



USAID
FROM THE AMERICAN PEOPLE



EVALUATION

End-of-Term Performance Evaluation of the Effective Planning and Services Project (EPSP): Citizen Service Centers (CSCs) and Capacity Building Program

December 5, 2017

This publication was produced at the request of the United States Agency for International Development. It was prepared independently by The QED Group, LLC.

Authors: Wilfred Owen, Ahmed Assran, Wafaa Attia, Taissir Hosam Eldin, Mohamed Kotb, Nesma Ali Mohamed

END-OF-TERM PERFORMANCE EVALUATION OF THE EFFECTIVE PLANNING AND SERVICES PROJECT (EPSP): CITIZEN SERVICE CENTERS (CSCs) AND CAPACITY BUILDING PROGRAM

December 5, 2017

Task Order AID-263-I-15-00001/AID-263-TO-17-00004

COVER PHOTO: Employees of the Dewan Citizen Service Center in Aswan Governorate process customers' requests. Photo courtesy of AECOM International Development.

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States government.

ACKNOWLEDGEMENTS

The Services to Improve Performance Management, Enhance Learning and Evaluation (SIMPLE) evaluation team was tasked with conducting the end-of-term performance evaluation of USAID/Egypt's Effective Planning and Services Project (EPSP). We would like to thank all those organizations and individuals who contributed to our understanding of this USAID-funded project. In particular, the team would like to thank AECOM International Development's EPSP implementing team for its support in coordinating site visits and introducing the evaluation team to key project-related stakeholders in Cairo, Aswan, and Beheira.

The team wishes to thank the members of the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) who made themselves available to explain to the team their vision, roles and responsibilities, and experiences with EPSP. The partnership between the USAID/Office of Democracy and Governance, AECOM, and MoPMAR has been a model of cooperation and exchange. We wish them the best as they continue to lead administrative reforms in government.

The evaluation team spent two to three days at each of the seven targeted Citizen Service Centers. The enthusiasm and determination of CSC staff to satisfy customers and to continuously improve their system was encouraging. The secretaries general and senior officials in the governorates graciously introduced us to the key officers in the districts. We were well informed by the district executives, center managers, customer service representatives, and back-office technical officers.

The support and guidance for the evaluation team from USAID was invaluable. We would like to thank especially Salwa Tobbala (EPSP Activity Manager, Office of Democracy and Governance), Nancy El Molla (Project Management Assistant, Office of Democracy and Governance) and Kevin Dean (Deputy Director, Office of Democracy and Governance) who met with the evaluation team to provide background documentation on the project and coordinate, as needed, with the Ministry and implementing partner. The team also thanks Seba Auda (Program Office Senior M&E Specialist, SIMPLE COR and Evaluation Manager) and Hanan Abbas (Program Office M&E Specialist and COR for this Evaluation Task Order) for their guidance and direction for the team.

Finally, the evaluation team thanks the devoted CSC managers, staff, back office technicians and the district executives for showing us how their local administration operates and sharing with us their concerns about improving public sector performance.

CONTENTS

ACRONYMS.....	I
BIOGRAPHIES.....	II
EXECUTIVE SUMMARY	III
INTRODUCTION	14
EVALUATION METHODS AND LIMITATIONS.....	16
FINDINGS AND CONCLUSIONS	21
ANNEXES.....	35
ANNEX I: EVALUATION STATEMENT OF WORK	36
ANNEX II: EVALUATION METHODS AND LIMITATIONS.....	54
ANNEX III: DATA COLLECTION INSTRUMENTS.....	60
ANNEX IV: DATA COLLECTION SCHEDULE.....	99
ANNEX V: DATA TABLES AND GRAPHS	100
ANNEX VI: CUSTOMER SATISFACTION SCORECARDS.....	197
ANNEX VII: ANALYSIS OF TRANSACTION TIME.....	223
ANNEX VIII: BIBLIOGRAPHY	225
ANNEX IX: PROJECT-RELATED PERSONNEL CONSULTED	227
ANNEX X: DISCLOSURE OF ANY CONFLICTS OF INTEREST	231
ANNEX XI: EVALUATION TIMELINE.....	232

ACRONYMS

ADS	Automated Directives System
AECOM	AECOM International Development
AMIDEAST	America-Mideast Educational and Training Services, Inc.
AOR	Agreement Officer's Representative
CAOA	Central Agency for Organization and Administration
CDS	Center for Development Services
COR	Contracting Officer's Representative
CSC	Citizen Service Center
DEC	USAID Development Experience Clearinghouse
ECTD	Egyptian Council for Training and Development
EDI	Egyptian Decentralization Initiative
EDI II	Egyptian Decentralization Initiative II
EIS	Engineering for Integrated Systems
EPSP	Effective Planning and Services Project
EQ	Evaluation question
FY	Fiscal year
GIZ	German International Development Agency
GOE	Government of Egypt
INP	Institute of National Planning
IR	Intermediate Result
KII	Key informant interview
KSA	Knowledge, Skills, and Attitudes
M&E	Monitoring and evaluation
MoLD	Ministry of Local Development
MoPMAR	Ministry of Planning, Monitoring and Administrative Reform
MSAD	Ministry of State for Administrative Development
n=	Expresses total number
NGO	Non-governmental organization
ODG	USAID/Egypt Office of Democracy and Governance
PFM	Public finance management
RFTOP	Request for task order proposals
SDS	Sustainable Development Strategy Egypt 2030
SIMPLE	Services to Improve Performance Management, Enhance Learning and Evaluating
SOW	Statement of Work
SPAAC	Social Planning, Analysis and Administration Consultants
SPSS	Statistical Package for the Social Sciences
TOEIC	Test of English for International Communication
USAID	U.S. Agency for International Development

BIOGRAPHIES

Wilfred Owen, EPSP evaluation team leader, is a specialist in organizational and community development and has over 30 years of experience in capacity-building, institutional strengthening of public and private agencies, and coalition-building to improve performance at the organizational and village levels. Owen has served as chief of party, team leader, and technical advisor for projects funded by USAID, the World Bank, the Asian Development Bank, and UNDP. Owen has conducted project evaluations in the U.S., Ghana, and Nigeria. He has worked in Egypt on USAID-funded projects including Local Development II from 1988 to 1990, for which he designed management training for local officials; and the Greater Cairo Wastewater Project from 1990 to 1993, for which he managed and delivered trainings. Owen is the owner and director of a private school in Ghana.

Taissir Hosam El-din holds a Ph.D. in resources management and a masters in demography. Dr. El-din has over 20 years' experience working with international organizations in the Middle East, including USAID contractors. She has extensive experience in monitoring and evaluation (M&E), conceptualizing, planning, and implementing projects in social development, education, health, and economic development. From 2012 to 2014, she worked as a senior M&E advisor for the USAID-funded Egypt Civil Society Support Program. She was a member of the evaluation team for USAID's Civic Education Program in Egypt from 2006 to 2012.

Wafaa Attia has over 20 years of experience in the fields of civil society strengthening, civic education, education reform, human rights education, and gender research. She is experienced in managing M&E projects and establishing linkages between NGOs, local councils, and governmental bodies. She has extensive experience in integrating development methodologies, advocacy, and rights-based approaches into development programs. She has managed several advocacy, capacity-building, networking, voter education, and human rights education programs and projects funded by USAID and the European Union.

Mohamed Kotb is a senior democracy and governance specialist with over 25 years of experience in democracy and governance, management, M&E, and institutional development. He has provided technical assistance in rights-based approaches, conflict resolution, peacebuilding, communication, and leadership. Kotb has led or participated in more than 50 evaluations, assessments, and research activities for national and international organizations including USAID, the World Bank, UNICEF, the Canadian International Development Agency, Islamic Relief of Yemen, Sudan's Ministry of International Cooperation, the Arab Institute of Human Rights, Oxfam, and the Egyptian Swiss Development Fund.

Ahmed Assran is an experienced democracy and governance specialist with over 24 years' experience with international and local governmental and non-governmental bodies in Egypt and the Mideast. He has experience in conflict areas such as Iraq and Yemen, where he worked on violent conflict and community empowerment. His expertise includes community development, institutional capacity-building, community needs assessments, participatory rapid appraisal, civil society, and project management.

Nesma A. Saleh is an assistant professor of statistics at Cairo University, where she earned a bachelor's, master's and Ph.D. in statistics. Her primary area of interest is statistical quality control and improvement. She serves as a referee for several international scientific journals. Her publications have appeared in *Quality and Reliability Engineering International*, *Journal of Quality Technology*, and others. She has participated in numerous research activities for national and international organizations related to child and domestic abuse, maternal and child health, women's health, and small and medium enterprises.

EXECUTIVE SUMMARY

The \$11.3 million USAID Effective Planning and Services Project (EPSP), implemented by AECOM International Development from September 2012 through September 2017, supported Egyptian-led efforts to decentralize Egypt's government in line with new provisions in Egypt's Constitution. EPSP supported the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) and the Ministry of Local Development (MoLD) in implementing administrative improvements at the local level. Specifically, the project aimed to improve planning and service delivery at the sub-national level, as well as to strengthen the skills and responsiveness of members of Parliament and local government to meet the needs of local communities. EPSP provided a) technical assistance to the Government of Egypt's (GOE) Sustainable Development Strategy Egypt 2030 (SDS 2030), b) financial support for constructing or upgrading five Citizen Service Centers (CSCs) in Aswan Governorate and two in Beheira Governorate, c) equipping CSCs with information systems for processing government service requests, and d) capacity-building of CSC staff as well as leadership, management, and English language training for young professionals in MoPMAR.

USAID/Egypt issued a Request for Task Order Proposals (RFTOP) for the final performance evaluation of EPSP and awarded the contract to the QED Group's Services to Improve Performance Management, Enhance Learning and Evaluating (SIMPLE) project on July 27, 2017. Field work was conducted from August 15 to 28, 2017. The primary audience for this evaluation report is USAID/Egypt, specifically the Office of Democracy and Governance (ODG). Secondary audiences include MoPMAR and AECOM, the implementing partner. USAID/Egypt will review and share the executive summary, final report, and recommendations with MoPMAR, and the general public via the Development Education Clearinghouse.

EVALUATION PURPOSE AND QUESTIONS

The purpose of the EPSP end-of-project performance evaluation was twofold:

1. To examine the effectiveness of the interventions under EPSP, in particular the Citizen Service Centers and the capacity-building programs; and
2. To provide program lessons learned and recommendations to ensure that USAID-supported activities have the highest potential to achieve their intended results in a sustainable manner.

Per the statement of work, the evaluation examined a) the effectiveness of and degree of customer satisfaction with five EPSP-assisted CSCs in Aswan Governorate (Aswan City, Dewan, Nasr El-Nuba, Daraw, and Edfu) and two CSCs in Beheira Governorate (Abu Homous and Shobra Kheet), b) how the CSCs' effectiveness has influenced the level of administrative corruption and community attitudes toward government, and c) the effectiveness of capacity-building of CSC staff and young MoPMAR professionals.

The evaluation team was tasked with answering the following questions:

1. To what extent are the participants and activity stakeholders satisfied with the services provided by the CSCs in Aswan and Beheira governorates? How did the satisfaction

differ between men and women? If there are differences between men's satisfaction and women's satisfaction, what caused the differences?

2. How effective have the CSCs been with regard to creating more responsive governments? How effective have the CSCs been with regard to changing local communities' attitudes towards the government? How effective have the CSCs been with regard to helping the public utilize the services better? How effective have the CSCs been with regard to reducing corruption? What factors contributed to success? What were the challenges?
3. How effective have the trainings been in improving knowledge? Which trainings were more effective and why? Were there gender differences in performance and/or knowledge as a result of participating in training sessions?

PROJECT BACKGROUND

According to the statement of work of the contract between USAID/Egypt and AECOM, EPSP was implemented under the 2005 Strategic Objective Grant Agreement Initiatives, the Governance and Participation Program, and Program Area 2: Good Governance. EPSP supported Development Objective 3.1, "improved governance through direct engagement with critical stakeholders contributes to political and social stability." EPSP falls under intermediate result (IR) 2, to promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions.

Accordingly, EPSP supported GOE-led reforms to empower local authorities to provide enhanced services to citizens, thereby accelerating decentralization and heightening government accountability to the people. To do so, EPSP supported seven CSCs for the provision of effective and efficient public services.

The CSCs process citizen requests for governmental assistance in the areas of land, property, construction, business, utilities, financial aid, employment and medical support, as well as file citizen suggestions and complaints. Citizens apply for government services through a CSC located in or near the district municipal building. CSCs are composed of "front offices" that collaborate with governmental "back office" staff representing the interests of a variety of central government departments. The CSC front offices collect all fees and forward them to the Ministry of Finance in Cairo. Introduced over the past decade by the MoLD, 160 CSCs are currently in operation, 36 of which were provided with Web-based information systems through support from USAID and the German International Development Agency (GIZ). USAID also assisted with the development of the national data center that provides information back-up support services.

METHODOLOGY

The performance evaluation design included triangulation to strengthen the validity, reliability, and integrity of findings and mitigate data limitations. Evaluators used a mix of quantitative and qualitative data collection and analysis methods to answer the evaluation questions. A desk review of approximately 84 project-related documents preceded the design of the qualitative and

quantitative tools for use in the field. The evaluation team used a total of 12 qualitative data-collection tools and 2 survey instruments.

