believed that nor did Care or the partner NGO have any role in selecting the service providers working teams within the initiatives. As shown in the sample that was interviewed, the majority – almost 95% of the total sample – of the participants of the service providers have direct contact with the public. Table 22 highlights the distribution of the service provider sample based on the nature of dealing with the public.

Table 22**The distribution of the service provider sample based on the nature of contact with the public**

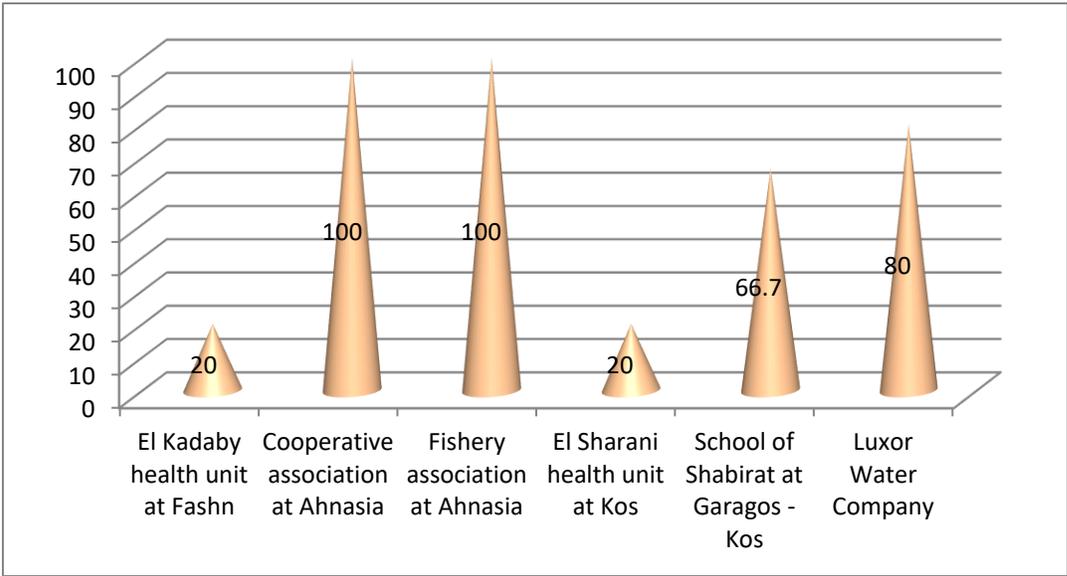
Service provider	Nature of contact with the public		Total
	Direct contact	No contact	
El Kadaby health unit at Fashn	9	1	10
Cooperative association at Ahnasia	6	0	6
Fishery association at Ahnasia	3	0	3
El Sharani health unit at Kos	5	0	5
School of Shabirat at Garagos - Kos	10	0	10
Luxor Water Company	4	1	5
Total	37	2	39

- As for the scope of the supervision, table 23 illustrates the distribution of the sample according to the level of supervision. The sample shows that those who had a supervisory role were almost equal to those who didn't. The sample of the agriculture sector came at the top of those who have a supervisory role (100%), while the water and the educational sectors received 80% and 67% respectively, and finally the health sector received only 20%.

Table 23**The distribution of the sample according to the level of supervision**

Service providers	The scope of supervision		Total	Percentage of supervisory jobs
	Supervise others	Don't supervise		
El Kadaby health unit at Fashn	2	8	10	20%
Cooperative association at Ahnasia	6	0	6	100%
Fishery association at Ahnasia	3	0	3	100%
El Sharani health unit at Kos	1	4	5	20%

School of Shabirat at Garagos - Kos	4	6	10	66.7%
Luxor Water Company	4	1	5	80%
Total	20	19	39	



