



Beit Al Karma

Beit Al Karma Consulting
Democratic Governance

FINAL EVALUATION

*Partnership Program for Democracy and Governance
(2006-2012) – Citizen-Lead Social Change*



Final Evaluation, Partnership Program for Democracy and Governance

Prepared for:

Care Egypt

Prepared by:

Beit Al Karma Consulting

18 El Mansour Mohamed, Zamalek, Cairo, Egypt

www.bk-eg.com, info@bk-eg.com

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Prepared by	Alaa Sami (Senior Evaluator), Frida Alim (Project Officer)	Reviewed by	Alaa Sami & Frida Alim

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Acronyms

CDAs	Community Development Associations
LPC	Local Popular Councils
MLPC	Member of Local Popular Council
LEC	Local Executive Council
MLEC	Member of Local Executive Councils
PPDG	Partnership Program for Democracy and Governance
PP	Participatory Planning
PID	Partners in Development, Inc
IREX	International Research and Exchanges Board
USAID	United States Agency for International Development
FDPD	Forum of Dialogue and Partnership for Development

Contents

I. Executive Summary:	5
II. Introduction:	6
A. Overview of PPDG Hewar	6
B. Background and Purpose of the Evaluation	6
C. Evaluation Methodology	7
D. Limits of the Evaluation	8
III. Key Findings & Conclusions: Interventions with Local Administration (LPCs and LECs)	8
Chart 1: MLPC Satisfaction with Acquired Skills	
Chart 2: Hewar's Effectiveness in Building Transparency and Accountability	
Chart 3: Awareness of Good Governance Practices among LPCs and LECs	
IV. Key Findings & Conclusions: Empowerment of CDAs	14
Chart 4: Enhancement of CDAs' Role in Ensuring Good Governance	
V. Key Findings & Conclusions: Increased Participation of Youth and Women	19
Chart 5: Role of Hewar in Building Capable Cadre of Youth	
Chart 6: Hewar's Effect on Youth Participation in PP Process	
Chart 7: Hewar's Effect on Volunteerism Among Women	
VI. Key Findings & Conclusions: Empowering Local Media	26
VII. Recommendations	29

I. Executive Summary:

PPDG Hewar has had a special role in the targeted communities of promoting the rights of citizens and strengthening practices of local governance. The initiatives have focused on four intermediate results with stakeholders that reflect the functional make-up of society; citizens, local government representatives, civil society organizations, and media representatives. The project's interventions have been essential in areas that have been governed by bureaucracy, centralization and weak leadership, in which the voices of citizens have had limited or no place.

The evaluation has identified changes on key stakeholders in the form of heightened political awareness, increased communication and cooperation between stakeholders, and structural changes in political and social institutions that reflect increased involvement of youth and women. Ultimately, Hewar has succeeded in bringing Local Popular Councils and Local Executive Councils out of isolation and has encouraged the involvement of their constituency. The key challenge that will face Hewar in the coming years is the sustainability of these changes, which will largely depend on individual initiatives of Hewar participants to keep the project's principles alive, as many of the institutional changes advocated by Hewar were not codified in by-laws or institutionalized. While PPDG was not able to evolve its approaches at the same pace as political changes in post-revolutionary Egypt were occurring, Hewar's activities were able to continue through a well-developed network of local governance and community involvement with CDAs, community members, and journalists, even after Local Popular Councils had been dissolved.

Hewar has managed to revitalize and expand the various roles of CDAs in the target communities. Lessons on accountability have led to institutionalized practices of evaluating CDA performance and holding members responsible for their activities. Many CDAs have indicated that their leadership and administration has shifted to further incorporate youth and women. Participatory planning mechanisms have facilitated their cooperation with LPCs and LECs. Their empowerment in community mapping will likely have a lasting effect in communities where they are realizing their potential to affect local governance.

Involvement of women in society and politics has faced and will continue to face challenges in communities where such involvement runs counter to traditional norms and gender roles. Hewar's initiatives have been influential in encouraging women to leave their homes and become active members in CDAs and local government. Women have spoken proudly of defying traditional norms by becoming elected members of LPCs and board members of CDAs. Opening the doors for women's involvement has been a key contribution. Engagement of youth has also been an important feature of Hewar's program and notably its most successful component, as indicated by youth involvement and community leadership. By targeting youth as trainers for various initiatives, Hewar has effectively equipped them with the knowledge and power to become society's new leadership.

Finally, Hewar's media component sought to highlight the role of media as a watchdog for local government. By strengthening the technical capacity of local media and linking them with CDAs and local government, Hewar began the process of raising awareness of each of their roles. This initiative was greatly impeded by the lack of resources, lack of technical knowledge on journalism, and the financial situation of local newspapers. While technical capacity of many journalists increased, their willingness to cooperate with local government, CDAs, and citizens often needed to be financially incentivized in ways that exceeded Hewar's and its beneficiaries' financial capacity.

Hewar's sustainability and continued success rests on the shoulders of its beneficiaries who are now equipped with the knowledge and skills to continue to actively advocate for their rights and enhance service delivery.

II. Introduction:

A. Overview of PPDG Hewar

For over six years, Partnership Program for Democracy and Governance has worked in four target districts in three governorates to increase civic participation and integrate youth, women, CDAs, media and local government in community development with the goal of enhancing local governance. Qena, Beni Suef, and Luxor were selected as target governorates for the institution of Care's initiatives. In these initiatives the following were targeted stakeholders and participants; **1)** local government (LG) through Local Popular Councils (LPCs) and Local Executive Councils (LEC), **2)** local community development associations (CDAs), **3)** communities at the village and district level, with a special emphasis on women and youth, and **4)** journalists working with state and private local media.

The following were defined as intermediate results (IR):

- **IR1:** Local government is implementing practices and processes that give citizens an opportunity to express their views and participate in establishing priorities for rural development and public services
- **IR2:** Participating civil society organizations have a strong understanding of their role in ensuring good governance and are holding local government accountable for public service delivery
- **IR3:** Local citizens, especially women and youth, are taking up opportunities to express their views and priorities for rural development and public service delivery
- **IR4:** Participating media are providing citizens with objective, balanced, and fact-based information on social and political affairs in the local context

B. Background and Purpose of the Evaluation

The purpose of the evaluation was to provide a comprehensive overview and analysis of Hewar's activities in the three target governorates; Beni Suef, Qena and Luxor. Ultimately, the goal was to provide Care and its partners with an overview of the quality of activities and achievements of the project, the extent to which the project was able to meet its objectives, the final impact of the project on good governance principles and practices at the local level, and recommendations for sustainability.

Key Facts of PPDG Hewar

Phase I: July 2006- July 2009
 Phase II: July 2009-June 2010
 Phase III: June 2010-July 2012
 Phase III extension: July 2012-Sept 2012

Stakeholders:

- Local Executive Councils
- Local Popular Councils
- Civil Society Organizations
- Citizens (women and youth)
- Media (journalists)

Location

- Beni Suef
- Qena
- Luxor

Partners

- PID
- IREX
- FDPD
- USAID
- Youth Association for Population and Development
- Youth Association for Development and environment

The objectives of the evaluation are the following:

- Contributing to improving future programming good governance through provision and analysis of useful data gathered from project materials, implementation sites, and meetings with involved parties,
- Identifying the progress made in relation to Hewar's planned objectives,
- Documenting success stories to communicate personal and significant changes as a result of the project,
- Contributing to transparency and accountability by sharing findings with stakeholders and other involved parties,
- Providing recommendations for future repetition of the project, in whole or in part.