Two evaluation sub-teams conducted two-day site visits to each of the seven EPSP-assisted CSCs. Each sub-team consisted of 1) one field team leader/democracy and governance specialist, 2) one monitoring and evaluation specialist, 3) one field coordinator, and 4) one enumerator. During site visits, sub-teams surveyed and interviewed a broad range of stakeholders, employees, and trainees in either key informant interviews (KIIs) or in group discussions (n=411). Specific methods included the following:

1. Quantitative:
 - a. Customer Satisfaction Exit Survey, with a response rate of 96%, equivalent to 187 customer interviews conducted from a total of 195 visitors over the CSC data collection period August 15-28, 2017. All customers who came to the CSCs between 9:00 a.m. and 1:30 p.m. each day were asked to take the survey.¹
 - b. CSC Service Representative Survey of 75 representatives from all seven CSCs.
2. Qualitative:
 - a. Seven group discussions with front office staff and three group discussions with back office staff were conducted in Aswan, and two group discussions with front office staff and one group discussion with back office staff were conducted in Beheira.
 - b. Interviews with 29 senior managers and governorate/district officials from Aswan and Beheira.
 - c. Interviews with 26 key informants from a) MoPMAR (5); b) the EPSP implementing partner AECOM International Development (3); c) officials from USAID/Egypt's ODG (3);
 - d) training service providers from AMIDEAST, the Center for Development Services (CDS), the Institute of National Planning (INP), and the Egyptian Council for Training and Development (ECTD) (14); and the Web-based information system developer Engineering for Integrated Systems (EIS) (1).

LIMITATIONS

Data limitations that affected the evaluation and the evaluation team's methods to compensate for them include the following:

1. Limitation: The team was unable to access and survey the 73 graduates of the MoPMAR Leadership and Management Skills Training Program.
 - Remedies: Interviews were conducted with 14 trainers from the MoPMAR training program who conducted post-training follow-up interviews with program graduates to understand the effect of training on job performance. Two key informant interviews with supervisors and one group discussion with five graduates of the training program were conducted. Analysis was conducted of pre- and post-training test scores provided by AMIDEAST, CDS, and INP.
2. Limitation: Pre- and post-training test scores were not available for CSC trainees.

¹ Of the eight CSC visitors not surveyed, only one declined to be surveyed; the remaining seven were not surveyed because they were requesting information or application forms for services as opposed to submitting service requests.

- Remedy: Group discussions and a survey were conducted involving CSC staff to capture CSC service representatives' perceptions of changes in their knowledge and skills resulting from the training.
3. Limitation: No historical transaction data from stand-alone (non-Web-based) information systems were available for EPSP-assisted CSCs because data had not yet been migrated to the central database. However, in Aswan Governorate, Web-based transaction data were available from August 1, 2016, through July 31, 2017.
 - Remedy: Aswan paper-based records were reviewed. However, information was of little use because application and completion dates for each service were not recorded.
 4. Limitation: No historical transaction data were available for EPSP-assisted CSCs in Beheira. EPSP began pilot installations of Web-based systems in Beheira in August 2017, at the time of the evaluation team's field visits. Also, Beheira CSCs' front office staff had limited availability due to ongoing system testing, CSC renovations, and attending customer service skills training. Finally, governorate and district staff were preoccupied with preparations for visits by dignitaries and ministers from Cairo, which limited their time and attention.
 5. Limitation: CSC customer traffic in Nasr El-Nuba, Daraw, Dewan, and Shobra Kheet was lower than estimated, requiring that the original sampling plan be dropped.
 - Remedies: Each customer willing to participate in the Customer Satisfaction Exit Survey was interviewed, without regard for categorization by customer type, to ensure data were collected from as large a customer sample as possible. Duration of site visits were extended from two to three days in the Nasr El-Nuba, Daraw, Dewan, and Shobra Kheet CSCs.
 6. Limitation: No objectively verifiable data or paper-based records were available for analysis of response rate or amount of time transpired for CSCs to monitor and evaluate responsiveness of local government to customer suggestions and complaints.
 - Remedy: The team used data from Customer Satisfaction Exit Surveys to measure local government responsiveness.
 7. Limitation: Small sample sizes of male and female CSC customers did not allow for generalization of findings disaggregated by sex.

FINDINGS AND CONCLUSIONS

Evaluation Question 1a: To what extent are the participants and activity stakeholders satisfied with the services provided by the CSCs in Aswan and Beheira governorates?

Conclusion 1a: CSC customers in both governorates are satisfied with the quality of services they received, CSC facilities and operations, and the CSC model. Satisfaction appears to be driven by the comfort, convenience, and efficiency of CSC facilities; as well as transparency of time limits and completion dates for processing service requests. By contrast, customers are comparatively least satisfied with the time CSCs take to deliver services. Aswan customers are relatively more satisfied than Beheira customers, especially with CSC efforts to reduce corruption.

Finding 1a.1.1: Factors cited among participants in group discussions (n=19) and key informant interviews (n=29) for satisfaction with the quality of CSC services included air

conditioning, comfortable seating, the queue system, the CSC Customer Window model, friendly/informed customer service, posted signs identifying services provided and legal time limits for processing service requests, receipts with a forecast completion date, and overall cleanliness and quality of CSC facilities.

Evaluation Question 1b: How did the satisfaction differ between men and women?

Evaluation Question 1c: If there are differences between men's satisfaction and women's satisfaction, what caused the differences?

Conclusion 1b.1: The evaluation found no significant difference in satisfaction between men and women in either Aswan or Beheira, in part because the small sample sizes do not allow for generalization of findings disaggregated by sex.

Finding 1b.1.1: 94% of key informant interviews and group discussions in Aswan and 100% in Beheira confirmed no significant differences in satisfaction between men and women.

Evaluation Question 2a: How effective have the CSCs been with regard to creating more responsive governments?

Conclusion 2a.1: CSC customer satisfaction is rated higher in Aswan than in Beheira. Government responsiveness is higher in Aswan than in Beheira. The differences, though small, can be attributed to the greater amount of training received by Aswan CSC staff and the longer period of time that the information system has been operational in Aswan.

Finding 2a.1.1: 96% of surveyed Aswan customers (n=136) and 80% of Beheira customers (n=51) were satisfied with staff availability to attend to their service requests.

Finding 2a.1.2: 100% of key informant interviews and group discussions with CSC staff in Aswan (n=12) and 78% in Beheira (n=17) said that district officials and CSC management are responsive to customer suggestions and complaints. By contrast, 60% of Aswan CSC staff (n=12) reported in key informant interviews and/or group discussions that district officials respond to citizen suggestions and complaints. Beheira CSC staff made no such observations.

Finding 2a.1.3: 24% of Aswan CSC staff (n=12) reported in key informant interviews and/or group discussions that customers received new/more services instead of going to ministries to acquire these services. No such observations were noted in Beheira.

Finding 2a.1.4: 84% of Aswan customers (n=136) and 48% of Beheira customers (n=51) reported that they have greater confidence in government.

Conclusion 2a.2: Customers rated CSC staff as highly committed to complete their requests for services within the prescribed timeframe. The positive Aswan customer ratings, however, were contradicted by evidence showing that most applications were not completed on time. The customer opinions suggest that the current processing time may actually be a reduction in time as compared to prior experiences. In fact, the high percentage of delayed issuance of licenses and permits brings into question the reasonableness of the national time limits established by the relevant ministries.

Finding 2a.2.1: 97% of the customers in Aswan and 86% in Beheira agreed that the CSC staff was committed to completing their requested services within the prescribed timeframe.

Finding 2a.2.2: Of 16 different types of Aswan CSC service requests processed during the August 1, 2016-July 31, 2017, timeframe, a) 28% (n=935) were processed within the legal time limits, b) 34% (n=1,142) were processed within a one-month delay of the legal limit, c) 17% (n=561) were processed within a two-month delay of the legal limit, d) 8% (n=265) were processed within a three-month delay of the legal limit, and e) 13% (n=425) required more than three months to complete the transaction.

Evaluation Question 2b: How effective have the CSCs been with regard to changing local communities' attitudes towards the government?

Conclusion 2b.1: Customers' attitudes have improved towards government following the installation of Customer Service Centers.

Finding 2b.1.1: 95% of Aswan staff at the CSCs (n=56) and 100% of Beheira CSC staff (n=18) reported that citizen attitudes towards using government services improved since the introduction of the CSCs.

Finding 2b.1.2: 96% of Aswan CSC customers (n=186) and 86% of Beheira customers (n=51) were willing to recommend to others that they approach CSCs for processing their government services.

Finding 2b.1.3: 70% of key informant interviews and/or group discussions in Beheira (n=17) and 100% in Aswan (n=12) with CSC staff, managers, governorate and district officials said that CSC customers were satisfied with CSC staff attitudes and behavior, which demonstrated to the customer that he/she was valued and respected.

Evaluation Question 2c: How effective have the CSCs been with regard to helping the public utilize the services better?

Conclusion 2c.1: The CSC model is more effective in helping the public utilize services better given the improved guidance provided by CSC staff resulting from customer service training.

Finding 2c.1.1: 100% of Aswan customers (n=119) and 87% of Beheira customers (n=51) surveyed were satisfied with guidance CSC staff provided on how to utilize services.

Finding 2c.1.2: 88% of Aswan CSC staff (n=136) and 87% of Beheira CSC staff (n=51) surveyed reported, as a result of customer service training they received, they are able to provide guidance to customers to better utilize CSC services.

Evaluation Question 2d: How effective have the CSCs been with regard to reducing corruption?

Conclusion 2d.1: While both CSC staff and customers in Aswan and Beheira are satisfied with the CSC model for reducing corruption, citizens are less satisfied than staff.

Finding 2d.1.1: 90% of CSC customers surveyed in Aswan (n=136) and 62% of customers in Beheira (n=51) were satisfied with the effectiveness of the CSC model for reducing corruption.

Finding 2d.1.2: 97% of the CSC staff in Aswan (n=57) and 100% of the staff in Beheira (n=18) were satisfied with the effectiveness of the CSC model for reducing corruption.

Conclusion 2d.2: Same-day completion of service requests requiring site visits suggests possible corruption in that site visits are unlikely to be completed on the same day as the application for the license or permit.

Finding 2d.2.1: From August 1, 2016, to July 31, 2017, 4.7% of all transactions (n=3,328) had been completed in one day in the Aswan CSCs, according to information system reports; equivalent to 156 transactions.

Evaluation Question 2e: What factors contributed to success?

Evaluation Question 2f: What were the challenges?

The following list of success factors and challenges to the effective implementation and sustainability of the CSC model are drawn from:

- key informant interviews (54) with key stakeholders in MoPMAR; AECOM implementing partner staff; Aswan and Beheira governorate senior officials; Citizen Service Center managers, supervisors and staff; Aswan and Beheira governorate CSC customers; and service providers for the MoPMAR Leadership and Management Skills Training Program; as well as
- group discussions (21) with Aswan and Beheira governorate officials; Citizen Service Center managers, supervisors and staff; and young MoPMAR professionals trained in the Leadership and Management Skills Training Program.

The total number of KII and group discussion respondents in Aswan was 87, consisting of 47 males and 40 females. The total number of KII and group discussion respondents in Beheira was 43, consisting of 22 males and 21 females. The success factors and challenges listed in the table below are ranked according to the frequency with which they were mentioned.

Success Factors	Challenges
2e.1 Efficiency of CSC model	2f.1 Limited financial incentives for CSC staff and limited budget for facility operations and maintenance
2e.2 Effective communication between staff and senior management	2f.2 Lack of public awareness of role of CSCs
2e.3 Improvement of CSC staff skills and attitudes as a result of training	2f.3 Back office staff resistance and direct service delivery between back office and customers
2e.4 Governorate responsiveness to citizens' complaints and suggestions	2f.4 Back office field visit interactions with customers lend themselves to opportunities for continued corruption
2e.5 Equipment and facilities for processing service requests	2f.5 Absence of CSC internal bylaws

Evaluation Question 3a: How effective have the trainings been in improving knowledge?

Conclusion 3a.1 (CSC Staff Training): The training programs provided to CSC staff and management were relevant to their needs and improved their job performance.

Finding 3a.1.1: 95% of the CSC staff surveyed in Aswan (n=56) and 100% of the CSC staff surveyed in Beheira (n=18) agreed that the courses they received improved their knowledge of customer service and computer skills.

Conclusion 3a.2 (MoPMAR Training): The trainings provided to MoPMAR young professionals were relevant to their needs and improved their knowledge and job performance.

Finding 3a.2.1: In a group discussion with MoPMAR graduates of the Leadership and Management Skills Training Program, the feasibility course was noted as relevant to their needs with newly acquired skills being applied immediately to day-to-day work assignments.

Finding 3a.2.2: The average improvement in MoPMAR trainee knowledge, skills and attitudes (KSA) was a 20% improvement for Project Feasibility Study Module I; registering a 21% improvement in knowledge, a 45% improvement in skills and a 3% improvement in attitude (n=68).

Finding 3a.2.3: The average improvement in MoPMAR trainee KSA was 30% for the Feasibility Study Module II registering a 30% improvement in knowledge, a 93% improvement in skills, and a 4% improvement in attitude (n=37).

Finding 3a.2.4: The average improvement in KSA for the Leadership and Management Training Course was 60% (n=70; 37 males and 33 females).

Finding 3a.2.5: A review of TOEIC (Test of English for International Communication) test results for measuring improvement on English proficiency skills of the MoPMAR trainees (n=73 of 80 trainees tested) revealed significant improvements for both men and women that varies according to the level of English proficiency being tested; a) greater improvements are observed among male trainee Basic Users (men 47% and women 28%), no significant differences between males and females are observed on Independent Users (men 38% and women 43%), and c) greater improvements are observed among female trainee Professional Users (men 15% and women 28%).