The distrubtion of the sample according to the level of supervision

- It also worth noting that the percentage of the participants who had a supervisory role reached to 100% in the agriculture sector, 66% in education and 80% in water, while falling to 20% in the health sector. There is no doubt that the participation of the supervisors is essential to ensure the achievement of a behavioral change, as the supervisors have a very important role in following up the employees required behavioral change and creating the appropriate environment to this change. However, their ability to perform this role depends on the participation of the employees who have direct contact with the public to the project message.
- We are talking here about the lack of balance between those who have a supervisory role over the service providers and the service providers who have direct contact with the public. Moreover, there is an absence for a strategy that manage the change in the service provider performance through identifying the required attitude and behavioral changes in the service

providers who are in direct contact with the public and the supervisors role in providing the required support for the new culture of accountability. Although the project has put into consideration the importance of disseminating the culture of accountability, but the activities didn't focus on building and supporting the culture of accountability, participation, and responsiveness at the service providers' entities. Besides, this aspect was not taken into account when the fund was allocated to implement the initiatives.

E. The human resources management:

- The project structure includes: Working team from the partner organization, 3 individuals in each governorate (director to the project and 2 coordinators) working as full timers to implement and follow up the activities of the project within the governorate. The executive director of the partner NGOs supervises this team, in addition to Care representative who also assist in supervising and providing technical support. All of these are under the supervision of the governance and civil engagement program director.
- This structure may be suitable for Qena and Luxor (the initiatives were concentrated in one Markez at Qena and one Markez at Luxor). As for Beni Suef it was better if there was a third coordinator (since the initiatives in Beni Suef were distributed on three Marakz) so as to ensure a better quality of work without putting large work load on the project team there.
- There were a difference between Care's role and their level of intervention in the field with the partner organization. This depended on the way Care representative understood his role within the governorate. Some of them believes that their role was to support the partner NGO to perform it's responsibilities without his/her continuous intervention in each detail. Others prefer to interfere to ensure the implementation quality. Accordingly, it was obvious that there was a problem in formulating the role of each party in this partnership. It was better to resolve this issue before the dissemination of the bid requirements for the selection of partner organization, and to clarify in detail the role of each party and the limits of his powers.
- The community based organization provided a local team to work on the initiatives. Some of the associations were participating with the local teams and provide them with the need support during the selection, formulation and

implementation of the initiative, while others didn't interfere except when needed and left a space for the young people to work freely.

- The partner NGO in Beni Suef suggested that each selected association should implement the initiative that it suggests besides participating in collaboration with a group of associations in another advocacy initiative, so as to examine the advocacy and lobbying campaigns (one of the social accountability tools). Although this was a good suggestion, but it put an additional burden on the partner and community based organization during the implementation process, besides there was some young people who work on two initiatives at the same time which result in overlapping and straining the youth (who is originally volunteer).

F. Institutional Resources Management:

- The partner NGO shave put their institutional resources under the project command. It contributed with their experience as an institution especially in the field of providing training to implement unplanned activities for the project, raise the capacity of the CDAs to ensure the implementation quality. The partner NGOs also provided in-kind contributions through providing ballrooms to conduct the meetings and computers.
- The institutional resources lack an integrated system for monitoring and evaluation. It was expected that the associations – with this amount of experience in development projects – would have at least a database of the project beneficiaries that can be easily accessed. However, we found it difficult to select the sample due to lack of an integrated database for all the beneficiaries as we just found a list of participants names in each activity separately.
- There was monitoring and documentation for all the planned activities within the project, while there was no attention given to monitor or document the additional activities that the partner NGOs contributed with. Therefore, the periodically reports were only documenting the participants in the official activities of the project, and this underestimates the efforts exerted by the partner organizations. Accordingly, it is recommended in these cases to have a unified plan that entails both the planned activities of the project and the other activities that the partner NGOs consider it important to contribute

with, so that the periodical reports would include all the activities that were agreed upon between the project management and the partner NGO as well.