C. Evaluation Methodology

The evaluation began with a thorough review of all literature pertaining to the project. The following were texts consulted during the formulation of an evaluation plan:

Literature Review
Project Proposal
PPDG final draft internal evaluation
M&E table and the set of indicators
Quarterly project progress reports
Lessons Learnt from Care Egypt's PPDG (April 2010)
External Evaluation (2011)
PPDG activity report (2007-2009)

The evaluation team adopted a participatory approach, which draws upon the involvement of the project's stakeholders, beneficiaries, project partners and field staff as key actors. The adoption of this approach allowed participants the opportunity to reflect on the project's progress, achievements and obstacles. The following methods of obtaining information were utilized during the evaluation:

- Focus discussion groups
- Key Informant Interviews
- Questionnaires (65 were filled out by members of LPCs, LECs, Youth, Women, CDAs and Media)

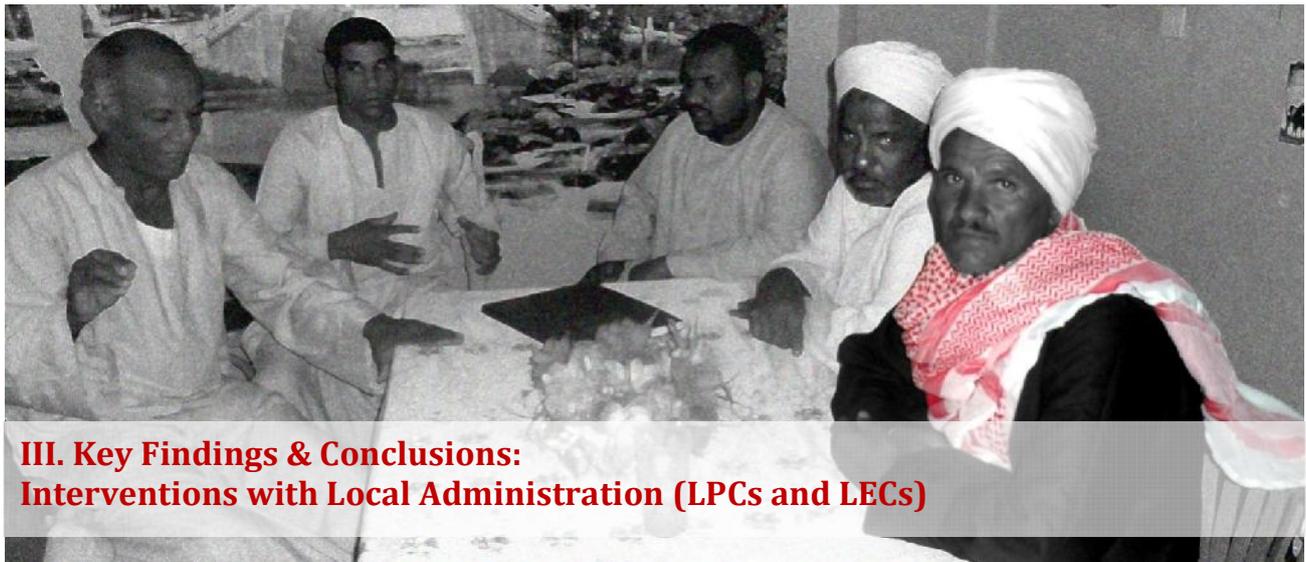
The following table indicates the beneficiaries, locations, and number of participants involved the field work conducted during the final evaluation.

Beneficiaries/Stakeholders	Location	# of FGDs and Interviews	Total # of participants
LECs	Luxor/Qena	3	3
	Beni Suef	2	9
LPCs	Luxor/Qena	1	6
	Beni Suef	--	--
CDAs	Luxor/Qena	1	7
	Beni Suef	2	9
Youth	Luxor/Qena	5	11
	Beni Suef	1	9
Women	Luxor/Qena	1	5
	Beni Suef	2	13
Journalists	Luxor/Qena	1	1
	Beni Suef	1	7
Public	Luxor/Qena	1	7
	Beni Suef	--	--
Care Staff	Cairo	1	3
Total # of individuals met: 90			

D. Limits of the Evaluation

The following points should be taken into consideration when reviewing the evaluation.

- **Baseline Data:** The lack of baseline data to accurately portray the performance of local government and extent of political participation among residents of target governments. This has been taken into consideration during the design of our methodology by taking an approach to measure changes on individual beneficiaries, rather than the governorate as a whole.
- **Sampling:** Although the evaluation team met with all stakeholders, a larger sample with a greater number of field days would have provided further data for analysis.
- **Time limitation:** the evaluation team was required to quickly commence and end field work in order to gather and analyze preliminary findings before the final Hewar Conference on September 24, 2012. The team has ensured the coverage of the targeted project's beneficiaries and partners among the targeted governorates



III. Key Findings & Conclusions: Interventions with Local Administration (LPCs and LECs)

Synopsis of activities:

Interventions with Local Administration have centered on enhancing the awareness and capacity of the members of the Local Popular Councils and Local Executive Councils regarding their roles. This has been carried out through training, echo-training, participatory planning, and public hearing sessions among other methods. Topics of trainings have included, but were not limited to, local administration and NGO laws, principals of good governance, constituency building and networking, and resource mobilization.

Relevancy:

Technical assistance provided by Hewar to the Members of the Local Popular Councils (MLPCs) and Members of Local Executive Councils (MLECs) were responsive to the current technical and capacity building needs to implement decentralized local governance amid the great momentum to reform local administration system towards decentralization.¹ Those relevant activities and training included but were not limited to the following;

- Community needs assessment and mapping
- Public hearing skills & community dialogue
- Roles & responsibilities per the local administration law
- Accountability training skills & Accountability Sessions²
- Participatory planning in development

Chart 1: MLPC Satisfaction with Acquired Skills

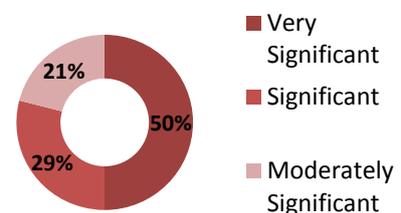
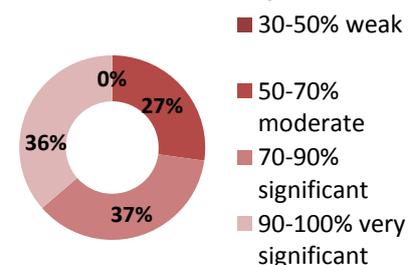


Chart 2: To what extent were Hewar's tools effective in building transparency and accountability?



¹ As of 2012 the political circles including People’s Assembly and the Constitutional Committee have placed local administration reform at the top of its legislative agenda.

² Those sessions were held by citizens and an executive officer. Citizens express their needs for service delivery.

Interviewed mLPCs have expressed their satisfaction with the use of participatory tools and increased knowledge of their roles and responsibilities. 79% of interviewed MLPCs felt that Hewar was of great support in improving trust relations with citizens through increased transparent dialogue and interaction where they previously lacked such improved relations.