Evaluation Question 3b: Which trainings were more effective and why?

Conclusion 3b.1a (MoPMAR Training): Project Feasibility Study training was the most effective and most relevant to the needs of MoPMAR staff.

Finding 3b.1a.1: According to key informant interviews and group discussions with officials, supervisors and trainers, the Project Feasibility Study Training Program was the most effective of the three training components (1, Project Feasibility Studies Modules I and II; 2, Leadership and Management Skills; and 3, English Proficiency) for MoPMAR young professionals.

Finding 3b.1a.2: Key informant interviews with MoPMAR supervisors (n=2) and graduates (n=5) of the Leadership and Management Skills Training Program referred to the Project Feasibility Study Training as well-designed and ranked as the most effective of the three training components.

Finding 3b.1a.3: MoPMAR supervisors (n=2) and graduates (n=5) reported that the strengths of the Project Feasibility Study modules included a) the detailed needs analysis, b) the use of facilities and instructors internal to the Ministry (Institute of National Planning), c) the support of senior officials, and d) supervisor and instructor monitoring on-site applications of feasibility assessment tools on real work in real time.

Evaluation Question 3c: Were there gender differences in performance and/or knowledge as a result of participating in training sessions?

Conclusion 3c.1 (MoPMAR Training): In general, little difference was observed in the level of improvement of men as compared to the level of improvement of women across the three Leadership and Management Skills Training Program components.

Finding 3c.1.1: The average MoPMAR trainees' improvement (n=69) on the KSA indicator for Feasibility Study Module I is 18% for men (n=34) and 22% for women (n=39).

Finding 3c.1.2: The average MoPMAR trainees' improvement (n=69) on the KSA indicator for Feasibility Study Module II is 32% for men (n=34) and 27% for women (n=39).

Finding 3c.1.3: The average MoPMAR trainees' improvement (n=69) on the KSA indicator for the Leadership and Management Training Module was 59% for men (n=34) and 60% for women (n=39).

Finding 3c.1.4: A review of TOEIC (Test of English for International Communication) test results reveal significant improvements for both men and women that varies according to the level of English proficiency being tested; a) greater improvements are observed among male trainee Basic Users (men 47% and women 28%), no significant differences between males and females are observed on Independent Users (men 38% and women 43%), and c) greater improvements are observed among female trainee professional users (men 15% and women 28%).

OVERALL CONCLUSION

The EPSP interventions in Cairo, Aswan and Beheira have successfully established both an effective CSC model and capacity-building programs for CSC staff and young MoPMAR professionals, resulting in improved job performance and increased citizen satisfaction with government services.

In so doing, the USAID-funded EPSP interventions a) supported progress towards the achievement of the Government of Egypt's decentralization efforts, b) advanced the objective of reducing corruption in public service administration at the governorate and district level, and c) improved knowledge of public sector employees by providing training in customer service, leadership, and management skills necessary to empower local authorities to provide improved local services to their citizens, thereby, accelerating decentralization reforms and heightening the accountability of government to the public in an effort to move towards a more democratic, responsive, and decentralized governance model.

RECOMMENDATIONS

The following recommendations are drawn from a review of KII and group discussion meeting notes from among Aswan and Beheira CSC staff and senior governorate officials as well as from evaluation team field observations.

Governorate and District Level

The evaluation team recommends that:

1. District authorities organize periodic public awareness campaigns to a) fight corruption, b) make citizens aware of the full range of CSC services available, and c) help citizens utilize CSC/government services more effectively and in a cost-effective, timely manner.
2. District and governorate authorities collaborate to share the experience of the five CSCs in Aswan with those in Beheira through a visit, seminar, or teleconferencing. In this way, the level of customer satisfaction in Beheira might increase to be more in line with Aswan averages.
3. District authorities, along with the Secretary General, organize a series of meetings to better capture lessons learned to inform ongoing improvements in the municipal administration and CSC practices.

Ministry of Planning, Monitoring and Administrative Reforms

The evaluation team recommends that MoPMAR:

1. Provide the necessary software applications, training, equipment and access rights for back office personnel to process service requests electronically.
2. Revise system specifications for back office automated processing of CSC service requests to include a requirement that licenses and permits be electronically date and time-stamped upon finalizing said transactions to be issued by the CSCs.
3. Enable different ministries to connect to the CSC Web-based portal to provide necessary responses to CSC inquiries that otherwise result in unwarranted delays in services delivery; for example, automate a Ministry of Finance online accounting system, thereby eliminating the current practice of requiring that CSCs emit and retain paper receipts to document daily transactions.
4. Increase the number of CSC Web-enabled services. Note: As of the date of this evaluation, out of a total of 120 nationwide services, only 13 services are Web-enabled at district-level CSCs and 15 services were Web-enabled at governorate-level CSCs.
5. Explore acceptable self-financing models that will better enable municipalities and governorates to finance future anticipated costs of maintaining and operating CSC equipment and facilities.
6. Require that stand-alone and Web-based information systems store and retrieve CSC-scanned service requests to further reduce opportunities for corruption and protect the integrity of the data/information.
7. Conduct ongoing CSC staff and manager training (customer services, computer skills, human development, and CSC Web-applications) to maintain and improve the skills of current staff as well as to train new personnel due to personnel turnover attributable to retirement, civil service staff transfers, short-term consultant contract expirations and resignations.

OVERALL RECOMMENDATION

It is recommended that the factors for success, challenges, and recommendations identified in the EPSP-supported CSC model be applied to the Government of Egypt's nationwide rollout of CSCs in order to ensure that similarly supported investments have the highest potential to achieve their intended results in a sustainable manner.

INTRODUCTION

The \$11.3 million USAID Effective Planning and Services Project (EPSP), implemented by AECOM International Development from September 2012 through September 2017, supported Egyptian-led efforts to decentralize Egypt's government in line with new provisions in Egypt's Constitution. EPSP supported the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) and the Ministry of Local Development (MoLD) in implementing administrative improvements at the local level.

Specifically, the project aimed to improve planning and service delivery at the sub-national level, as well as to strengthen the skills and responsiveness of members of Parliament and local government to meet the needs of local communities. EPSP provided a) technical assistance to the Government of Egypt's (GOE) Sustainable Development Strategy Egypt 2030 (SDS 2030), b) financial support for constructing or upgrading five Citizen Service Centers (CSCs) in Aswan Governorate and two in Beheira Governorate, c) equipping CSCs with information systems for processing government service requests and d) capacity-building of CSC staff as well as leadership, management, and English language training for young MoPMAR professionals.

USAID/Egypt issued a Request for Task Order Proposals (RFTOP) on June 22, 2017, for the final performance evaluation of EPSP and awarded the contract to the QED Group's Services to Improve Performance Management, Enhance Learning and Evaluating (SIMPLE) project on July 27, 2017. Field work was conducted from August 15 to 28, 2017.

The primary audience of the evaluation report is USAID/Egypt, specifically the Office of Democracy and Governance (ODG). Secondary audiences include the Government of Egypt's Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) and AECOM, the activity implementing partner. USAID/Egypt will share the executive summary, final report and recommendations with MoPMAR, and the general public via the Development Education Clearinghouse (DEC) within 90 days of report completion.

EVALUATION PURPOSE AND QUESTIONS

The purpose of the EPSP end-of-project performance evaluation was twofold:

1. To examine the effectiveness of the interventions under EPSP, in particular the Citizen Service Centers and the capacity-building programs, and
2. To provide program lessons learned and recommendations to ensure that USAID-supported activities have the highest potential to achieve their intended results in a sustainable manner.

As per the statement of work, the evaluation examines a) the effectiveness and degree of customer satisfaction with five EPSP-assisted CSCs in Aswan Governorate (Aswan City, Dewan, Nasr El-Nuba, Daraw and Edfu) and two CSCs in Beheira Governorate (Abu Homous and Shobra Kheet), b) how the CSCs' effectiveness has influenced the level of administrative corruption and community attitudes toward government, and c) the effectiveness of capacity-building of CSC staff and young MoPMAR professionals.

The evaluation team was tasked with answering the following questions:

1. To what extent are the participants and activity stakeholders satisfied with the services provided by the CSCs in Aswan and Beheira governorates? How did the satisfaction differ between men and women? If there are differences between men's satisfaction and women's satisfaction, what caused the differences?
2. How effective have the CSCs been with regard to creating more responsive governments? How effective have the CSCs been with regard to changing local communities' attitudes towards the government? How effective have the CSCs been with regard to helping the public utilize the services better? How effective have the CSCs been with regard to reducing corruption? What factors contributed to success? What were the challenges?
3. How effective have the trainings been in improving knowledge? Which trainings were more effective and why? Were there gender differences in performance and/or knowledge as a result of participating in training sessions?

BACKGROUND

Egypt has long been governed under a centralized system in which all local government units operated as fiscal and administrative extensions of the central government. As a result, these units became bureaucratic and lacked the financial resources as well as the political mandate to involve citizens in the decision-making process.

According to the statement of work of the contract signed between USAID/Egypt and AECOM (Section C of Contract No. AID-263-C-12-00003), the Effective Planning and Services Project (EPSP) was implemented under the 2005 Strategic Objective Grant Agreement Initiatives in the Governance and Participation Program, specifically under Program Area 2 (Good Governance) and Development Objective 3.1; improved governance through direct engagement with critical stakeholders contributes to political and social stability.

The development hypothesis contends that a responsive decentralized government will eventually contribute to increased citizen participation and improved service delivery through effective, transparent resource management. The \$11.3 million EPSP intervention began in October 2012, paused in July 2013 under a seventeen month stop work order due to political events, resumed in October 2014 and concluded on September 28, 2017.

Accordingly, the USAID-funded EPSP was intended to support GOE-led reforms to sub-national governance that would empower local authorities to provide enhanced local services to their citizens thereby, accelerating decentralization reforms and heightening the accountability of government to the people to move towards a more democratic, responsive, and decentralized governance model.

In an effort to contribute positively to a decentralized governance model, EPSP and its precursor Egypt Decentralization Initiative II (EDI II), established several Citizen Service Centers (CSC) for the provision of effective and efficient public services. Participants were to recognize and understand that the citizen is a holder of the right to obtain available, accessible and quality public services. The duty-bearer, being the government agencies at the central and local levels, has the obligation to fulfill this right.

The objective of the CSCs is to implement a comprehensive strategy for improved service provision based on a) the comfort and satisfaction of both the citizen requesting the service and the public servant providing the service, b) the competence of the service provider, and c) the improved processes and procedures for efficient and effective provision of services.

The customer service centers assist citizens in complying with laws regarding land, property, construction, business, utilities, financial aid, employment, medical support and filing suggestions and/or complaints. Introduced over the past decade by the MoLD, 160 CSCs are currently in operation, 36 with Web-based information systems. Seven of these CSCs received assistance under EPSP. Citizens apply for government services through a CSC located in or near the district municipal building. CSCs are composed of “front offices” that collaborate with governmental “back office” staff representing the manageable interests of a variety of central government ministries.

“Front offices” consist of customer service representatives, some with networked computers, who assist citizens in applying for an average of 40 government services although more than 160 services are supported nationwide. “Back offices” consist of a variety of departments that review, process, approve or reject the citizen’s service requests. Representatives of technical departments within a host of central government ministries (concerned with licensing, state-owned property, citizen and investor services, property affairs, legal affairs, etc.) that process the applications are generally situated in a district administration block behind CSC facilities or in offices in nearby buildings.

USAID envisions that strengthening CSCs will improve the effectiveness of services, thus contributing to USAID/Egypt’s Intermediate Result 2, which is intended to promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions.

EVALUATION METHODS AND LIMITATIONS

Methods

The end-of-term performance evaluation of EPSP focused on a) customer satisfaction with CSC service delivery, b) the effectiveness of the EPSP-assisted interventions on CSCs in Aswan and Beheira governorates, and c) capacity-building activities in CSCs as well as among young MoPMAR professionals, as measured by outcomes and perceptions of participants and stakeholders.

The evaluation design included triangulation of methods, data sources, and evaluators to examine the same subject under study from different vantage points, thereby broadening understanding and strengthening the validity, reliability, and integrity of the findings. Evaluators used a mixed-methods approach to answer the evaluation questions following the principles and guidelines for high-quality evaluations outlined in the USAID Evaluation Policy (<https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluationPolicy.pdf>) updated October 2016. Primary and secondary quantitative and qualitative findings were integrated to validate findings, draw conclusions, and develop short term and longer-term recommendations

for future project design and implementation that are actionable, practical, specific, and with a defined responsibility. By mixing both quantitative and qualitative results, the evaluation team gained a deeper understanding and corroboration of the subjects under study, offsetting weaknesses inherent in using a single approach. In addition, the use of mixed methods enabled triangulation through the use of several means (methods, data sources and evaluators).

A desk review of approximately 84 project-related documents preceded the design of the qualitative and quantitative tools for use in the field. In the course of data collection activities (August 15-28, 2017), a broad range of stakeholders, employees and trainees were surveyed and interviewed in either key informant interviews or in group discussions (n=411). Refer to Annex VIII for a bibliography of project-related documents consulted, Annex IV for the data collection/field visit schedule, and Annex IX for a list of project-related personnel consulted.

The primary source of quantitative data/information about customer satisfaction and CSC effectiveness was the results of the Customer Satisfaction Exit Survey conducted at all seven of the EPSP-assisted CSCs. Separate group discussions were conducted for CSC “front office”/customer service staff and government “back office” staff. The evaluation team interviewed a total of 29 senior managers and governorate and district officials from Aswan and Beheira.