G. The financial resources management:

- Care and the partner NGO have managed the grants component very efficiently. The financial resources allocated to implement 9 – 12 initiatives were used to implement 22 initiatives, which gave more opportunities to larger number of associations and working teams to contribute in the implementation process.
- All the interviewees confirmed that the grants given to implement the social accountability tools were not enough, and that more funds were needed to implement the activities. It is understood that Care was trying to embed the

According to the “Health improvement initiative at El Sharani” work teams, the grant was not enough and other resources were locally mobilized such as free ballrooms, data shows, taking advantage of the feminist club to present the initiative. In addition to use other institutions such as the schools during the camp implementation, the existence of a caliber that has been working previously on health projects within similar association, and a board member who is specialized in information technology within the local unit and the use of the human resources such as the local unit and the school directors.

concept of social accountability as a social approach away from the goal of obtaining fund and that they were trying to persuade the individuals that social accountability can be implemented through self-financing so as to ensure the tools implementation sustainability without the need for external funder. This was confirmed when a number of partner NGOs were able to mobilize local resources, whether in-kind, human, or technical expertise to contribute into the initiatives implementation. However, creating the culture of accountability and finding the appropriate environment to embed it, needs more time.

- It worth noting that the working teams within the villages should have been compensated for the efforts exerted especially that most of them were volunteer and didn't have any source of income. As a result, some of the young men left the project while young girls continued on the hope to have a job opportunity within the association or in other project. The community based organization didn't take this into consideration during the design of the initiative proposal. It was better if the associations were able to provide an

item either in the initiative budget or the association budget itself to pay at least the transportation allowance for the working teams.

- Some people compares what has been spent on the exchange of experiences activities in Cairo and what has been spent on the initiatives activities and believe that it would have been better to allocate these fund for the initiatives activities, despite the fact the these budgets had been discussed and agreed upon it before the contracting process between the partner NGO and the associations who executed the projects.
- There were complaints from all the interviewees regarding the efforts exerted to finalize the financial settlements of the grants which had led to the delay of the implementation process. All the partner and community based organization agreed that there was difficulty in dealing with Care financial system, as there wasn't clear system for the financial settlements and as a result there have been additional requests in every attempt to finalize the settlement. Accordingly, it is important to have a list of all the financial documents required with simple explanation of the financial procedures required and time framework with the initial project documents. Besides, one day workshop can be conducted at the beginning of the project to explain the required financial procedures and provide an opportunity for questions and discussions.

5. Sustainability:

This part highlights the steps taken/planned to ensure the sustainability of social accountability in the field of improving the governance and services quality.

A. Participation and youth empowerment:

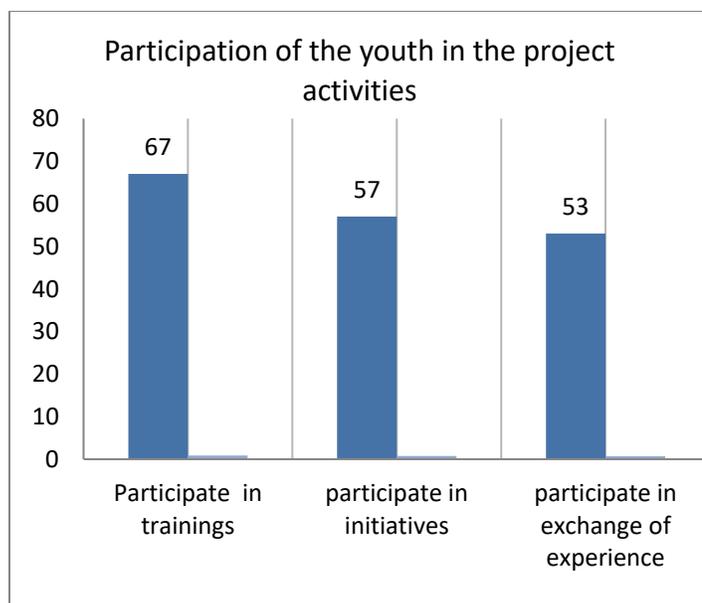
One of the evaluation team concerns was the management of the youth participation, and to what extend this process was able to encourage and select the appropriate youth besides engaging them in most of the project activities to enable them with the right tools so as to be specialized in the field of social accountability within the local community. The tables below shows that 75% of the youth who were trained have participated in the implementation of the initiatives. This is

considered a good percentage for managing the youth participation process. And this means that the project was able to raise the knowledge and enhance the skills

of youth training , applied training and exchanging experiences.