Effectiveness

Building bridges between LPCs and LECs:

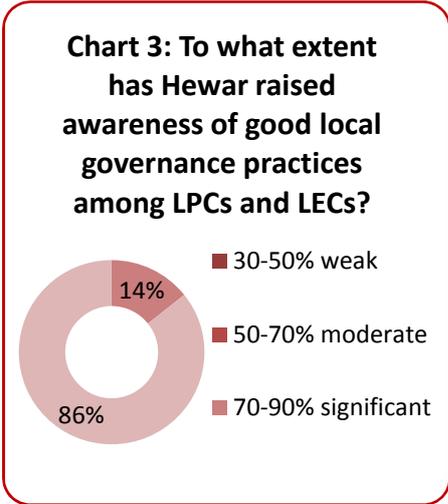
Participants from LPCs and LECs testified that the following were major changes as a result of Hewar's activities with LPCs and LECs:

- Conducted training and facilitating meetings between LPCs and LECs. This contributed to emphasizing the message that they are working towards the same target, which is improving and increasing access to public services.
- Providing the opportunity for LPC members to discuss local development plans and make local executives accountable to such plans. 73% of interviewed members of LPCs and LECs stated that Hewar’s interventions were significant in building a culture of transparency and accountability.
- Increasing members' understanding of their roles, responsibilities and rights per the local administration law
- Citizens, Youth, Women and partner CDAs have commented that LECs lack the capacity to make necessary decisions thus delaying the provision of needed services. Training on decision making skills coupled with awareness on responsibilities per the local administration law as well as responsibilities delegated to them by central ministries were recommended. Such training will further inform them of their duties, while strengthening decision-making skills.
- Facilitating coordination between LECs and LPCs on village and district levels to accomplish community initiatives with NGOs.

Increasing Awareness of LPC and LEC Roles and Best Practices in Local Governance:

- The majority of those interviewed testified that it was the first time for them to learn about the local administration laws; this led to heightened awareness of their roles, responsibilities and rights in local administration. For example, members for the LPC in Beni Suef claimed that since they learned that LPC meetings are not valid without the presence of LEC members, they have asked LEC members to attend their meeting to ensure the meetings' legitimacy. Active participation of LEC in LPC meetings has increased

PPDG’s have targeted building capacity of those representing the demand side of improved services (i.e. citizen, CDAs and Media). However, there was not equal emphasis neither on building capacity nor institutional and legal reform on those representing the supply side of the services (i.e. local administration employees and members of the Local Executive Councils



There were fruitful outcomes as a result of accountability and public hearing sessions. However, sustainability is doubtful if these changes are not backed by laws or decrees ensuring that the regular conduct of such sessions is led by aware and motivated MLPCs and / or MLECs

responsiveness to citizen needs. For instance in Qay Village, these joint meetings led to a cleanliness initiative and the installation of light poles at the village entrances. All participants in the evaluation from Beni Suef, Qena and Luxor agreed that Hewar raised their awareness of their roles and responsibilities. During the evaluation, 86% of participants rated Hewar's ability to raise their awareness of local governance as "very significant," and 14% as "significant."

- Applying practices of accountability through participating in accountability sessions with CDAs and citizens, where the latter have had the chance to hold LECs accountable for service delivery. Such sessions have resulted in immediate solutions to citizens' needs. For instance;
 - Meeting with the Head of the Agricultural Department in Arment to assist in providing needed supplies to fight insects;
 - Meeting with the Director of a health unit to ensure availability and solving the continued absence of doctors to deliver needed health services.
- Participatory Planning: An increased awareness and practice of the community needs assessment tools to identify citizens' needs were clear in the responses of interviewed mLPC and mLEC. They praised improved use of public hearing skills and community needs mapping. Interviewees have demanded that participatory planning be linked with budgeting in order to prepare plans that lie within the financial constraints. Some mLPC and CDA representatives claimed that the PP process made them more geographically aware of their jurisdiction through the process of community mapping. As a result of the PP process several needed prioritized projects were implemented such as paving access roads and installing lighting poles as well as equipping and operating health units thereby increasing the wise use of resources.
- Integrated District Development Plans: There was a criticism that PPDG PP activities did not consider all local administration units within the districts of Ahnasia and AlFashn from the start of the project, where PPDG was only targeting some local administration units.³
- Participatory plans should have been developed in line with available limited budget⁴ at each local unit in order to prevent top-bottom decisions that usually exclude proposed projects due to budget constraints. Planning and budgeting cannot be separated. In doing so citizens' expectations and demands will be more realistic and applicable.

Participatory based plans prepared at the village level will always be subject to substantial modifications when reviewed at both district and governorate levels. The bulk of capital investments lie in the hands of 14 ministries / directorates at the governorate level. Without a sustainable mechanism to engage decision makers at the directorate level as well as granting decentralized authorities, PP plans at the village level will always be challenged by constrained centralized budgets.

*"We were accused of corruption from NGOs and citizens until we came together for planning; they realized we share the same goal as they do."
LEC- Bani Suef*

³ Since 2010 PPDG activities have reached all villages within the two districts

⁴ PPDG should have capitalized on the decree of decentralizing local administration budget and the manuals of equitable distribution of budget amongst various tiers of local administration units

Efficiency

- It has been noted that a substantial amount of the project budget was allocated to training programs compared to budgets allocated to direct development services such as those of PPDG community initiatives and / or other capital investment programs with direct impact on people's life quality, including reduction of poverty.
- Most of the interviewees criticized the value and quality of the Eco-training delivered by the trained trainers compared to the training delivered by specialized and highly qualified trainers. Though PPDG has recognized such a fact by providing additional advanced training, there are other cost effective and sustainable alternatives to keep the same or even improved training quality when cascading training to others.
- There is a need to increase cooperation with the national level represented by the Local Administration Reform Unit at the Ministry of Local Development to fully capitalize on the produced training materials and manuals such as those prepared for the decentralized local administration budget among different tiers of local administration units.

Training programs should be instituted and owned by training institutes at either the governorate and / or national level to ensure the continued use of resources invested by PPDG.

Sustainability

- Through the intensive training of trainers courses to MLPCs and other project stakeholders, PPDG has been able to build local capacity at the individual level. Those members of the previous regime may not be politically acceptable to train with the newly emerging political context. Training manuals and trainers should have been owned and championed by institutions such training departments within the governorates and / or by Sakara training center⁵ for local administration at the national levels respectively.
- There is a successful initiative created by a former MLPC who has established a new women-led NGO called "Intelakah" for community development. Knowledge and skills acquired by those former MLPCs will certainly be used further on when such an NGO is active in community development activities. Should such an NGO prove to be capable, further support to incubate such a legacy-building emerging NGO would be advisable.
- There was a difficulty in institutionalizing local governance practices inside LPCs and LECs⁶. The changes effected occurred on the individual level, but are not reflected on the internal

There must be a steady updated flow of community-based information to provide decision makers with quality data about citizens' needs of basic services. There are current initiatives with the Ministry of Local Administration to design and implement a web-based local information system called RABET.

⁵ Sakkara Training center is the Official Institute to deliver training courses to both MLPCs and MLECs

⁶ It is worth noting that capacity building of the existing administrative allocated staff to LPC affairs is positive step that PPDG has taken to support MLPCs.

system of local administration such as establishing by laws that mandate participatory planning for instance. Due to this lack of institutionalization, bureaucracy and top-bottom approach to local development planning will likely continue to be a problem when pursuing reform.