In order to travel to Aswan and Beheira within the required timeframe, it was necessary to form two field teams. Each field team consisted of 1) one field team leader/democracy and governance specialist, 2) one monitoring and evaluation specialist, 3) one field coordinator, and 4) one enumerator. Two-day site visits were conducted in all seven of the EPSP-assisted CSCs.

In Cairo, the evaluation team interviewed key informants from key stakeholder organizations; including 1) MoPMAR; 2) the EPSP implementing partner AECOM International Development; 3) officials from USAID/Egypt’s ODG; 4) training service providers from AMIDEAST, the Center for Development Services (CDS), the Institute of National Planning (INP), and the Egyptian Council for Training and Development (ECTD); and 5) the Web-based information system developer Engineering for Integrated Systems (EIS).

The evaluation team used a total of 12 qualitative data-collection tools and 2 survey instruments. Refer to Annex III for a copy of the quantitative and qualitative data collection tools used in the evaluation.

Quantitative and Qualitative Data Sources

The evaluation team analyzed both primary and secondary quantitative and qualitative data collected from a variety of sources.

Quantitative Data

Primary quantitative data were gathered using 1) the Customer Satisfaction Exit Survey (designed and administered to measure citizens’ satisfaction with CSC services and staff) and 2) the Citizen Service Center Staff Survey (designed and administered to measure staff members’ points of view on CSCs’ effectiveness and the extent to which the training programs improved

their knowledge and job performance). The technical proposal recommended that the evaluation team would use a systematic sampling frame to target every fifth customer leaving the targeted CSCs in Aswan and Beheira governorates over a two-day (four hours per day) survey period per CSC to conduct a 5-7 minute Citizen Satisfaction Exit Survey and that a weighting adjustment would be used to ensure that the sample would be balanced in terms of male and female, business owners, civil society organizations, and non-governmental organizations. However, as noted in the section on limitations, in an effort to offset the low visitation traffic, each customer who would voluntarily participate in the Customer Satisfaction Exit Survey was interviewed without regard for categorization by customer type so as to ensure that a maximum number of customers' perspectives would be collected.

As reported in the Limitations section below, a third survey, the MoPMAR Trainee Survey, and group discussion protocols designed to measure the effectiveness of the training programs, were not conducted due to the inability of the evaluation team to access and survey the 73 graduates.

Data from the aforementioned surveys were coded and entered into a database file. The database file was extracted to an Excel sheet and imported to SPSS software to be analyzed. For the Customer Satisfaction Exit Survey and the CSC Staff Surveys, different descriptive analysis techniques (e.g., frequency tables, cross tabulation/contingency tables, and graphical representations) were used to measure CSC customers' level of satisfaction, CSC customers' and staff's perspectives towards CSCs' effectiveness, and the staff's assessment of the training programs received.

Data from the citizens' survey was also used to construct a set of Customer Satisfaction Scorecards that provide a snapshot of customer satisfaction levels with CSC services. Refer to Annex VI for Customer Satisfaction Scorecards at the EPSP project level, governorate level, and disaggregated by CSC and gender.

Secondary quantitative data were gathered from 1) MoPMAR trainee pre- and post-test score training data as reported by the CDS, INP, AMIDEAST training service providers and 2) Aswan Governorate CSC license and permit transaction data as provided by EIS, the company that developed and hosts the Web-based CSC information system.

MoPMAR young professional trainees' improvement was analyzed by calculating the percent of change on the trainees' performance based on pre- and post-test score results for each training program, i.e., 1) English Proficiency, 2) Leadership and Management Skills and 3) Project Feasibility Studies (Modules I and II).

Aswan Governorate CSC license and permit transaction data, covering August 1, 2016, through July 31, 2017, were analyzed in response to a special request from the USAID/Egypt Office of Democracy and Governance (ODG). Aswan CSC license and permit transactions data were analyzed to measure the amount of time that transpired between the customer's date of application for a given license or permit and the actual date that the license or permit was issued. The results of this analysis demonstrated the extent to which CSC service requests were being processed within the time limits required by law. No such data were available for analysis for Beheira Governorate, as the Web-Based information system was being installed and

tested at the time of the evaluation team's site visit. Refer to Annex VII for a summary of results for the Aswan transaction data.

Qualitative Data

A purposive sampling methodology was followed for conducting key informant interviews (KIs) and group discussions among the key stakeholders and beneficiaries of the EPSP interventions in Cairo, Aswan, and Beheira governorates.

The first source of qualitative information was a series of key informant interviews and group discussions that were conducted in Cairo with the ODG, the implementing partner (AECOM staff), MoPMAR project-related senior officials; Leadership and Management Skills Training Program service providers, graduates of the training program, individual trainers/instructors and the information technology company responsible for the development and installation of the CSC Web-based information system in the EPSP-assisted CSCs.

A second source of qualitative information was a series of key informant interviews and group discussions conducted in the seven CSC locations in Aswan and Beheira governorates with governorate senior officials and CSC managers, supervisors, and customer service representatives.

The evaluation team conducted content analysis on the qualitative information by tabulating recurrent themes observed in evaluator meeting notes. Content analysis of key stakeholder individual interviews and group discussions provided insight into the interpretation of quantitative data by contextualizing reported survey findings. Beyond identifying lessons learned, this analysis also helps to identify what actionable recommendations could be proposed to establish best practices for future project designs. The qualitative data were coded and analyzed using Excel tally sheets. Approximately 411 project-related personnel were consulted through 22 group discussions, 32 key informant interviews and 267 persons surveyed. The evaluation team systematically met after site visits to consolidate findings and confer on lessons learned while ensuring that the quality of the data met USAID standards.

LIMITATIONS

1. The evaluation team was not able to access or survey the 73 graduates of the MoPMAR Leadership and Management Skills Training Program. In an effort to offset the loss of primary quantitative data, the evaluation team interviewed 14 trainers from the MoPMAR training program who had conducted post-training follow-up interviews with the graduates of said program to better understand the effectiveness of training on improved job performance. This information supplemented the information gathered from two key informant interviews with supervisors and one group discussion with five graduates of the training program. In addition, training service provider pre- and post-test scores, provided by AMIDEAST, CDS, and INP, were analyzed to further inform the evaluation's findings.

2. As no pre- and post-test scores were available for evaluating the improved knowledge of CSC trainees, the evaluation's findings rely on CSC service representatives' perceptions

captured in group discussions and the CSC Staff Survey as opposed to a more objectively verifiable indicator of improved knowledge and skills.

3. Although Aswan Web-based transaction data were available for analysis of completed service requests for August 1, 2016, to July 31, 2017, historical data from the governorate's stand-alone (non-Web-based) information systems, representing seven to nine years of transactions data for four of the seven EPSP-assisted CSCs, were not integrated into the central database and therefore unavailable for analysis. Had the stand-alone data been available for analysis, the evaluation team would have been able to compare CSC license and permit processing time over an extended period of time. It is important to note that stand-alone information systems (non-Web-based) were installed in the Nasr El-Nuba, Abu Homous, and Shobra Kheet CSCs effective 2008, 2009, and 2010, respectively. Web-based systems were installed in all five EPSP-assisted CSCs in Aswan Governorate in August 2016 followed by pilot installations of Web-based systems in the two EPSP-assisted CSCs in Beheira Governorate in August 2017. In an effort to compare current performance with historical performance, the evaluation team reviewed paper-based records. The team concluded that the limited information was of little use given the failure to record the dates associated with the date of application and the completion date of services.

4. The Web-based information system was being installed and tested in the Beheira Governorate CSCs at the time of the field visit. Consequently, the Beheira Governorate CSCs' "front office" staff had limited availability to engage with the evaluation team due to a) ongoing information system testing, b) concluding CSC facility renovations, and c) CSC staff attending customer service skills training. Accordingly, much of the focus of governorate and district staff was elsewhere, thus limiting the time and attention they gave to the evaluation process.

5. CSC customer traffic in 1) Nasr El-Nuba, 2) Daraw, 3) Dewan, and 4) Shobra Kheet was lower than estimated, requiring that the original sampling plan of the technical proposal be dropped. In an effort to offset the low visitation traffic, each customer who would voluntarily participate in the Customer Satisfaction Exit Survey was interviewed without regard for categorization by customer type so as to ensure that a maximum number of customers' perspectives would be collected. In addition, in order to compensate for low traffic volumes, the evaluation team extended the duration of site visits from two to three days in the four aforementioned service centers. However, the small sample sizes do not allow for generalization of findings disaggregated by sex.

6. No objectively verifiable data was available for analysis on the response rate or time transpired for CSCs to effectively address customer suggestions and/or complaints. Accordingly, the findings and conclusions contained herein are based solely on customer perceptions captured in the CSC Customer Satisfaction Exit Survey.

FINDINGS AND CONCLUSIONS

Evaluation Question 1a: To what extent are the participants and activity stakeholders satisfied with the services provided by the CSCs in Aswan and Beheira governorates?

Conclusion 1a: CSC customers in both governorates are generally satisfied with the services they received, CSC facilities and operations, and the CSC model. Satisfaction appears to be driven by the comfort, convenience, and efficiency of CSC facilities; as well as the transparency of time limits for processing service requests. By contrast, customers are comparatively least satisfied with the time CSCs take to deliver services.

In general, Aswan CSC customers are more satisfied than Beheira customers, especially with CSC efforts to reduce corruption and the accessibility of CSC facilities for the elderly and people with disabilities.

CSC managers, governorate and district officials in both Aswan and Beheira were satisfied with the system for processing service requests.

Finding 1a.1.1: 95% of CSC customers in Aswan (n=136) were satisfied with the quality of services received at the CSCs (64% very satisfied, 35% were satisfied). Refer to Figure 1.

Finding 1a.1.2: 76% of CSC customers in Beheira (n=51) were satisfied with the quality of services received at the CSCs (41% were very satisfied, 35% were satisfied). See Figure 1.

Finding 1a.1.3: 96% of CSC customers in Aswan (n=136) were satisfied with the cost of CSC services (55% very reasonable, 42% reasonable).

Finding 1a.1.4: 80% of CSC customers in Beheira (n=51) were satisfied with the cost of CSC services (36% very reasonable, 44% reasonable).

Finding 1a.1.5: 64% of Aswan CSC customers (n=136) indicated that they were “very satisfied” with the operating hours, while 58% of Beheira CSC customers (n=51) indicated that they were merely “satisfied.” The overall satisfaction level in Aswan was 97% as compared to 82% in Beheira. Refer to Figure 2.

Finding 1a.1.6: 79.4% of Aswan CSC customers (n=136) indicated that they were “very satisfied” with accommodations for the elderly and for persons with disabilities, whereas 17.6% of Beheira CSC customers (n=51) indicated that they were “very satisfied.” The overall satisfaction level in Aswan was 96% as compared to 53% in Beheira. Refer to Figure 3.

Finding 1a.1.7: 97% of the CSC customers in Aswan (n=136) were satisfied with the CSC model (58% very satisfied; 39% satisfied) and agreed that the CSC model should be replicated in other districts.

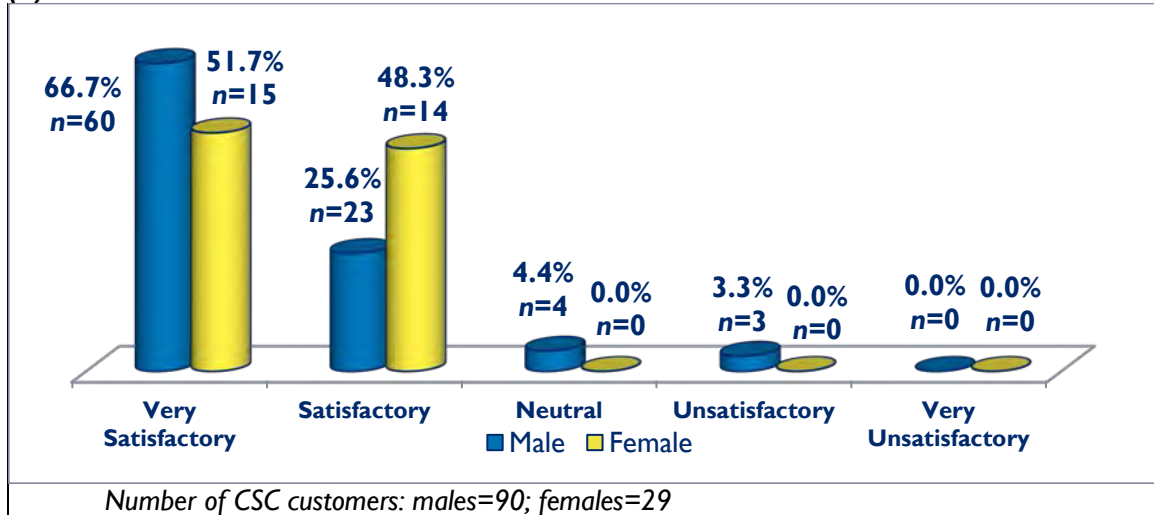
Finding 1a.1.8: 90% of the CSC customers in Beheira (n=51) were satisfied with the CSC model (54% very satisfied; 35% satisfied) and agreed that the CSC model should be replicated in other districts.