As shown in table 24, almost 88.5% of the youth have participated in the trainings. It worth noting that, 12% of the responses assured that they didn't get any training. This percentage was concentrated in the sample of Beni Suef and Markz Ahnasia in particular.

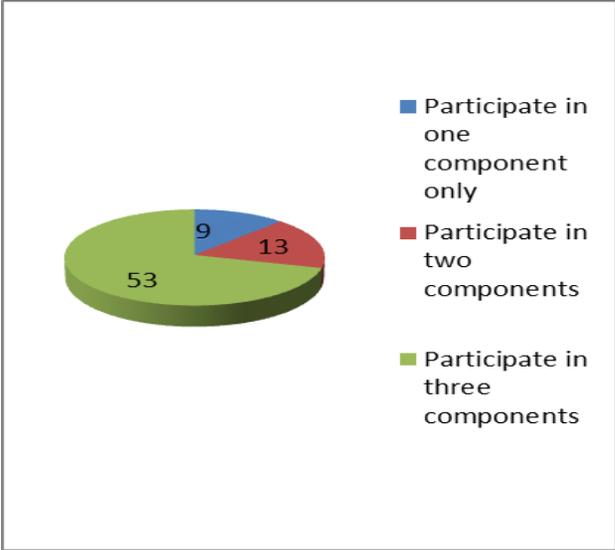
The activity	# of youth participation	%
Participate in trainings	67	88.2%
participate in initiatives	57	75%
participate in exchange of experience	53	69.7%



The data in table 25 shows that around 70% of the youth have participated in three or more of the project components which are trainings, initiatives implementation and the exchange of experiences.

Table 25
The level of youth participation inclusion in the project components

The level of youth participation	number	%
Participate in one component only	9	11.8
Participate in two components	13	17.1
Participate in three components	53	69.7
Total	76	100.0



- Despite these responses, but there is still some concerns among the young people that were interviewed that it will be difficult to sustain the social accountability initiatives without having technical support during the implementation, financial resources to spend on the activities and an institutional framework to embed the social accountability tools within the governmental system.
- May be this concern is raised – even after the project – as there is still no coherent youth group. Some of the young people who joined the initiatives were from outside the associations and there is no institution umbrella for them besides that some of them was volunteers, and therefore they will implement the activities which is already in the scope of the organization with a limit for any new ideas . Perhaps the ultimate solution to ensure the sustainability of these youth as pioneers in the field of social accountability is to include them under institutional umbrella (can take advantage of the affiliated networks for social accountability in the Arab world) or help them to establish their own local institution for this network.

B. Work on changing the culture of the service providers:

- The project worked on changing the culture of the service providers, through conducting meetings, trainings and providing technical support. The service

providers responded to the public complaints either by clarification or listening to them and suggest direct solutions in a respectable manner and a way that preserve the citizen dignity.

- The project succeed to persuade the service providers within a number of the targeted communities (7 citizen charter initiatives) to allow access to detailed information on the services, their cost and what the citizen should be expecting as a service recipient. This was done as a kind of commitment from the officials to provide the information and a message to assure that is the citizen's right to get these information.
- There is still a fear to do anything without taking the approval of the higher (central) level, accordingly the institutionalization of social accountability inside the governmental institutions is considered essential to the sustainability of social accountability implementation.

C. Work on changing the culture of the service recipient:

- The project has contributed through the seminars of public awareness and citizens' participation to implement the accountability tools and knowing their rights.
- The participation of citizens in the evaluation of services and the joint meetings with government representatives has contributed to manage the citizens' expectations of the service providers, and understanding the service providers limits of the powers at the local-level.
- The project created a systematic way for citizens to express their opinion, besides enabling the service recipients to communicate and negotiate with the service providers regarding their needs and suggestions, without violence or raising officials concerns. The change is quite obvious when comparing to the baseline study.