- PPDG has been able to prepare bylaws for LPCs that organized their internal organizational and management affairs including the roles and responsibilities of sub-committees such as the Plan and Budgeting Committee and the Media Committee. Such bylaws, even if they are later changed, provide an institutionalized basis for continuing good governance practices in the future.

Success Story:

Women Participation in Local Affairs



I started with Hewar from the scratch. I was the focus of mockery of people; they were in doubt of my ability as a woman and member of ex-LPC to change the community around me.

My character was weak until I participated in Hewar training activities for LPC; hence my personality was completely changed. And I was elected with the most votes to be LP member for Qay village. Now I learned my rights and how to ask for my rights according to the law.

Dealing with the executives and decision makers was a big obstacle in our past practice. As an LPC member I did not have the courage to speak with them; the executives used to consider us as minors, our role is only to obey their orders and to implement the local plans without objections.

Since HEWAR brings us together at the same table, a new era of good relations has been built, where we understand the roles and responsibilities of each other and we started to deal within the legal framework that governs us.

I had several successes in my villages which allowed men to see what woman can do. My success was a model for other villages in Ahnasia district to adopt.



IV. Key Findings & Conclusions: Empowerment of CDAs to Hold Local Government Accountable

Synopsis of activities:

About 20 grass root Community Development Associations CDAs have partnered with PPDG to deliver project activities at the village level. Such CDAs have received capacity building programs to increase and improve their service delivery to their constituencies. CDAs have also received small grants to finance activities related to community initiatives and advocacy campaigns. The following are ways in which CDAs have been involved in PPDG Hewar:

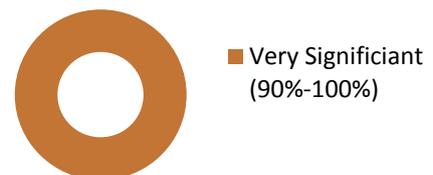
- Training and echo-training,
- Promoting youth participation in community-services sphere and within the governance structure of CDAs,
- Incubate and support youth forums,
- Identify and implement community initiatives that target demanded community needs,
- Patron of various public hearings, community dialogue and accountability sessions,
- The development of tool kits for the development and governance of Youth targeting CDAs.

Relevance

Hewar has adopted an integrated and multi-layered partnership including all actors active in reforming local governance. CDAs are one of those right partners and target beneficiaries to work with and through. Through the activities listed above, CDAs have formed an appropriate and useful medium to work with all beneficiaries targeted in PPDG Hewar. By strengthening their ties to and cooperation with LECs, LPCs, youth and women, Hewar has both strengthened their capacity as a service provider, as well as their role as a forum and tool for dialogue and advocacy on community development.

In general, participants in the field data collection activities representing CDAs have substantially affirmed their need and demand to the above mentioned Hewar activities and that such contribution of Hewar has improved their capacity and future planning.

Chart 4: To what extent did the training programs improve your role in ensuring good local governance?



Effectiveness

- **Capacity Building:** 100% of participants reached the consensus that the various training programs, delivered by highly qualified trainers and attended by other stakeholders as well, were very successful in improving their community-based service delivery to citizens. They have been able to;
 - Conduct accountability sessions in cooperation with mLPCs and youth,
 - Manage community initiatives to solve highly prioritized needs,
 - Participate in changing budget allocations from minor beautification projects to important safety-related issues, such as the use of insulated electrical distribution wires.
- NGOs representatives stated that building a cadre of trainers equipped with knowledge and skills was one of the most significant changes from HEWAR upon the NGO community. Such trainers had the opportunity to transfer training to other CDA staff.
- CDAs championed by youth, Youth Platforms, have worked together to advocate for changes in the cumbersome NGOs law no. 184 of the year 2002. They have utilized new media to build up their case. Though great efforts and have been expended and should be continued with Youth, there is a doubt that such work had or will have any effective impact on policy decision makers. There is a need to improve targeting of decision and policy makers.
- Though joint training programs attended by CDAs and media representative was applauded by most interviewees, cause-based partnerships between both was little to none, and building relationships often depended on financial transactions beyond the CDAs' capability.
- **Applying good governance on CDAs' internal processes**
 - **Transition to rights-based advocacy CDAs from charity-based CDAs:** Due to the outcome-oriented public hearings utilized by the Islamic Charity Association, the CDA's Board of Directors were convinced of the equivalence of the outcomes of both advocacy & charity activities. Hewar has been able to affect such shift of practices and to introduce the role of NGOs as watchdogs in local politics, as well as important players in community planning.
 - **Applying good governance principles in internal NGO practices:**
A majority of participants and interviewees explained how they changed their internal processes to build good governance. For example, applying organizational assessment tools enabled identification of gaps and CDA

Programs such as community initiatives, volunteerism and community mapping must have been instituted well within partner CDAs in order for CDAs to continually improve community-based service delivery and act as a liaison between responsive government and informed citizens.

"We changed internal bylaws to permit youth to reach to the board of directors."
Mohamed Yousef, Family and Women Development Association (Qena)

"We started to hold the board members accountable for their activities and achievements."
Member of Community Development Association, (Ahnasia, Beni Suef)

"By the coming Nov 2012 I will leave the management to Youth after I have convinced of their ability for management; if there were no Hewar I would have headed the CDA till death"
Adel Mohamed Ali; Amanana,BS

needs (as mentioned by Future Pioneers Association- Qena). A monitoring committee was also created to follow-up the board’s performance. Leadership Program members (youth) from a village in Beni Suef coordinated a meeting with CDA’s board of directors to discuss youth's chances of participating in the CDA’s General Assembly. This meeting led to the creation and publication of clear standards of CDA’s membership and the documents needed for membership.⁷

Usually advocating for law changes takes years, however, for a high impact level advocacy campaign, intensive networking with CSOs reaching the right targeted policy-makers coupled with cause-based media partnership were vital for success.

Best Practices Of Applying Good Governance Inside NGOs		
	CDA in Awawna –Ahnasia	Student Care Association- Chenra
Transparency	Minutes of CDA board meetings are available to General Assembly members; GA receives all information about CDA projects and funds.	GA members are made aware of their rights to know about the CDA programs an funds
Accountability	Each member, even volunteers. are subjected to accountability on their duties,	Each project documents who is responsible for its achievements
Volunteerism and Membership	Level of volunteerism increased from 0% to 13% among women and 20% among youth	80% of members are less than 30 years. There are 30 female volunteers and 16 female employees
Participation	Youth are leading community initiatives	

Impact

- **Community Initiatives:** Several NGO members expressed their ability to translate acquired knowledge and skills on community mapping into local initiatives. Several issues were reported during the FGDs and interviews, including: paving roads and resolving bread shortage in Beni Suef, and determining locations for collecting garbage in Qena and Luxor. Through collaboration with local government and through a youth initiative, a CDA in Rayayna village was able to distribute 1,500 loaves to 325 families each day during a period of bread scarcity, thereby receiving 325 pounds as monthly income.⁸

“Through Hewar we have been able to receive the approval from the Agricultural Department Head to get insecticide to fight termites, which are group of insects that are commonly known as "white ants." Such insects caused serious structural damage to buildings and crops.”