Finding 1a.1.9: Factors cited among male (n=69) and female (n=61) participants in group discussions (n=19) and KIs (29) for customer satisfaction with the quality of CSC services

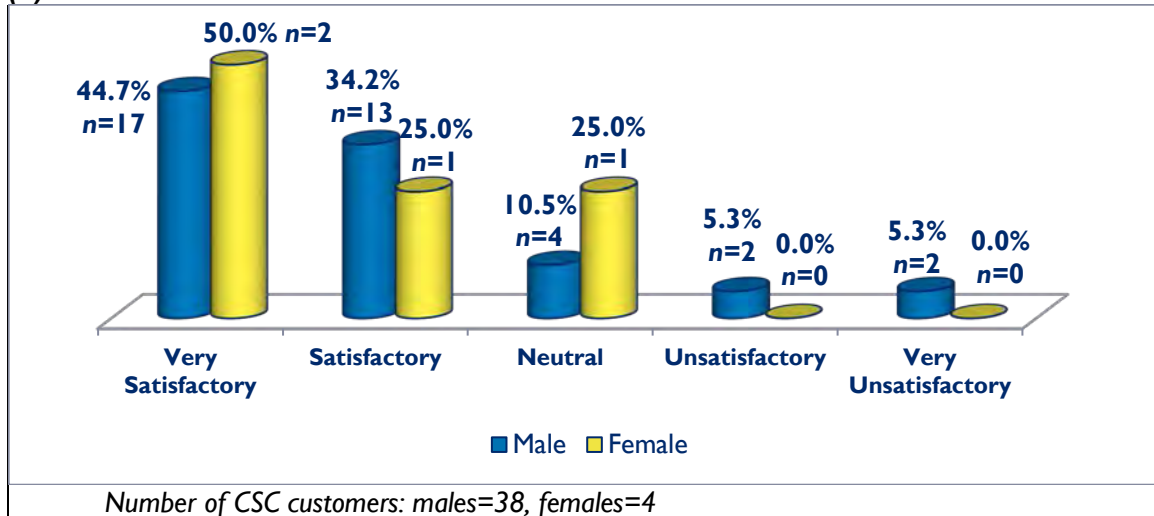
FIGURE I

CSC Customers' Satisfaction with Quality of Service Provided by Gender and Governorate

(a) Aswan Governorate



(b) Beheira Governorate



included air conditioning, comfortable seating, the queue system, the CSC Customer Window model, friendly/informed customer service, posted signs identifying services provided and legal time limits for processing service requests, receipts with a forecast completion date, and overall cleanliness and quality of CSC facilities.

Finding 1a.1.10: 100% of interviews with CSC managers and governorate and district officials in Aswan and 91% in Beheira were satisfied with the CSC operating system for processing service requests (n=27 individual and group interviews).

Finding 1a.1.11: 100% of interviews with Aswan and Beheira CSC supervisors (n=7) confirmed that CSC customers were satisfied with waiting areas and the respect shown to them by CSC staff, e.g., "treated with dignity."

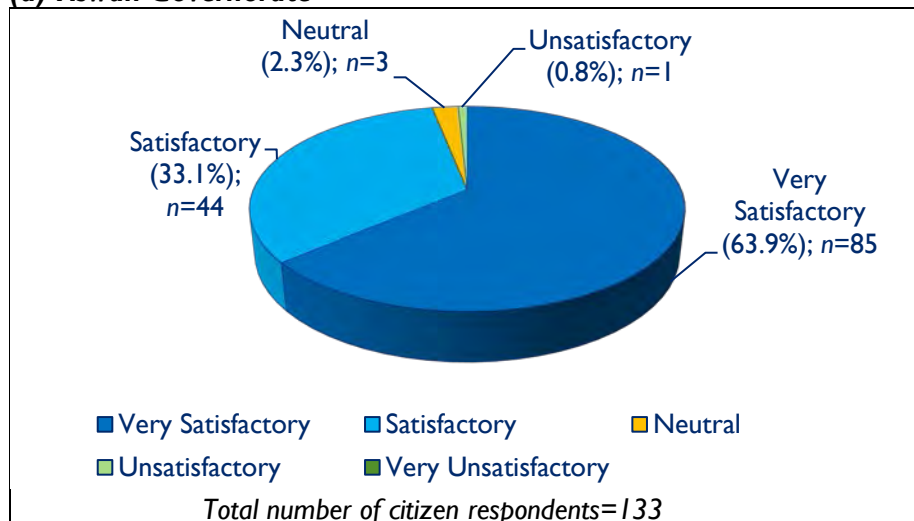
With regard to customer satisfaction with CSC overall service provision, responses from the CSC Customer Satisfaction Exit Surveys were also used to construct Customer Satisfaction Scorecards. The scorecards are constructed based on 10 survey variables that correspond to 7 different attributes of customer satisfaction; including: accessibility, quality, adequacy, efficiency, accountability, timeliness, and transparency. A “Comparative Analysis: Aswan and Beheira Governorate Customer Satisfaction Scorecard” is listed below. Refer to Annex VI for a comprehensive set of scorecards disaggregated by CSC, governorate, and sex.

The overall weighted averages between Beheira and Aswan varies by a reasonably small margin of 12%; that is to say that they are fundamentally in agreement. The overall average satisfaction score for the seven EPSP-assisted CSCs is 86.8%. However, the attribute on which Beheira differs most from Aswan is “transparency” as measured by customer satisfaction with the CSC process for reducing corruption; equivalent to 71.6% for Beheira and 90.3% for Aswan.

Customers in both governorates were most satisfied with the convenience of CSC locations. Beheira customers were relatively least satisfied with accessibility for the elderly and disabled people, cost and timeliness of service delivery. Aswan customers were also relatively least satisfied with the cost and timeliness of service delivery.

FIGURE 2
Customers’ Satisfaction with Operating/Working Hours of CSCs by Governorate

(a) Aswan Governorate



(b) Beheira Governorate

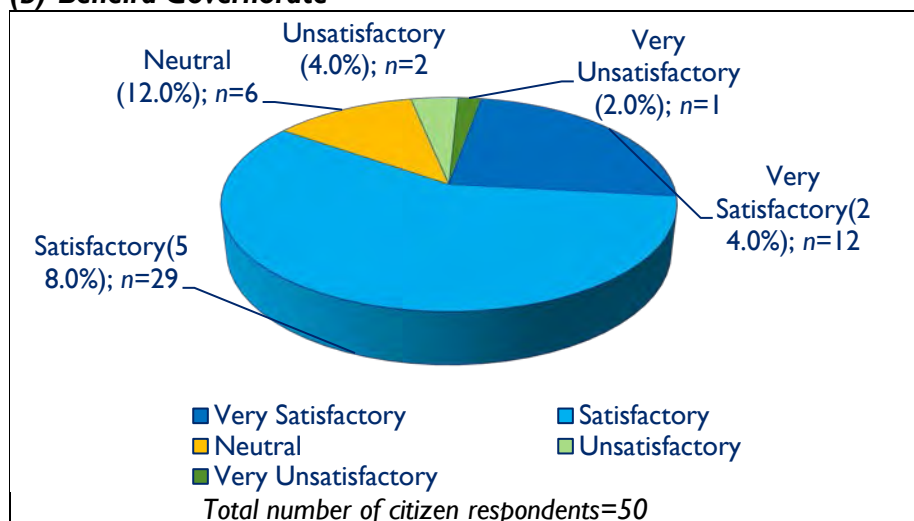
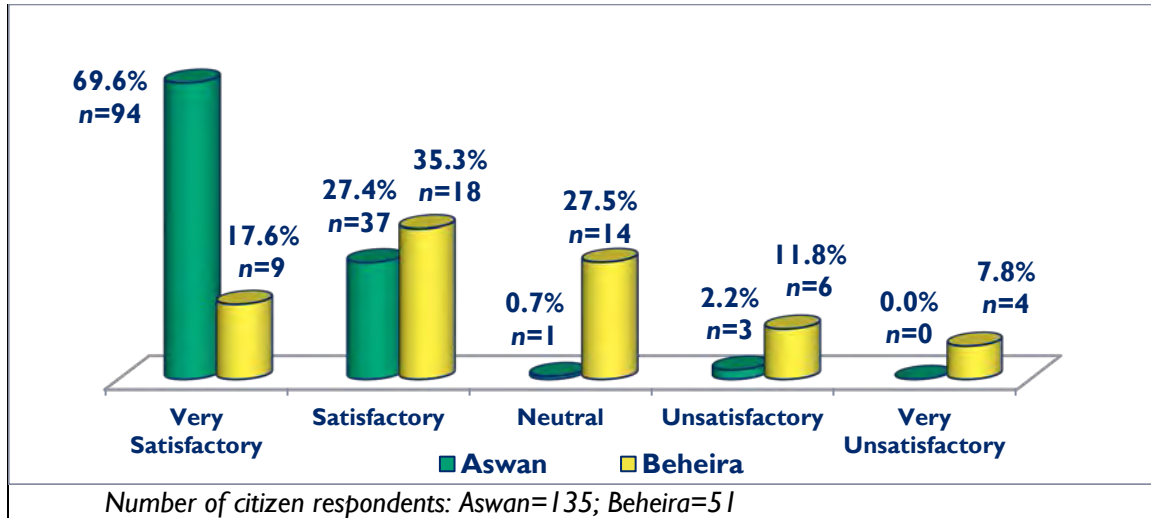


FIGURE 3

CSC Customers' Satisfaction with Accommodations for the Elderly and Persons with Disabilities



Evaluation Question 1b: How did the satisfaction differ between men and women?

Conclusion 1b.1: Although the level of reported satisfaction with the quality of services was a) slightly higher among women than among men in Aswan and b) slightly higher among men than among women in Beheira, given the relatively small sizes of surveyed groups, neither finding represents a significant difference between Aswan and Beheira or between men and women in either governorate.

Finding 1b.1.1: The Aswan Customer Satisfaction Exit Survey identified 94% of men (n=92) as satisfied with the quality of services (67% very satisfied, 26% satisfied) and 100% of women (n=33) as satisfied with the quality of CSC services (52% very satisfied, 48% satisfied).

Finding 1b.1.2: The Beheira Customer Satisfaction Exit Survey identified 79% of men (n=39) as satisfied with the quality of services (45% very satisfied, 34% satisfied) and 75% of women (n=5) as satisfied with the quality of CSC services (50% very satisfied, 25% satisfied).

Conclusion 1b.2: The level of satisfaction with the cost of services was slightly higher among women than among men in Aswan but slightly lower among women than among men in Beheira. However, as noted above, the minor percentage differences are not considered significant given the relatively small number of observations.

Finding 1b.2.1: 96% of male CSC customers in Aswan (n=92) were satisfied with the cost of CSC services (57% very reasonable; 39% reasonable) and 100% of female CSC customers (n=33) were satisfied with the cost of CSC services (52% very reasonable; 49% reasonable).

Finding 1b.2.2: 82% of male CSC customers in Beheira (n=39) were satisfied with the cost of CSC services (37% very reasonable; 45% reasonable) and 60% of female CSC customers (n=5) were satisfied with the cost of CSC services (20% very reasonable; 40% reasonable).

Evaluation Question 1c: If there are differences between men's satisfaction and women's satisfaction, what caused the differences?

Conclusion 1c.1: No significant gender differences in levels of satisfaction between men and women are observed, in part, because the small sample sizes do not allow for generalization of findings disaggregated by sex.

Finding 1c.1.1: 94% of key informant interviews and group discussions in Aswan and 100% in Beheira confirmed no significant gender differences in satisfaction between men and women.

TABLE I
Comparative Analysis: Aswan and Beheira Governorate Customer Satisfaction Scorecard

Attributes	Variables	Satisfaction Percent		
		Beheira Satisfaction Subtotal	Aswan Satisfaction Subtotal	Overall Satisfaction
Accessibility	Accessible for Elderly & Disabled People	68.6%	92.9%	85.9%
	Convenience of CSC Location	91.8%	97.0%	95.2%
Accessibility Satisfaction		80.2%	95.0	90.6%
Quality	Quality of Services Provided	80.4%	91.2%	88.9%
	Quality of Waiting Area	81.6%	95.3%	90.1%
Quality Satisfaction		81.0%	93.2%	89.5%
Adequacy	Staff Availability to Attend Requests	82.0%	91.8%	89.3%
	Operating Hours	79.6%	92.0%	87.9%
Adequacy Satisfaction		80.8%	91.9%	88.6%
Efficiency	Cost of Service	79.2%	89.7%	85.8%
	Successful Model and Should be Replicated	87.9%	90.6%	89.9%
Efficiency Satisfaction		83.6%	90.1%	97.8%
Accountability	Staff Provide Adequate Guidance	80.6%	94.3%	90.0%
Accountability Satisfaction		80.6%	94.3%	90.0%
Timeliness	Staff Deliver Services Within Legal Time	70.4%	78.8%	76.5%
Timeliness Satisfaction		70.4%	78.8%	78.7%
Transparency	Process to Reducing Corruption	71.6%	89.1%	84.2%
Transparency Satisfaction		71.6%	90.3%	84.2%
Percent of Overall CSC Customer Satisfaction Within a Given CSC/Governorate		78.3%	90.3%	86.8%

Evaluation Question 2a: How effective have the CSCs been with regard to creating more responsive governments?

Conclusion 2a.1: Governmental responsiveness, as measured by CSC customer satisfaction with a) CSC staff being available and b) committed to complete their requested services within the prescribed timeframe as well as being responsive to customer complaints and suggestions. CSC customer satisfaction is rated higher in Aswan than in Beheira. Results from Customer Satisfaction Exit Surveys, key informant interviews and group discussions with CSC staff indicate that customers from Aswan are more satisfied with government responsiveness than customers from Beheira. Although differences in satisfaction with government responsiveness are relatively small, they can be attributed to the greater amount of training received by Aswan CSC staff and the longer period of time that the information system has been operational in Aswan.

Finding 2a.1.1: 96% of Aswan customers (n=136) were satisfied (64% very satisfied, 32% satisfied) with staff availability to attend to their requests for service.