D. Promote for applicable methodologies and tools:

- The project succeeded to examine three of the social accountability tools inside the local communities with a very low cost. Moreover, the project documented the financial implantation of these tools so as to be able to review and adapt them based on the local context; all of these prove that it is applicable.

- The project contributed in implementing social accountability tools and documents a number of successful local cases that can be used as guiding case studies rather than using international cases.
- The Project developed manuals for social accountability tools implementation that can be used by local organizations to apply it in the future.

E. Providing some implementation tools:

- The project was the ground for creating prominent change makers inside the governmental institutions, NGOs and youth groups that had been working with. It is so important to think who to invest in these prominent change makers, as they can promote for the methodology and tools of social accountability.
- The project has contributed in the establishment of complaint mechanisms (at least in 7 service delivery locations) and plans to improve service quality in (other 10 places).
- The project has also contributed in the establishment of community committees in most of the communities in which the initiative has been implemented in order to follow up the improvements in services quality.

Despite all these exerted efforts to ensure the sustainability of the process, there is still a long road in front of these practitioners in this field. They need to ensure that this approach will be an integral part of the system, spread the culture of social accountability and ensure that it will be an essential part of the overall performance of the service providers and recipients.

6. Value for Money

Program approach used by CARE, enables the integration between different projects working on the same theme in the same communities , the presence of 2 other projects addressing social accountability (Haqi & Aswat) with the ability of using shared resources to implement joint activities serving more than one project , helped a lot in better resource management and achieving results with less expenses and Here we can mention two examples :

A- Baseline study on water service in Bani Sief , Qena & Luxor, which has served this project and two others (Haqi & Aswat)

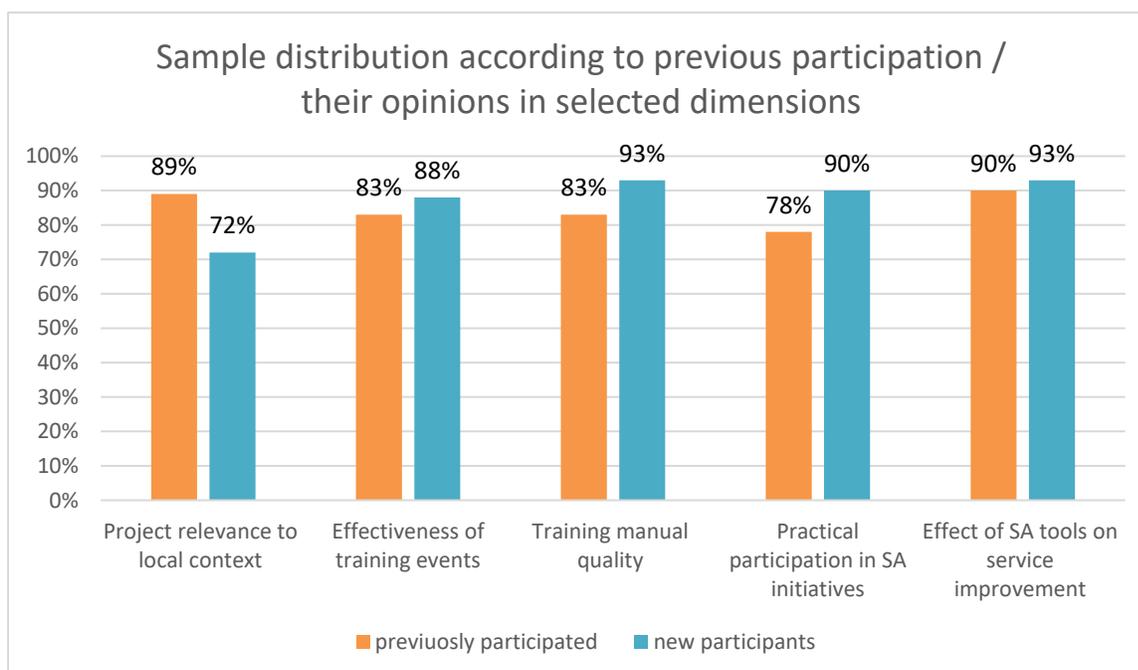
B- The training program on Advocacy campaign also was a joint activity between this project and other projects (Haqi & Aswat).