-Stated by LPC members from Qena

⁷ Q2FY09

⁸ Q4FY08

- Due to the concrete results of community initiative and as a result of the Youth Platform Programs, interviewed CDAs’ representatives reported an increased in male volunteers from almost 0% to 20% of men and from 0% to 13% among femal volunteers. Still, there are demands for the provision of incentives / allowances to keep up such volunteers.
- Through working with CDAs and youth, Local Government members have been able to reach out to a broader constituency. Local Popular Councils in six villages in Beni Suef worked with local CDAs to identify families that needed water connections in order to ensure fair distribution of resources. This initiative involved 45 LPC members (30 males and 15 females), 77 LPC members and LEC members, and 27 members of local CDAs.⁹

“Hewar gives us confidence and power to invite the Undersecretary of Ministry of social solidarity”

-Board member of Qay association

- **Participatory planning:** Most of the participating representatives of CDAs has praised the Participatory Planning Model after conducting;
 - Accountability sessions,
 - Public Hearings,
 - Community needs mapping,
 - Being invited to participate and review with LPCs and LECs in preparing the annual plan; ultimately citizens were able to express village needs and propose solutions.

There were several examples demonstrating the wise use of local administration resources due to the CDAs participation and review of annual village development plans. However, Participatory Planning sessions and other community engagement tools should always be led by those with legitimate or executive power such as MLPCs and MLECs respectively.

Benefits narrated by participating CDAs are outlined as follows

- Increased trust between CDAs and LECs and LPCs. However, some interviewees reported that in some cases MLECs were not cooperative when it came to discussing shortcomings of services delivery.
- Changed the image around CDAs, being accused of corruption, to a partner in local development.

With increased networking and activism, community initiatives are certainly highly effective in increasing access to needed services through very cost effective means. However, these initiatives should be institutionalized, most probably hosted within CSOs programs, and should generate income enough to cover associated costs including allowances to volunteers. Approaching Private Sector through tapping of their CSR funds is also advisable.

Participatory planning sessions were of great impact when certain projects were been replaced by others that are more needed and demanded by citizens. In other words, better use of resources / expenditures was achieved when engaging citizens and the civil society in municipal capital investment planning.

⁹ Q4FY08

Efficiency

Community Mapping: Most of the interviewees praised the training and practices led by youth for mapping the needs of the communities. However, for the participatory village development plans, and capital investment plans, the process is time consuming. Moving forward, such information can be collected from the current sources of data and information like the one currently being developed by the Ministry of Local Administration, which provides a broader picture of community needs. However, for mapping those simple needs that are overlooked by the high level participatory-based development plans, mapping of community needs that resulted in community initiatives were indicative of a successful PPDG approach.

PPDG has laid the foundation for competent CDAs, services deliverers, through adopting internal governance reforms and the use of community-engagement practices to solicit citizens' needs. However, CDAs will always need for financial assistance and CDAs must explore innovative ways for mobilizing financial resources to deliver needed basic services.

Sustainability

- CDA members and staff ensured their ability and/or intention to run for coming local elections.
- Many members indicated their ability to replicate good governance tools (community dialogue, PP, public hearing) after Hewar due to their ability to mobilize resources from their community.
- As a result of conducting community mapping, NGOs created a database that includes information about needs, services and citizens of the villages. This database will be regularly updated for CDA use and will be a highly effective tool in future community development. This is also a valuable resource for designing new interventions based on community needs identified by the citizens themselves.
- The creation of a pool of youth practitioners will be tapped by CDAs when continuing the delivery of community-based services and advocacy campaigns.

Issues and Challenges

- Many CDA members noted that media was a weak partner, citing their insistence on advertisements from CDAs in return for publishing their news. This limited opportunities for CDAs and the media to cooperate in a productive manner.

Featured Activity

CDAs

Planning for the Future

In 2012, CDAs and Youth were able to gather Local Executives for a hearing session to express actual needs in their community. This session enabled CDAs and youths to articulate the needs in the community while engaging local executives, who have the capabilities to respond, to create an action plan. Through this meeting, a five-year local development plan was created in the El Fashna and Ihnasia districts in Beni Suef. A Running theme throughout the CDA component has been their unique role as a medium through which youth, women, media, and the LPCs/LECs can come together.



Synopsis of activities

PPDG's overarching objective is to equip youth with increased awareness of civic engagement rights, training and the creation of a space to practice political participation and community-based development initiatives. The project aimed at empowering the youth as agents of change and future political leaders at the local and national levels thereafter.

Youth was an integral and highly successful component of Hewar. In the targeted communities, youth were traditionally excluded in a static environment that favored older generations in positions of power and leadership in CDAs, LPCs, and LECs. By training youth to become trainers in youth led initiatives that focused on community planning, youth were empowered to become the new leadership in their communities. Outcome-based youth participation has been effective in convincing the general public and pressuring older generations, which have been holding on to traditional vertical models of decision-making, to accept the involvement of youth in decision making posts including being elected as members of the CDAs board of directors and ultimately being elected as members of Local Popular Councils.

Youth Component

Relevancy

Most of the interviewed young men and women testified that Hewar activities have satisfied their needs in terms of knowledge, skills and practices required to be active members in their communities. The project has been able to raise their self esteem and confidence in raising their voices to request their rights. Comments received included increased ability to negotiate with and influence peers, family and community members built through their involvement in youth platforms, community dialogue and training workshops.

“We went out from our isolation to integration and we started to effectively deal with our community’s problems such as water scarcity, girls education, garbage collection and disposal.”

Qena Youth

However, most of the youth stated that project activities were introduced to them without prior consultation with them. The interviewed participants recommended the reduction of the eligible age of the youth leadership programs to be 15 years instead of 18 years.

“Before Hewar I was not able to talk in front of anybody, even at home”
Female volunteer form Qena

Leadership Programs should have further focused on the design and management of the needed mLPC electoral plan and election campaigns in anticipation of the 2012-2013 LPCs elections in order to create a cadre capable of contesting elections.

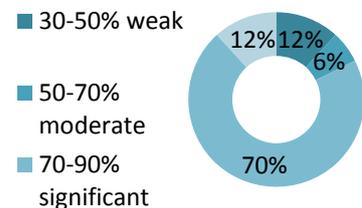
Effectiveness

Training Programs and Community Initiatives

The majority of youth, 82%, pointed out that Hewar has played a “significant to very significant” role in building a cadre of youth capable of transferring training and knowledge to others and to carry out community initiatives. However 12% felt it had a “weak” role. Such a percentage might be attributed to the following;

- Resistance and incapacity of CDAs to fully engage volunteer youths in community service works, fearing that youth enthusiasm may lead to their replacement in positions of power,
- There were differences in the performance of CDAs towards engaging youth. Some CDAs were active and responsive whereas others were resistant to such change,
- In some villages, there were active mLECs who were responsive in solving pressing community needs where other mLECs were either non-responsive or took too much time to respond causing youth to lose their momentum and energy,
- Some participants claimed that more focus was given to theoretical rather than practical training. In addition, most of the training topics were not comprehensive and they were given only a summary of each topic.
- Participants have stated that program management didn’t pay attention to their comments when they evaluated training courses. For instance, course evaluations noted the weaknesses of some trainers who then reappeared during subsequent training sessions.

Chart 5: To what extent has Hewar built a cadre of youth able to transfer training and do community initiatives?



Building the knowledge, skills and practices of youth is a great step towards their potential and continued engagement in public affairs. However, Youth will not be able to affect aspired social changes nor improved living conditions in their communities unless backed up by political power represented by active mLPCs and responsive mLECs.

An overall strategy for training should have been in place since the early stages of the project to include training materials / packages; evaluation; assessment, cascading, institutionalizations and sustainability.