Finding 2a.1.2: 80% of Beheira customers (n=51) were satisfied (40% very satisfied, 40% satisfied) with the availability of CSC staff to attend to their requests for service.

Finding 2a.1.3: 100% of key informant interviews and group discussions with CSC staff in Aswan (n=12) and 78% in Beheira (n=17) said that district officials and CSC management are responsive to customer suggestions and complaints.

Finding 2a.1.4: The management and customer service training and course on the Web-based application software did not start in Beheira until July 2017, whereas the CSC staff in Aswan had had 15 months during which to practice the skills they had learned and adjust to the new system before the evaluation team arrived.

Finding 2a.1.5: 24% of Aswan CSC staff (n=12) reported in key informant interviews and/or group discussions that customers received new/more services instead of going to ministries to acquire these services. No such observations were noted in Beheira.

Conclusion 2a.2: Customers rated CSC staff as highly committed to complete their requests for services within the prescribed timeframe. The positive Aswan customer ratings, however, were contradicted by evidence showing that most applications were not completed on time. The customers' opinions suggest that the current processing time actually may be a reduction in time as compared to prior experiences. In fact, the high percentage of delayed issuance of licenses and permits brings into question the reasonableness of the national time limits established by the relevant ministries.

Finding 2a.2.1: 97% of the customers in Aswan (n=136) confirmed that the CSC staff was committed to completing their requested services within the prescribed time.

Finding 2a.2.2: 86% in Beheira (n=51) confirmed that the CSC staff was committed to completing their requested services within the prescribed time.

Finding 2a.2.3: Of 16 different types of Aswan CSC service requests processed during the August 1, 2006, to July 31, 2017, timeframe, a) 28% (n=935) were processed within the legal time limits, b) 34% (n=1,142) were processed within a one-month delay of the legal limit, c) 17% (n=561) were processed within a two-month delay of the legal limit, d) 8% (n=265) were processed within a three-month delay of the legal limit, and e) 13% (n=425) required more than three months to complete the transaction.

Finding 2a.2.4: Analysis of the Aswan Governorate “Site Validity Statement” permit data (1,329 observations) from August 1, 2016, to July 31, 2017, reveals that a) 11% (n=135) were processed within the legal time limits, b) 43% (n=574) were processed within a one-month delay of the legal limit, c) 16% (n=217) were processed within a two-month delay of the legal limit, d) 8.3% (n=110) were processed within a three-month delay of the legal limit, and e) 22.0% (n=293) required more than three months to complete the transaction.

Finding 2a.2.5: Of the 16 types of services, the sum of the 1) Site Validity Statement, 2) Building Construction Permit, 3) Demolition/Destruction Permit and 4) Permanent Facilities licenses/permits represent 89% of all transactions processed in the five Aswan CSCs during the August 1, 2016, to July 31, 2017, timeframe.

Finding 2a.2.6: Analysis of the Aswan Governorate “Building Construction” permit data (610 observations) from August 1, 2016, to July 31, 2017, reveals that a) 41.3% (n=252) were processed within the legal time limits, b) 21.1% (n=129) were processed within a one-month delay of the legal limit, c) 19.8% (n=121) were processed within a two-month delay of the legal limit, d) 6.9% (n=42) were processed within a three-month delay of the legal limit, and e) 10.8% (n=66) required more than three months to complete the transaction.

Finding 2a.2.7: Analysis of the Aswan Governorate “Demolition/Destruction” permit (85 observations) data for August 2016 to July 31, 2017, reveals that a) 12.9% (n=11) were processed within the legal time limit, b) 30.6% (n=26) were processed within a month of the legal limit, c) 22.4% (n=19) were processed within a two-month delay of the legal limit, d) 12.9% (n=11) were processed within a three-month delay of the legal limit, and e) 21.2% (n=18) required more than three months to complete the transaction.

Finding 2a.2.8: Analysis of the Aswan Governorate “Permanent Facilities” permit data (937 observations) from August 1, 2016, to July 31, 2017, reveals that: a) 44.6% (n=418) were processed within the legal time limits, b) 30.7% (n=288) were processed within a one-month delay of the legal limit, c) 13.2% (n=124) were processed within a two-month delay of the legal limit, d) 9.3% (n=87) were processed within a three-month delay of the legal limit, and e) 2.1% (n=20) required more than three months to complete the transaction.

Evaluation Question 2b: How effective have the CSCs been with regard to changing local communities’ attitudes towards the government?

Conclusion 2b.1: Customers’ attitudes have improved towards government following the installation of Customer Service Centers.

Finding 2b.1.1: 96% of Aswan customers at the CSCs (n=186) were willing to recommend to others that they approach CSCs for processing their government services.

Finding 2b.1.2: 86% of Beheira customers at the CSCs (n=51) were willing to recommend that others approach CSCs for processing their government services.

Finding 2b.1.3: 95% of Aswan staff at the CSCs (n=56) and 100% of Beheira staff at the CSCs (n=18) reported that citizen attitudes towards using government services improved.

Finding 2b.1.4: 70% of key informant and group interview sessions (n=17) in Beheira and 100% (n=12) in Aswan with CSC staff, managers, governorate and district officials reported

that CSC customers were satisfied with CSC staff attitudes and behavior, which demonstrated to the customer that he/she was valued and respected.

Finding 2b.1.5: 100% of interviews conducted with CSC staff in Aswan (n=12) and 90% in Beheira (n=17) reported that government is more transparent and accountable.

Finding 2b.1.6: 84% of Aswan customers (n=136) and 48% of Beheira customers (n=51) reported that they have greater confidence in government.

Evaluation Question 2c: How effective have the CSCs been with regard to helping the public utilize the services better?

Conclusion 2c.1: The CSC model is more effective in helping the public utilize services better given the improved guidance provided by CSC staff resulting from customer service training.

Finding 2c.1.1: 100% of Aswan customers (n=119) and 87% of Beheira customers (n=31) surveyed were satisfied with guidance CSC staff provided on how to utilize services. See Figure 4.

Finding 2c.1.2: 88% of Aswan CSC staff (n=136) and 87% of Beheira CSC staff (n=51) surveyed reported, as a result of customer service training, they are able to provide guidance to customers to better utilize CSC services.

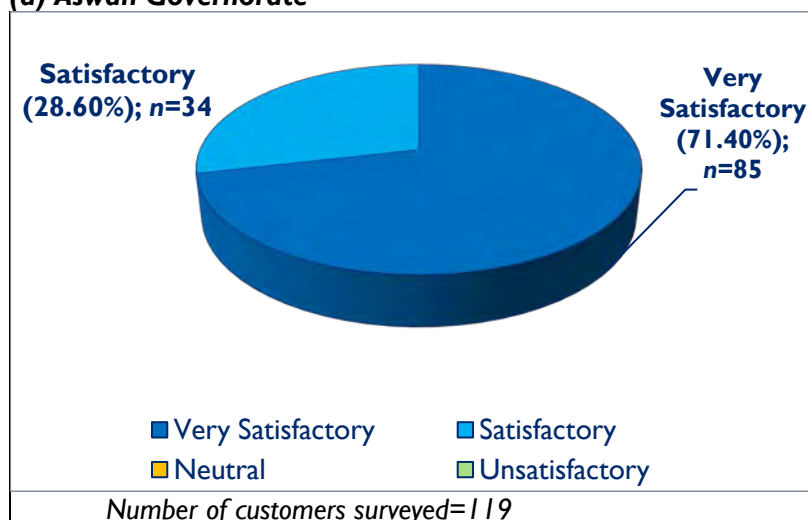
Evaluation Question 2d: How effective have the CSCs been with regard to reducing corruption?

Conclusion 2d.1: While both CSC staff and customers in Aswan and Beheira were satisfied with the CSC model for reducing corruption, citizens are less satisfied than staff.

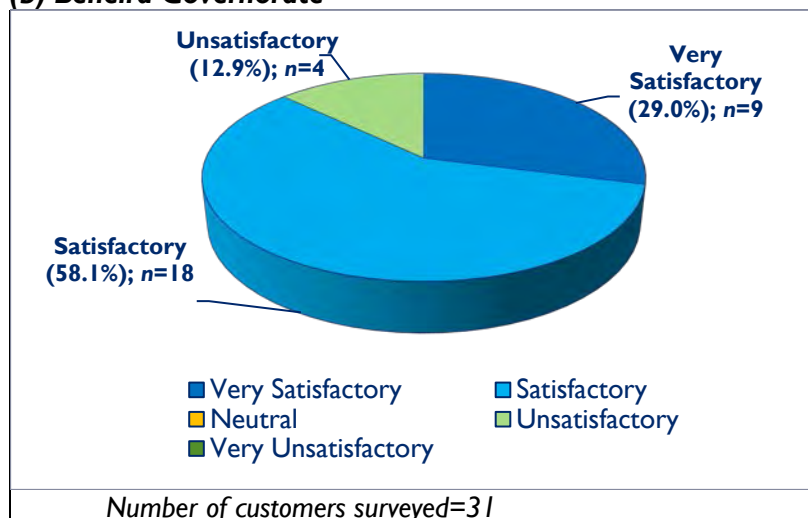
Finding 2d.1.1: 90% of CSC customers in Aswan (n=132) were satisfied (56% very satisfied, 34% satisfied) with the CSC model reducing corruption. See Figure 5.

Finding 2d.1.2: 62% of CSC customers in Beheira (n=50) were satisfied (12% very satisfied, 50% satisfied) with the CSC model for reducing corruption. See Figure 5.

FIGURE 4
CSC Customers' Satisfaction with Guidance/Instruction Provided by CSC Staff by Governorate:
(a) Aswan Governorate



(b) Beheira Governorate



Finding 2d.1.3: 97% of the CSC staff in Aswan (n=57) and 100% of the staff in Beheira (n=18) were satisfied with the effectiveness of the CSC model for reducing corruption. See Figure 6.

FIGURE 5

CSC Customers' Satisfaction with CSC Process for Reducing Corruption by Level of Satisfaction and Governorate.

(a) Aswan Governorate

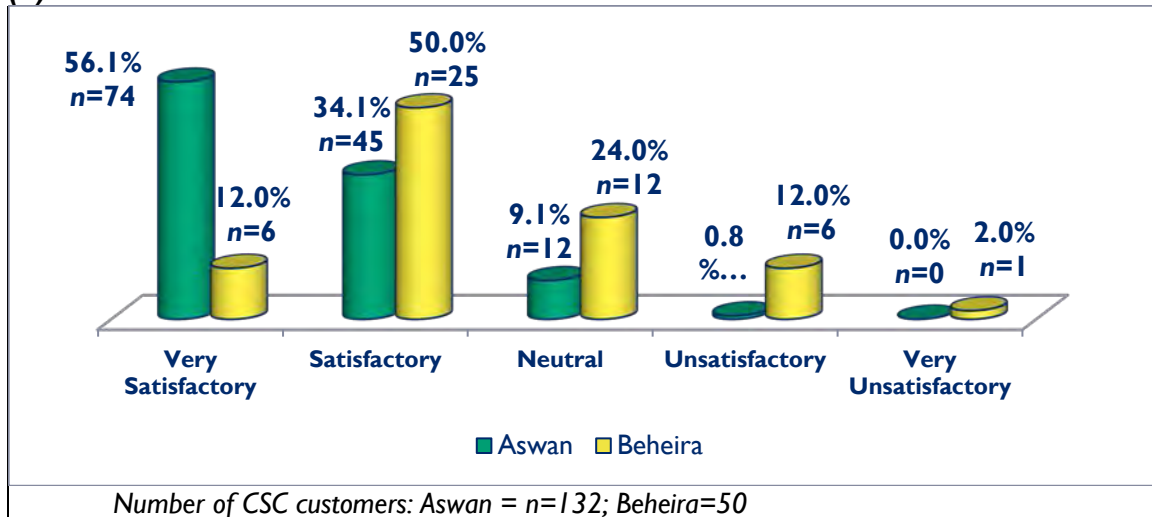
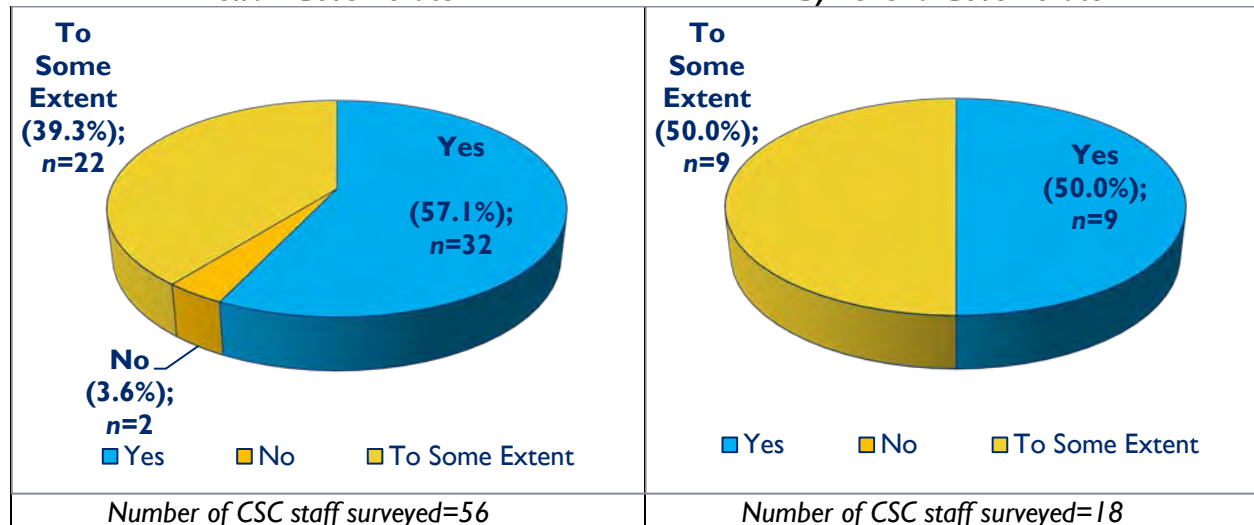


FIGURE 6

CSC Staff Level of Belief that CSC Model Minimizes Corruption by Governorate



Finding 2d.1.4: 97% of the CSC staff in Aswan (n=57) and 100% of the staff in Beheira (n=18) were satisfied with the effectiveness of the CSC model for reducing corruption. See Figure 6.