- Also it was assumed that the selection of youth participants for LPA will be based on the utilization of the previous effort of the other project within the program to establish and capacitate youth groups, and those participants will be able to mobilize and train their peers. According to the results of the quantitative study, the proportion of those already involved in previous projects reached almost 24%, compared with 76% of new youth.

Response	number	% Percentage
Participated in previous care project	18	23.7
Didn't participate in previous care project	58	76.3
Total	76	100

- The study tried to explore whether the differences between the two groups of young people (who have participated before in other projects within the governance and civic participation program and those who didn't) in a selected number of dimensions. As the data shows a table 27, we could not stand on a concrete difference in responses between the two groups, which raises questions about the reality of accumulation of experience , which is supposed to be achieved through the programmatic approach. On average, the responses reflecting higher eagerness and higher participation of new participants compared with those who have already involved in other projects.

selected dimensions	Previously participated	New participants
Project relevance to local context	%89	%72
Effectiveness of training events	%83	%88
Training manual quality	%83	%93
Practical participation in SA initiatives	%78	%90
Effect of SA tools on service improvement	%90	%93



V- lessons learned

Through discussion with the participants in the project from all categories (the recipients of service, service providers, youth groups, partner NGOs & care) we identified a large number of lessons learned, which we can summarize as follows:

1. At the level of managing the relation with service providers:

- No matter what the environment is suitable for new ideas, there is always a suitable person to receive the idea. Despite the concern at the political level, however, there is someone within each institution who can receive the new idea give the needed support to make it come true. So it is important to find those key persons when introducing new concepts within any institution.
- The accumulation of experience and openness to new ideas come gradually but stay, Responsiveness for social accountability was the highest in the education sector (which has a long history of working to improve the service through quality assurance units) in the water sector, which passed similar experience in a previous project with CARE.

- In SA projects, It is important to Interfere at the national level from the start (to obtain official approval / sign cooperation protocols) then move to the local level, this will facilitate acceptance of the local government agencies.
- Any project design must take into consideration the time that can be provided by the governmental officials to participate in the activities, and don't plan for activities consuming long times and implemented during working hours.
- The most successful strategy to attracts governmental officials to participate in SA initiatives, is introducing a previous successful experiences with another governmental officials, so documenting and publishing successful supply side SA experiences is very important to promote SA.
- Projects such as accountability which mainly depend on the government as a key stakeholder must be flexible in dealing with any political changes / challenges.
- Service providers needs to be sure that their acceptance to SA will not put them at risk either from their top management or the citizens themselves

2 At the level of design for the project activities:

- It is better to decide from the start the service sectors which will be targeted through the project to focus your efforts on the targeted service providers, rather than dispersing efforts on many sectors without the benefit of it.
- The media have an important role in social accountability initiatives, adding targeted activities from the beginning to raise their knowledge & skills and integrating them into the project helps the success of the project.
- Social accountability cannot be promoted in the absolute , it is very important to be linked from the beginning with certain services, So all the orientations and trainings on SA & tools will be applied directly to improve the service.
- The time element is very important in accountability projects, so it is important to taken into account during the project design to give enough time for preparing the community to accept the idea and appropriate time for implementation of initiatives

- Social accountability projects Need capabilities and skills more than just knowing the steps to implement the tool, and there is a gap between what is needed and the current capacity of grassroots associations, it is important that the project includes plans to build the capacity of associations and youth groups.