- Echo training sessions were not as effective in terms of course duration and trainer’s capacity to deliver¹⁰

Training courses should have been evaluated more thoroughly to include the results of the pre- and post- examination as well as other participants' note in a corrective action plan for new training courses. The inclusion of the outcomes of such evaluations for following training courses is vital feedback to the improved effectiveness of such training programs.

There is a major need to build the political capacity of Youth through developing their ability design and manage electoral programs, election campaigns and how to create popular legitimacy. Youth will actively and increasingly contest Local Popular Councils elections. Impartial training centers to graduate such a cadre need to be identified.

Improved Attitudes and Behaviors

In a response to how much HEWAR has affected the attitudes and practices of youth towards their role, responsibilities and community activism, 70% & 75% of participating youth in Beni Suef and Qena / Luxor respectively mentioned that Hewar had positively changed their attitudes and practices. Such improved changes were attributed to:

- Being able to identify rights-based community needs represented by increased capacity in community needs mapping, conducting advocacy campaigns and community initiatives,
- Increased ability to negotiate with and influence peers, family and community members through involvement in youth groups, CDAs, community dialogue and youth seminars,
- Increased knowledge of citizenship concepts and practices,
- Strengthened ability to interact strongly and positively with LPCs and LECs.

*"We had the opportunity to discuss our amendment of the NGO law with the Ministry of Social Solidarity."
Member of Qena NGO*

*"After the training we conducted community mapping for AlMa’ry village and we discovered a shortage in medical care services. After analyzing the problem we identified a place in the NGO to be a medical clinic and we made an agreement with the doctor."
Ahmed Zaki, Youth Initiator, Community Development Association. Al Ma'ry Village, Qena*

Increased Activism in Public Affairs through Youth Platforms

The project's main objective was to include as many stakeholders and beneficiaries as possible, including youth and women, in the capital investment planning process at the targeted villages. Though Participatory Planning is not an intervention tool for youth, youth were not satisfied with the Participatory Planning Process. 35% stated that the PP process was significant whereas an equal percentage described the process as insignificant. These responses are attributed to the following reasons;

¹⁰ PPDG has made positive steps in improving the echo-training effectiveness through providing support during the delivery of training and the review of the costumed training materials with the trainers
Prepared by Beit Al Karma Consulting | Egypt, December 2012

- Youth were not given the enough space and time to express their needs during the participatory planning sessions as it has been overcome by partner CDAs, MLECs and MLPCs,
- The MLECs and MLPCs responses were ineffective and indecisive usually reasoned with budget constraints and technical feasibility issues.

On the other hand, clear successes indicated increased youth activity in public affairs issues, including;

- Increased percentage of represented youth on the CDAs' board of directors and the General Assembly,
- The establishment of several facebook groups and blogs by youths for the purpose of discussing and advocating solutions for local needs.

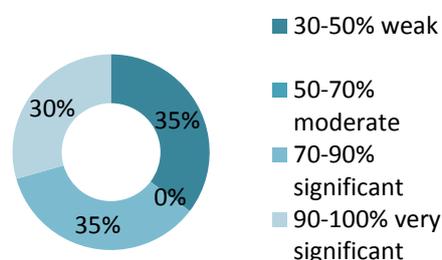
Efficiency

- With small grants to CDAs, the project has been able to achieve solutions for emerging prioritized needs of the community through community initiatives. Community Initiatives are considered cost effective means to achieve tangible outcomes for citizens. However, most of the interviewed youth claimed that the allocated budgets for such community initiatives were not enough to maximize outputs and increase implementation scale.
- The utilizations of new media such as facebook pages are a successful and cost effective tool to openly discuss local affairs issues.
- Interviewed Youth claimed that there were unjustified halt of project activities spanned over a few months that caused them to lose interest and momentum. On the contrary and in other cases, project's activities such as community initiatives were unjustifiably and unreasonably accelerated.

Sustainability

- Participating youth ensured their ability to keep conducting community initiatives to solve villages' problems through mobilizing local resources was well as their increased ability to map community needs, establish priorities and hold executives accountable.
- Hosting the Youth Leadership Program within a partner

Chart 6: To what extent has Hewar increased Youth Participation in PP process?



The use of new media tools such as facebook is a cost effective tool that should be utilized fully within the context of non-cooperative local media and further media restrictions. Proper administration of facebook pages enhanced by innovative tools is required. For instance, weekly BUZZ that is a snapshot overview that highlights citizens' opinions that emerged from discussions on the media platform is a good tool to enhance information flow and keep followers' interest in such a page.

"Local executives were not always providing support to us and they give us only promises without real actions" Youth Group in Qena

CDAs is one way to sustain the program only if CDAs have the financial resources, to pay allowances, and the institutional setup to run volunteerism-based programs.

- Training programs will not be delivered further should there be no financial resources or grants to support them. Training programs should have been instituted in national or governorate level institutions¹¹ capable of technically and financially continuing to develop and deliver political awareness, community development and leadership training to youth.
- Community initiatives are only sustainable should there be institutional and technical adoption of the program within partner CDAs, coupled with enough financial resources to implement and sustain it. There are various examples of social enterprises that CDAs can follow to socially benefit citizens while generating income to the CDAs and their youth such as the Bus Shuttle Project and bread distribution in Shenra village of Bani Suef.

Women Component

Relevancy

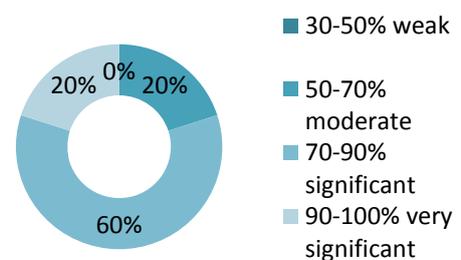
Project activities and interventions such as training programs; community initiatives and specifically political public awareness initiatives responded to women’s expressed needs during the conduction of the Focus Groups Discussions. None of Hewar’s activities were reported and marked as irrelevant and not needed.

Effectiveness

80% of participating women in the Focus Groups Discussions mentioned that Hewar interventions have significantly empowered them to be competent and active volunteers serving their communities. Such changes in knowledge, attitudes and practices are demonstrated below:

- **Women Empowerment:** During FGDs, women tended to focus on the effect of Hewar’s activities on their characters and personal abilities. They noted acquired skills regarding how to present one’s ideas in public and to gain a hearing, how to listen to others and learn from them, how to participate, obtain and share information, express one’s opinions, take decisions, debate, communicate, and manage conflicts.
- **Building a cadre of rural facilitators:** Women were trained to acquire the skills, knowledge and attitude necessary to be active facilitators. Consequently, they have developed a database on community needs and services, conducted several home visits to convince household women of their rights, and convinced husbands of the importance of women’s participation in elections.

Chart 7: To what extent has Hewar led to an increase in volunteerism among women?



¹¹ National Council of Youth (Leadership Program); Sakkara Local Administration center, Training centers at the governorates level, etc.

Between 2007 and 2009, as a result of awareness activities and home visits, 1,721 women were registered to obtain voter cards.¹²

- **Ability to overcome customs and traditions:** for a majority of participating women, Hewar's activities marked the first time that they left home to volunteer, travelled outside of the governorate to attend training, worked closely with men to achieve initiatives, and talked freely in front of executives.
- **Increased political participation of women:** This was indicated in the following ways:
 - Increased number of elected women on the Local Popular Council on village and district levels after their participation with Hewar through learning how to conduct election campaigns. Nahed Hassn, an LPC member of Qay village in Beni Suef and Sohir Mohammed, of Chnra Village in Beni Suef were cited as examples.
 - Increased number of women voting in local elections, due to Hewar's support in issuing election cards for women and registering women in election lists.
 - Increased number of women who possess identification cards.
 - Inviting elected women to conduct seminars inside the village.
 - Encouraging women to meet executives in public hearings or community dialogue, with transportation provided.