Conclusion 2d.2: Same-day completion of service requests requiring site visits suggests possible corruption in that site visits are unlikely to be completed on the same day as the application for the license or permit.

Finding 2d.2.1: During the August 1, 2016, to July 31, 2017, timeframe, 5% of all transactions (n=3,328) had been completed in one day in Aswan according to information system reports; equivalent to 166 transactions.

Evaluation Question 2e: What factors contributed to success?

Evaluation Question 2f: What were the challenges?

The following list of success factor and challenges to the effective implementation and sustainability of the CSC model are drawn from: a) key informant interviews (54) with key MoPMAR stakeholders, AECOM implementing partner staff, governorate senior officials, CSC managers, supervisors and staff, Aswan and Beheira CSC customers, and MoPMAR Leadership and Management Skills Training Program service providers; as well as 2) group discussions (21) with Aswan and Beheira governorate officials, CSC managers, supervisors and staff, and young MoPMAR professionals trained in the Leadership and Management Skills Training Program. The total number of KII and group discussion respondents in Aswan was 87; equivalent to 47 males and 40 females. The total number of KII and group discussion respondents in Beheira was 43; equivalent to 22 males and 21 females. The success factors and challenges listed in the table below are in ranked order according to the frequency with which each was mentioned.

TABLE 2
Factors and Challenges that Affected EPSP²

Success Factors	Challenges
2e.1 Efficiency of CSC model	2f.1 Limited financial incentives for CSC staff and limited budget for facility operations and maintenance
2e.2 Effective communication between staff and senior management	2f.2 Lack of public awareness of role of CSCs
2e.3 Improvement of CSC staff skills and attitudes as a result of training	2f.3 Back office staff resistance and direct service delivery between back office and customers
2e.4 Governorate responsiveness to citizens' complaints and suggestions	2f.4 Back office field visit interactions with customers lend themselves to opportunities for continued corruption
2e.5 Equipment and facilities for processing service requests	2f.5 Absence of CSC internal bylaws

Evaluation Question 3a: How effective have the trainings been in improving knowledge?

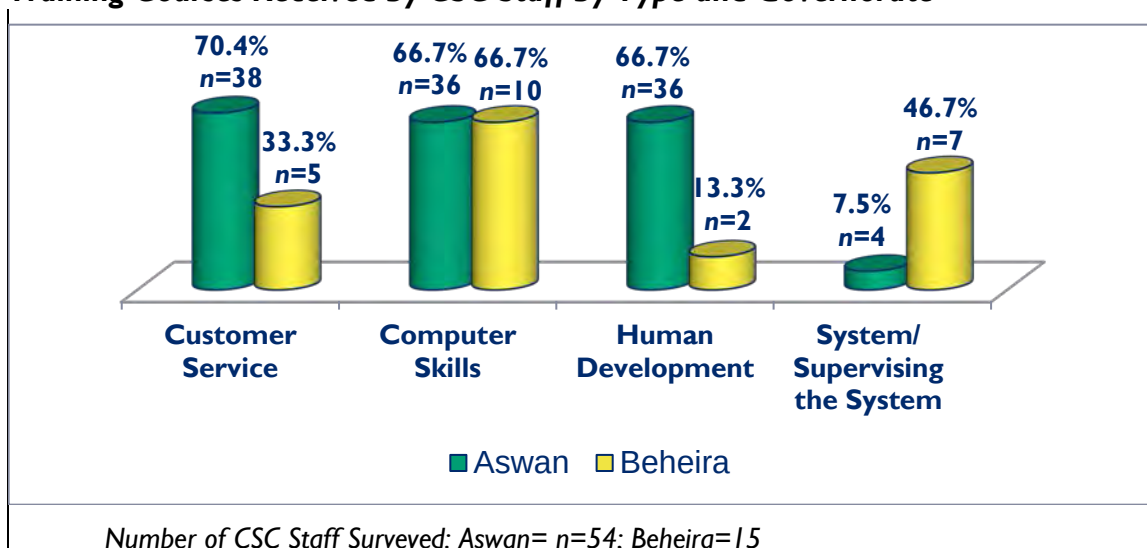
Conclusion 3a.1 (CSC Staff Training): The training courses provided to CSC staff and management were relevant to their needs and improved their job performance.

² The key words (e.g., "efficiency," "effective communication," "limited," etc.) in this table are the words of the interviewees.

Finding 3a.1.1: 95% of the CSC staff surveyed in Aswan (n=56) and 100% of the CSC staff surveyed in Beheira (n=18) agreed that the courses they received improved their knowledge of customer service and computer skills. Refer to Figure 7 for a breakdown of training courses received by CSC staff in each governorate.

FIGURE 7

Training Courses Received by CSC Staff by Type and Governorate



Conclusion 3a.2 (MoPMAR Training): The trainings provided to young MoPMAR professionals were relevant to their needs and improved their knowledge and job performance.

Finding 3a.2.1: In a group discussion with MoPMAR graduates of the Leadership and Management Skills Training Program, the feasibility course was noted as relevant to their needs with newly acquired skills applied immediately to day-to-day work assignments.

Finding 3a.2.2: The average improvement in knowledge, skills, and attitudes (KSA) for the Leadership and Management Training Program was 60% (n=70; 37 males and 33 females).

Finding 3a.2.3: The average improvement in MoPMAR trainee KSA was a 20% improvement for Project Feasibility Study Module I; registering a 21% improvement in knowledge, a 45% improvement in skills and a 3% improvement in attitude (n=68).

Finding 3a.2.4: The average improvement in MoPMAR trainee KSA was 30% for the Feasibility Study Module II registering a 30% improvement in knowledge, a 93% improvement in skills, and a 4% improvement in attitude (n=37).

Finding 3a.2.5: The average improvement in KSA for the Leadership and Management Training Course was 60% (n=70; 37 males and 33 females).

Finding 3a.2.6: A review of TOEIC (Test of English for International Communication) test results for measuring improvement on English proficiency skills of the MoPMAR trainees (n=73 of 80 trainees tested) reveal significant improvements for both men and women that varies according to the level of English proficiency being tested; a) greater improvements are observed among male trainee Basic Users (men 47% and women 28%), no significant differences between males and females are observed on Independent Users (men 38% and

women 43%), and c) greater improvements are observed among female trainee professional users (men 15% and women 28%).

Evaluation Question 3b: Which trainings were more effective and why?

Conclusion 3b.1a (MoPMAR Training): Project Feasibility Study training was the most effective and relevant to the needs of MoPMAR staff.

Finding 3b.1a.1: According to key informant interviews and group discussions with officials, supervisors and trainers, the Project Feasibility Study Training Program was the most effective of the three training components (1-Project Feasibility Studies Modules I and II, 2-Leadership and Management Skills and 3-English Proficiency) for young MoPMAR professionals.

Finding 3b.1a.2: Key informant interviews with MoPMAR supervisors (n=2) and graduates (n=5) of the Leadership and Management Skills Training Program referred to the Project Feasibility Study Training as well-designed and ranked as the most effective of the three training components.

Finding 3b.1a.3: MoPMAR supervisors (n=2) and graduates (n=5) reported that the strengths of the Project Feasibility Study modules included a) the detailed needs analysis, b) the use of facilities and instructors internal to the Ministry (Institute of National Planning), c) the support of senior officials, and d) supervisor and instructor monitoring on-site applications of feasibility assessment tools on real work in real time.

Evaluation Question 3c: Were there gender differences in performance and/or knowledge as a result of participating in training sessions?

Conclusion 3c.1 (MoPMAR Training): In general, little difference was observed in the level of improvement of men as compared to the level of improvement of women across the three Leadership and Management Skills Training Program components.

Finding 3c.1.1: The average MoPMAR trainees' improvement (n=69) on the KSA indicator for Feasibility Study Module I is 18% for men (n=34) and 22% for women (n=39).

Finding 3c.1.2: The average MoPMAR trainees' improvement (n=69) on the KSA indicator for Feasibility Study Module II is 32% for men (n=34) and 27% for women (n=39).

Finding 3c.1.3: No significant gender-differentiated results are observed on MoPMAR men and women trainee improvement. The average MoPMAR trainees' improvement (n=69) on the KSA indicator for the Leadership and Management Training Module is 59% for men (n=34) and 60% for women (n=39).

Finding 3c.1.4: A review of TOEIC (Test of English for International Communication) test results for measuring improvement on English proficiency skills of the MoPMAR trainees (n=73 of 80 trainees tested) reveals significant improvements for both men and women that varies according to the level of English proficiency being tested; a) greater improvements are observed among male trainee Basic Users (men 47% and women 28%), no significant differences between males and females are observed on Independent Users (men 38% and women 43%), and c) greater improvements are observed among female trainee Professional Users (men 15% and women 28%).

Finding 3c.1.5: No statement can be made regarding differences in job performance between men and women one year following the completion of the Leadership and Management Skills Training Program. The evaluation team was unable to either survey the MoPMAR graduates (n=73) or conduct group discussions with the graduates' job supervisors.

OVERALL CONCLUSION

The EPSP interventions in Cairo, Aswan and Beheira successfully established both an effective CSC model and capacity-building programs for CSC staff and young MoPMAR professionals resulting in improved job performance and increased citizen satisfaction with government services.

In so doing, the USAID-funded EPSP interventions have a) supported progress towards the achievement of the Government of Egypt's decentralization efforts, b) advanced the objective of reducing corruption in public service administration at the governorate and district level (as measured by CSC customer and CSC staff perceptions), and c) improved knowledge of public sector employees by providing training in customer service, leadership and management skills necessary to empower local authorities to provide improved local services to their citizens. The interventions thereby accelerated decentralization reforms and heightened the accountability of government to the public in an effort to move toward a more democratic, responsive, and decentralized governance model.

RECOMMENDATIONS

The following recommendations are based upon the evaluation findings and conclusions.

A. Governorate and District Level:

The evaluation team recommends that:

1. District authorities organize periodic public awareness campaigns to a) fight corruption, b) make citizens aware of the full range of CSC services available and c) help citizens utilize CSC/government services more effectively and in a cost-effective, timely manner.
2. District and governorate authorities collaborate to share the experience of the five CSCs in Aswan with those in Beheira through a visit, seminar or teleconferencing. In this way, the level of customer satisfaction in Beheira might increase to be more in line with Aswan averages.
3. District authorities, along with the Secretary General, organize a series of meetings to better capture lessons learned to inform ongoing improvements in the district administration and CSC practices. Of immediate value would be an exchange of information between municipal authorities and CSC managers in the two newly-upgraded Beheira CSCs and their counterparts in Aswan.

B. Ministry of Planning, Monitoring and Administrative Reform:

The evaluation team recommends that MoPMAR:

1. Provide the necessary software applications, training, equipment and access rights for back office personnel to process service requests electronically.
2. Revise system specifications for back office automated processing of CSC service requests to include a requirement that licenses and permits be electronically date- and time-stamped, as opposed to manually, upon finalizing the transactions to be issued by the CSCs.
3. Increase the number of CSC Web-enabled services. Note: As of the date of this evaluation, out of a total of 120 nationwide services, only 13 services are Web-enabled at district-level CSCs and 15 services are Web-enabled at governorate-level (Dewan) CSCs.
4. Enable different ministries to connect to the CSC Web-application portal to provide necessary responses to CSC inquiries that otherwise result in unwarranted delays in services delivery; for example, automate a Ministry of Finance online accounting system, thereby eliminating the current practice of requiring that CSCs emit and retain paper receipts to document daily transactions.
5. Explore acceptable self-financing models that will better enable municipalities/governorates to finance future anticipated costs of maintaining and operating CSC equipment and facilities.
6. Require that stand-alone and Web-based information systems store and retrieve CSC-scanned service requests to further reduce opportunities for corruption and protect the integrity of the data/information.
7. Conduct ongoing CSC staff and manager training (customer services, computer skills, human development and CSC Web-applications) to maintain and improve the skills of current staff as well as to train-up new personnel due to personnel turnover attributable to retirement, civil service staff transfers, short-term consultant contract expirations, and resignations.

OVERALL RECOMMENDATION

It is recommended that the factors for success, challenges and recommendations identified in the EPSP-supported CSC model be applied to the Government of Egypt's nationwide rollout of CSCs in order to ensure that similarly supported investments have the highest potential to achieve their intended results in a sustainable manner.

ANNEXES

ANNEX I: EVALUATION STATEMENT OF WORK

I. Evaluation Rationale

A. Evaluation Purpose

The USAID/Egypt Mission is conducting an end of project performance evaluation of its Effective Planning and Services Project (EPSP). The evaluation will examine the effectiveness of the interventions under EPSP, in particular the citizen service centers and the capacity building programs, as measured both by outcomes and perceptions of participants and stakeholders.