3. Lessons on the level of implementation of activities:

- It is noted that in SA , each party has his fears and concerns , service recipients have a great concern to take loud about their problems so as not to be exposed to persecution of those in charge of providing the service, also the service provider had bad experience during the period after the revolution when people went out into the street and what followed of violent and non-peaceful and improper methods of expression, they actually have a concern that spaces citizens may abuse the freedom they offered to express their rights , it is natural in the beginning that both parties didn't feel free to express themselves in joint event , therefore it is preferable to start with separate initial seminars to discuss all concerns and objections and deal with it before the implementation of joint meetings.

- It is noted that most of SA tools need 2 teams for implementation (service recipients and providers) so the training , which gives the opportunity for the participation of one or two from each team is inappropriate to give the know how to apply the tools professionally, Also training which extends for more than a day does not fit the work teams of service providers, , for example it is not logical that health unit team leaves, work for 2-3 days, to attend training . Therefore we must differentiate between: inviting decision-maker for a workshop for one day to introduce the concept and tools seek his support, and the applied workshops for the working team on multiple stages for two hours before each step of implementation .

- When introducing a new tools, it is preferred to apply it directly after the training, the spacing between training and the practical application is not the best practice.

- Rely on one expert in the field of SA, greatly reduces the chances of providing an appropriate and balanced technical support to all stakeholders. It is important to build local experts that could serve their communities.

- Interactive activities and tools that give quick results of is more suitable for young people .
- CDAs do not have a good experience in financial settlements, must find a simplified ways to help dealing with the financial procedures.

VI - Recommendations:

1. CARE has to exploit its expertise to develop a guideline's manual for partnership management (starting from partner selection, responsibilities and rights of each party, ending by monitoring and accountability among partners)
2. CARE have to work on establishment of strategic partnership with all relevant stakeholders , governmental and non-governmental organizations, rather than targeting them project by project.
3. It is very important to develop guidance (how to) manuals for SA practitioners include: Identifying and selection of the SA Issue , selection of the right tool , the design and implementation of research and required studies to deal with the issue, preparing the community, dealing with the different stakeholders , Monitoring and evaluation of SA initiatives)
4. It is important for CARE to adopt framework for results based management, especially those related to the change in behavior and attitudes. This framework sets out the desired changes in behavior and trends for each targeted category, and indicators for monitoring and measurement of changes.
5. To Ensure sustainability of using SA tools, It is important to select & train someone inside the concerned organization, to be a resource technical person, providing the technical support to his colleagues,. CARE can build on the knowledge and skills gained by the teams in this project in all communities and give them advanced training of trainers in the field of social accountability.
6. To ensure the responsiveness from service providers, so it is important to consider the following: clarifying constantly that these tools do not violate the law, and that the Constitution stated accountability in more than one place, working to increase the awareness of citizens and managing their expectations..

7. It is preferred in all cases, to implement at the beginning separate meetings / training for each service provider / recipient so that they can deal with SA tools without caution that accompanies the first encounter between the two sides.
8. Extra effort must be done for institutionalizing the process of social accountability.
9. Applying SA tools in a community initiative is the main method to learn and gain the needed skills, in the next projects gives the sufficient time for the implementation of initiatives and monitoring results.
10. Finding suitable formula for training the governmental officials, taking into consideration the difficulty to be away from their offices for 2-3 training days , you can rely on certain departments relevant to service improvement , as example : awareness raising department in water company, citizens services units in local units, quality insurance departments in health and education. Where you can train a team of these departments to become technical support within the institution.
11. Review training methodology and mixing interactive activities with the traditional techniques when re-training on SA tools .
12. Document and disseminate success stories from the carried out SA initiatives to be used as case studies in the future trainings of social accountability.
13. Review the steps for each social accountability tools and shorten the steps that can be shortened to facilitate the implementation without affecting the main value of the tool.

Attachments :

- 1- Quantitative tools
- 2- Qualitative tools
- 3- List of interviews
- 4- Supporting documents