Efficiency

- The project has been able to achieve remarkable women's political participation results demonstrated by the number of women contested in 2008 LPC elections as well as the number of women who turned out to participate in the election process. Such outputs and outcomes were done through merely limited resources allocated on the home visits as well as those allocated for community initiatives.
- Participating women have indicated that home visits consumed a lot of time and energy to convince rural women of the importance of active participation in the LPC elections. There were some inquiries if political awareness messages can be channeled through other means, such as women-focused service activities, that will save time and efforts to affect the projected social change.

Home visits were extremely beneficial in raising political awareness of citizens, specifically women. Such awareness coupled with solutions to basic but pressing community needs through the implementation of community initiatives, has built a strong popular legitimacy that has enabled women leaders to contest and win the elections of Local Popular Council in 2008.

Sustainability

- Hewar has been able to build an excellent cadre of women who can affect change within their communities. Some of those participating women established their own NGOs (INTELAKA) capitalizing on what they have learned from Hewar.

¹² Q2FY09

- There is a great sense amongst participating women in the FGDs that, as a result of the knowledge and skills acquired through Hewar, that they are stronger than before as they are equipped with the tools assisting them to lobby and pressure for their rights.
- Leadership training programs, focusing on the public affairs issues, should be hosted within impartial training institutes at either the governorate and / or national level to continue delivering training and continue the process of graduating capable and competent leaders
- Community initiatives programs should be instituted within active CDAs to ensure continued interest in the importance and value of such initiatives. Financial sustainability of such initiatives is a major factor to keep it operational and running.

Featured Activities

Youth

Awareness of Good Governance

Hewar was able to adapt training sessions to reflect pertinent topics in today's political state of affairs. This included training on the concept of a social contract, the preparation of the constitution, and how to read a constitution. Additional training was offered on human rights, including the importance of documenting human rights, human rights watch responsibility and relevant conventions. Echo-trainings of these topics allow youth to reinforce their knowledge and to spread these important topics in the target communities. 145 youths attended youth-run events across 8 villages in 2011. In the context of today's political developments, such sessions and events enable youth and other citizens to critically consider developments in the human rights sphere as well as the surfacing of the recent draft constitution.

Entrepreneurship

Work shop organized on 29 of October, 2011 to introduce the idea of how to become social entrepreneurs as well as examples of case studies of social entrepreneur initiatives. As a result of the workshop, nine social entrepreneur initiatives were launched in Beni Suef. In the context of the current economic downturn, these messages are important in expanding economic opportunities for the younger generation.

Women

Empowerment

Away Women's Group in Qena empowered hundreds of women through a three-phase plan; increasing the political participation of women to empower them to vote, women's participation in accountability sessions, and increasing community service provision to women. In the first phase, the group was successful in issuing 500 voting cards, defying the challenges posed by undocumented women and those women who were reluctant to vote. This group went further by supporting two female candidates in LPC elections through coordinating sessions for them to announce their programs. In their second phase, they conducted 200 home visits to encourage them to speak about their needs in the community. In the third phase, the group began recording available services; particularly those provided to widows and marginalized women, in order to communicate these services to women to improve access. Additionally, meetings with various officials (including officers from the water and electricity authority and LPC members) were arranged as accountability sessions with women. As a result, various community problems have been solved, such as electricity and water issues, and officials and community members have testified to the effectiveness of Away Women Group's program.



Synopsis of activities

Journalists were offered training in production, writing, and designing, among other topics. These training sessions were further reinforced by trips to national newspapers in the form of exchange visits allowed for exchanges in the professional journalist community. Furthermore, Hewar provided journalists with equipment to further enhance production of newspapers.

Relevancy

Project interventions were responding to capacity building needs that interviewed journalists have affirmed they deeply need. Hewar interventions focused on linking and connecting the local media as a true development partner collaborating closely with other partners including LECs, LPCs and CDAs. However, participants in the evaluation process hinted that some of the training courses like the investigative and advanced investigative journalism were beyond their capacities as practitioners.

"We severely need a project like Hewar. This is the first project which understood the needs of local media. We were missing the professionalism in our work."

Journalists from Bani Suef newspaper.

Effectiveness

- **Improved professionalism of journalists:** in-depth technical assistance and training to local media professionals in Qena and Beni Suef enhanced the skills required to support an independent media, improve writing, and improve final designs and production. Journalists benefited from visiting trainers from national newspapers such as Akhbar El Youm. Media practitioners interviewed noted that they began to regard journalism as a profession rather than a vocation. Additionally, exposure to visiting journalists led trained journalists to move from local to national journalism.
- **Changes in newspaper quality:** research on newspaper improved over a year after the program's inception revealed minor, but statistically significant improvements in the quality of newspapers

whose members had undergone training during the quarter October to December 2008. On a scale of 1 to 5, articles after training increased from 2.39 to 2.69.¹³

- **Changes in technical capacity:** Training sessions for journalists included visits to national newspapers, however this training was not adequately complemented by practical training.¹⁴ Hewar provided Beni Suef News Journal with equipment enabling them to complete the newspaper's final design in Beni Suef, rather than travelling to Cairo for completion.
- **Improved coverage of local issues:** evaluation participants noted that training allowed their style of coverage to shift from criticism to objectivity.
- **Bridging the gap between media and both CDAs and local administration:** Evaluation participants noted that increased interaction between media, CDAs, LPCs and LECs were great in greater understanding of their roles in relation to one another.
- **Creation of blogs and websites:** As a result of internet training and other on-line media related initiatives, many journalists created blogs as an outlet for their political thoughts.

"I learned that if I could not publish my articles in the newspaper, I would upload it on my blog."

*Young journalist of Beni Suef
Newspaper*

Efficiency

- Exchange field visits to local print media professionals to their peers at the national level resulted in excellent learning outcomes as stated by participating journalists.
- Though of the provision of equipment to the Bani Suef newspaper was an added value, such equipment did not solve the poor content of the newspaper's coverage. Equipment provision must be coupled, even as a result, with professionalism; objectivity and true media partnership with other local stakeholders and beneficiaries of the local administration system reform.

Sustainability

- There should be a strategy that targets the continuation of the delivery of training courses for local media professionals and practitioners. Training programs should be instituted within sustainable professional impartial institutions.
- Blogs created in the project are very cost effective and sustainable channels for information flow and sharing.
- In order to ensure local affairs coverage, the same shall be accompanied by financial support to substitute newspaper from potential revenues coming from commercial clients.
- Most of the trained journalists were practitioners rather than licensed professional journalists. Such status may affect the continuation of such trained practitioners in the journalism profession.

¹³ Intermediate Result, Final.

¹⁴ PPDG 2007- 2009 Activities Report, pg 49

Impact

Participants in the evaluation process indicated few success stories of the impact of the media interventions in raising citizens' voices and creating pressure / lobbying against local executive councils to make the right decisions satisfying people's demands. One of these stories is as follows;

Success Story

Media

Media Campaign for Al Takamoul Hospital

PPDG launched community dialogue meetings in the “El-Herigya” village in the “Qous” district, Luxor governorate with the goal of discussing the most pressing issues facing their community. As a result, three main areas were highlighted as requiring the most attention: health, education and drinking water. After several meeting with partner CDAs, Local Popular Councils and Local Executive councils, the issue of health service was prioritized, including medical centers, ambulances and medicine.

The community dialogue meetings were supplemented with a media campaign training session entitled “How to Start a Media Campaign?” Through this training, the “El-Takameel” Hospitals Media Campaign was launched in Qena, a successful activity involving lively interaction between local media and the community on the one hand and local media and local administration on the other hand. A cooperative approach was employed in which T.V., radio and print journalists used a common logo to spot light community needs and raise awareness on the local and national level through new media techniques such as facebook groups (<http://www.facebook.com/group.php?gid=54287734252>). Local government officials responded positively, taking progressive action to address concerns voiced by the local community by re-opening the El-Takameel hospital as a family health center.

VII. Recommendations

Institutionalizing Good Governance Principles

- Enhanced communication between LPCs, LECs and governmental grant-making authorities in order to facilitate and higher the chances of grants for participatory based plans prepared at the village level. Participatory plans should have been associated with available budgets at each local unit to prevent projects from being rejected on the basis of cost.
- When working on local governance reform in a very centralized context, equal emphasis should be placed at the local level and central level. Central level coordination and partnership will address regulatory reforms and capacity building enhancement paving the way for an enabling environment to affect changes at the local level. Working with the central level is paramount in order not to duplicate efforts.
- Participatory Planning mechanisms are very useful in enhancing a rights-based approach in development. However, PP mechanism should be inclusive by linking districts with the governorate as a whole in order for the final selection and implementation of those projects that were expressed by citizens. The PP process needs to be institutionalized, approved at higher levels and backed up by regulatory reforms in order to be a model that is ready to be replicated and rolled out.
- There is a need to have a permanent Technical Secretariat for the LPCs (i.e. technical support unit) to support LPCs functions. This should be considered in the law of local administration¹⁵. Alternatively, such technical secretariat can be formed and paid from the LPC budget if it permits. In any case, technical assistance and training is needed for such technical secretariat.

Advocating for Legal Reform

- There is a need to advocate for the modification of local administration to allot more authority to the governors and the Local Popular Councils. The project for instance might have advocated for an increased role of Local Popular Councils by granting them interrogation rights regarding members of the Local Executive Council.
- There is a need for the Ministry of Local Administration to increase access to local budgets and local development plans to be inspected by both LPCs and citizens.

Enhancing Service Delivery

- There is a need to regularly assess community needs and implement community initiatives in response to such needs that are usually overlooked by local administration units.

Utilizing Resources

- Greater focus of resources should go toward directly aiding development services (i.e. community initiatives, or capital investment programs).
- It is advisable for the project to use or incorporate the already prepared tool-kits and guidelines by the Ministry of Local Administration. These tool kits include a description of the relationship and the role of both Local Popular Councils and Local Executive Councils.

¹⁵ Currently there are attempts to modify and / or issue a new local administration law
Prepared by Beit Al Karma Consulting | Egypt, December 2012

- More financial resources shall be available to LPCs to implement needed projects through fees and charges from Local Special Accounts / Funds to use for community initiatives. More efficient use of own source revenues should be achieved through the community mapping and needs identifications.
- While community mapping may be helpful for small-scale projects on a local level, such mapping consumes great time and resources. Local development should incorporate data from the Ministry of Local Administration, which has conducted mapping on a larger scale.
- There is a need to include budget planning and analysis in the participatory planning process. I.e. HEWAR trained NGOs on planning aspects without associating it with budgets.
- NGOs should monitor the investment plans of districts as well as associated budgets.
- Provide technical assistance in building financial management within NGOs.
- Capitalize on the RABET System and the Local development Observatory built at the National Level to access information on development needs.

Improving Community Involvement

- Volunteering within CDAs should be incentivized through allowances, in order to be sustainable. This can be achieved through instituting/supporting programs that generate finances within the CDA.
- There is a need to invest and focus on building the leadership skills of youth to contest local elections and gain. In addition to increased capacity and engagement in the provision of community services targeting the general public, economic incentives shall accompany such work including employment generation, allowances in order to keep such youth active and influential in their communities
- Leadership program should focus on the design and management of mLPC electoral plans and campaign strategies.
- Greater effort to involve and augment the voices of youths in participatory planning, which tends to be dominated by CDAs, mLPCs and mLECs.
- Support youth initiatives financially and to be instituted within the implementing NGOs.
- There should be a rehabilitation center in each NGO to train and build the capacity of youth to contest local elections through teaching them local administration law and local election rules as well as how to prepare local election campaign programs.
- To expand target age group of youth to involve those who are less than 18 and older than 24.
- To design program for “qualifying leaders” for youth components.
- The inclusion of women-focused service activities, which will be a time and resource efficient way to encourage female participation in community initiatives in a supportive environment.
- To establish advisory center inside NGOs responsible for women issues inside villages.
- To increase fund allocated for women initiatives, and to provide “how-to” of sustainability through learning how to write proposals.

Sustaining and improving training:

- Increases emphasis on training evaluation thus integrating evaluation participants' comments and evaluation results, including pre and post, into the subsequent training sessions. This will include for instance the selection and hiring of new trainers or conducting refreshment training to existing trainers, etc.
- Inclusion of training material on decentralized local administration budget from the Local Administration Reform Unit at the Ministry of Local Development.
- More cooperation and coordination with the Local Administration Reform Unit at the Ministry of Local Development for sustaining training. There are existing training units at local executive councils who can sustain training.

Supporting Legacy Building Activities and Organizations

- Support should be given to NGOs that have been created or thrived under Hewar as such legacy-building NGOs can continue to fulfill the goals of Hewar.
- Community initiatives have excellent impact in a very cost effective manner. Community Initiatives do satisfy the community's pressing and urgent needs through utilizing a rights-based approach, community dialogue and networking. Community initiatives must be institutionalized within partner CDAs to continue these activities as part of their mandate and organizational objectives. However, financial sustainability of such initiatives must be considered at an early starting stage in order to ensure its continuation thereafter.

Enhancing Cooperation with and Training of Local Media

- Training for journalists should be more appropriately applied through evaluating journalists before institution of training to determine their level of technical knowledge.
- Training of journalists should be instituted at local, sustainable, professional, impartial institutions in order to continue delivery of training.
- Media involvement is a major factor for deepening democratic and accountable local governance. However, such involvement must be linked to serious commitment and real partnership that is cause-based. This would be much aided through commitment from higher management of local media outlets. Financial sustainability of media partnership should also be considered from an early stage of any project, including methods to increase the partnership between CDAs and the local private sector.
- Focus on investigative journalism to uncover corruption.
- Complete an assessment of needs from the media, as well as public's expectations of the media, in order to incorporate these thoughts into new interventions that are more responsive.
- There is a need to have a balance between print, audio and TV. The project has focused on the print media only. Utilizing Community Theater and talk shows are also recommendable channels to communicate and disseminate information and messages.

Beit Al Karma Consulting

18 El Mansour Mohamed Street, Zamalek

Cairo, Egypt

T +20 2 2736 15 37

F +20 2 2736 15 37

E info@bk-eg.com

www.bk-eg.com