B. Audience and Intended Uses

The primary audience of the evaluation report will be USAID/Egypt, specifically the Office of Democracy and Governance (ODG). Secondary audiences include the Government of Egypt's Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) and AECOM the activity implementing partner.

USAID/Egypt will review and share the executive summary, final report and recommendations with the MoPMAR, and the general public via the Development Education Clearinghouse (DEC).

II. Summary Information

Activity Name	Effective Planning and Services Project (EPSP)
Implementer	AECOM
Cooperative Agreement #	AID-263-C-12-00003
Total Estimated Ceiling of the Evaluated Activity (TEC)	\$11,229,247
Life of Activity	September 2012- September 2017
Active Geographic Regions	Aswan, Cairo, and Beheira in Egypt
Development Objective(s) (DOs)	3.1 Improved governance through direct engagement with critical stakeholders contribute to political and social stability
USAID Office	Office of Democracy and Governance, USAID/Egypt

III. Background

The USAID Effective Planning and Services Project (EPSP) supports Egyptian-led efforts to decentralize Egypt's government in line with provisions under Egypt's constitution. The project specifically supports the Ministry of Planning, Monitoring and Administrative Reform (MOPMAR) and the Ministry of Local Development's (MoLD) efforts to implement fiscal, administrative, and political decentralization reforms. The project's activities aim to improve effective planning and service delivery at the sub-national level, as well as improving the skills and responsiveness of members of Parliament and local government to meet the needs of local communities.

Governance Decentralization

Strategic Objective and IRs: This activity is implemented under the 2005 Strategic Objective Grant Agreement Initiatives in the Governance and Participation Program, specifically under Program Area 2: Good Governance and these two IRs:

- Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight.
- Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Prior activities to the EPSP: The EPSP builds on two other activities, the Egyptian Decentralization Initiative (EDI; 2006-2012; USD 24,032,335 funded by USAID) and the Egyptian Decentralization Initiative II (EDI II; 2012-2017; \$11,229,247 funded by USAID)

EDI informed key stakeholders about the issues and options for increased democratization through administrative reform; key stakeholders included decision-makers such as parliamentarians and political parties; youth activists; NGOs and other groups as well. This effort resulted in changes mandated in the 2012 and 2014 Constitutions that will accelerate decentralization reform within a five-year transition period and increase the accountability of government to the people.

The EPSP builds directly on EDI II. The assistance that began under EDI was continued, in order to improve the effectiveness, transparency, and accountability of local government by providing technical and financial assistance to GOE Ministries, institutions, and local governorates enabling fiscal, administrative, and political decentralization reforms.

EDI II focused on three areas to achieve this objective: (1) increasing local financial resources; (2) establishing participatory mechanisms to plan, allocate, and monitor the use of resources; and (3) strengthening administrative capacity to build a legal framework for local government to ensure effective and transparent management of resources.

EPSP: the currently funded activity is supporting the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) through September 28, 2017. EPSP started its activities in October 2012 and was under Stop Work Order from July 21, 2013 then it resumed its activities on October 15, 2014 focusing its technical assistance to MoPMAR with a current total funding of USD11,229,247.

The overall objectives of EPSP continue to emphasize administrative improvements at the local level, particularly since both the 2012 and 2014 renditions of the Egyptian Constitution opened the door to the most significant reforms in more than forty years at the subnational levels. EPSP is supporting the Ministry's efforts to bring these changes to fruition, working toward implementing the following objectives:

- Increasing Egyptian financial resources available to local government for responding to community priorities;
- Enhancing participatory mechanisms to plan, allocate, and monitor the use of resources;
- Strengthening administrative capacity and legal framework for local government to effectively and transparently manage resources;
- More responsive and inclusive local council members through support for initiatives by the Ministry to provide capacity building for members of the planning and budgeting committees on roles and responsibilities (election of local council members expected during the second year of EPSP implementation);
- Improvements in public finance management (PFM) at the local level through capacity building, support for local budget implementation and selected anti-corruption practices; and
- Parliamentary outreach through technical assistance to various select committees of the House of Representatives (expected to be elected and seated during the initial year of EPSP implementation).

Main activities:

- o Support key local administration reforms, including a new Planning Law, Local Administration Law, and executive regulations for the new Civil Service Law.
- o Provide technical assistance for planning and service delivery at the national and sub-national levels and strengthening citizen participation around local decision-making.
- o Inform elected and appointed local officials on the compelling need and benefits of local administration reform, decentralized governance and a participatory budgetary process.
- o Expand and upgrade Citizen Service Centers (CSC): Within the still highly centralized government in Egypt, the citizen service center stands as the primary institution linking much of the population to their government locally. The CSC in Beheira and Aswan were chosen in coordination with the GOE national plan for CSCs during 2006 and 2014. In 2006, USAID selected Pilot governorates representing the diverse Localities to work in two districts in the Governorates of: Beheira, Assiut and Qena. In 2014, USAID preferred to use the resources to complete one

small Governorate as a model for the GOE to implement, therefore Aswan was selected. See Annexes 3 and 4 for locations of Citizen Service Centers.

- o Leadership Training: The Ministry of Planning, Monitoring and Administrative Reform has organized a cadre of some 80 relatively new and young employees working in different sectors within the Ministry who represent the potential up and coming leadership in government positions. To assist in the growth of these individuals the Ministry requested EPSP to provide capacity building for this group. Accordingly, the activity contracted AMIDEAST for English language training, National Planning Institute for training on feasibility studies for public sector projects and the Center for Development Services (CDS) in February 2016 to present a comprehensive 100-hour program to develop and enhance leadership and managerial skills within this group, and computer skills training. Seventy of the participants completed all requirements of the training. The main objective of the training program is to enhance the soft skills and leadership traits of these employees in order to strengthen their capabilities, and improve productivity to help them to lead the activities of the Ministry in the future and contribute more effectively to the development of Egypt.

IV. Development Hypothesis

For many years, Egypt has been governed under a highly centralized system where all local government units operated as fiscal and administrative extensions of the central government. As a result, these units became more bureaucratic, lacking the financial resources as well as the political mandate necessary to involve citizens in the decision-making process.

To facilitate Egypt's will to promote a decentralized model of governance, USAID in cooperation with the GOE established the EPSP project (EDI previously). The project's overall objective is to offer technical assistance, training, and policy support to improve the effectiveness, transparency and accountability of local government to respond to citizen's priorities. The Effective Planning and Services Project support Egyptian-led efforts to decentralize Egypt's government in line with provisions under Egypt's constitution. As a result of this, having a responsive decentralized government, will eventually contribute to increased citizen participation as well as improved service delivery through effective and transparent resource management.

Critical Assumptions

- The bilateral relationship between the GOE and the USG remains positive and fully collaborative;
- The GOE maintains trained employees and do not lose them to private sector; and
- Funding/resources are available to implement planned activities.

V. Relevant Documentation

The AOR, through USAID/Egypt's Democracy and Governance Office, will provide relevant activity documents within 10 days of award of contract. These documents include:

1. Original agreement and amendments
2. Available quarterly and annual reports
3. Activity work plan
4. Activity monitoring and evaluation plan and results
5. EDI I and EDI II Final Reports
6. EPSP Gender Assessment and Gender Action Plan:
http://pdf.usaid.gov/pdf_docs/PA00MKH5.pdf

In addition to the above list, the evaluator document review shall consider other secondary literature determined relevant by the evaluation team.

VI. Evaluation Questions

The evaluation will answer the following questions focusing on Capacity Building and Citizen Service Centers in Beheira and Aswan:

Questions	Suggested Data Sources (*)	Suggested Data Collection Methods	Data Analysis Methods
I. To what extent are the participants and activity stakeholders satisfied with the services provided by the CSCs in the Aswan and Beheira governorates? How did satisfaction differ between men and women? If there were differences between men's satisfaction and women's satisfaction, what caused the differences?	– Gender assessment and gender action plan. – Performance monitoring data. – Male and Female users of the citizen service centers.	– Desk review – Survey – Key informant interviews.	– Use desk review to determine to conceptualize and define "satisfaction" as well as to determine key facets of the services provided by the CSCs. – Analyze results of survey, disaggregate results by sex, geography and other important characteristics.

Questions	Suggested Data Sources (*)	Suggested Data Collection Methods	Data Analysis Methods
2. How effective have the CSCs been with regard to: i) creating more responsive governments, ii) changing local communities' attitudes towards the government, iii) helping the public utilize the services better, and iv) reducing corruption? What factors contributed to success? What were the challenges?	– Activity progress reports. – Literature on subnational government service delivery. – Public opinion surveys on issues of corruption; activity participants and Ministry staff.	– Desk review – Survey – Key informant interviews.	– Analyze results of survey and key informant interviews, and disaggregate results by geography and other important characteristics where needed.
3. How effective have the trainings been in improving knowledge? Which trainings were more effective and why? Were there gender differences in performance and/or knowledge as a result of participating in training sessions?	– Staff delivering trainings – Employees (80): selected for 100 hours of Leadership Training working in different sectors within the Ministry. – Activity monitoring data including documents from trainings, with any pre- and post-assessments.	– Desk review – Survey – Key informant interviews.	– Define and determine “effectiveness”. – Analyze results of survey and key informant interviews, and disaggregate results by sex and geography and other important characteristics where needed.

VII. Evaluation Design and Methodology

Evaluators will use a mix of quantitative and qualitative data collection and analysis methods to answer the questions of interest in this evaluation. All person-level data should be disaggregated by sex.

Data Collection Methods:

The evaluation team must develop data collection tools that are consistent with the evaluation questions to ensure high quality analysis. The evaluation team is required to share data collection

tools with the USAID Evaluation Program Manager for review, feedback and/or discussion with sufficient time for USAID's review before they are applied in the field. The evaluation team must complete the review of all debriefing materials cited in the "Relevant Documentation" section prior to the team leader's arrival in Egypt." The evaluation team may also review additional resources to the extent necessary to perform its work. The local evaluation team members must also complete the document review prior to the external evaluation team's arrival.

Data collection methods may include a combination of the following:

- Desk review of relevant documentation: USAID/Egypt will provide the Evaluation Team with soft copies of the activity related documents before arrival to Cairo. All team members shall review these documents in preparation for the initial team planning meeting.
- Key informant interview— - sample size will be determined by the evaluation team; and
- Group discussions with beneficiaries and other counterparts and stakeholders.
- Case Studies to include success stories with the beneficiaries who received services from the Citizen Service Centers.

Interviews and Site Visits:

Fieldwork will take place in Cairo, Beheira and Aswan. Key Informant and Group Interviews will include, but may not be limited to:

- USAID/Egypt Office of Democracy and Governance Activity Manager.
- CSC staff from the three new centers and the two upgraded centers in the Governorate of Aswan; i.e., Dewan, Nasr El-Nuba, Daraw, Edfu and the Aswan Citizen Service Center.
- MoPMAR staff.
- Staff from Aswan Governorate.
- CSC staff from the two centers upgraded in the Governorate of Beheira; i.e. Abu Homous and Shobra Kheet.
- Beneficiaries: local citizens, non-governmental organizations (NGOs) and local business women and men.
- Employees (80) selected for 100 hours of Leadership Training working in different sectors within the Ministry.

The evaluation team must provide a more detailed explanation of the proposed methodology for collecting data. A list of interviewees and key stakeholders will be provided by USAID prior to the assignment's inception.

Data Analysis Plan:

Prior to the start date of data collection, the evaluation team must develop and present, for USAID/Egypt review and approval, a data analysis plan that details how focus groups and key informant interviews will be transcribed and analyzed; what procedures will be used to analyze qualitative and quantitative data from key informant and other stakeholder interviews; and how the evaluation will weigh and integrate qualitative data from these sources with quantitative data from performance indicators and the activity performance monitoring records to reach conclusions about the effectiveness and efficiency of both activities; i.e., Expand and Upgrade Citizen Service Centers and Leadership Training. Data will be disaggregated by sex when applicable, to identify how the activity benefitted women.

VIII. Evaluation Products

A. Deliverables

- o USAID Team Planning Meeting: A team planning meeting must be held in Egypt at the outset of the evaluation. This meeting will allow USAID/Egypt to discuss the purpose, expectations, and agenda of the assignment with the Evaluation Team. In addition, the team will:
 - Finalize team members' roles and responsibilities;
 - Review and make recommendations for improving the precision of evaluation questions;
 - Review and finalize the assignment timeline;
 - Present and discuss data collection methods, instruments, tools and guidelines; and
 - Review and clarify any logistical and administrative procedures for the assignment.
- o Work Plan: A well-written, detailed methodology and data analysis plan (evaluation design, data analysis steps and detail, operational work plan) must be prepared by the team and discussed with USAID during the planning meeting. An interview schedule will be submitted as part of the work plan. USAID will provide the evaluation team with an initial list of interviewees, from which the evaluation team can work to create a more comprehensive list. The evaluation team will construct an interview schedule that includes different stakeholders, and then share with USAID the updated lists of interviewees and schedules as meetings/interviews take place and informants are added to/deleted from the schedule. A final list must be sent to USAID within three working days after the USAID Team Planning Meeting. The evaluation team should submit the Work Plan and evaluation methodology to the Evaluation Manager for approval.
- o Evaluation Design: The evaluation team must submit to the Evaluation Manager an evaluation design (which will become an annex to the Evaluation report). The evaluation design will include: (1) a detailed evaluation design matrix that links the Evaluation Questions in the SOW to data sources, methods, and the data analysis plan; (2) draft questionnaires and other data collection instruments or their main features; (3) the list of potential interviewees and sites to be visited and proposed selection criteria and/or sampling plan (must include calculations and a justification of sample size, plans as to how the sampling frame will be developed, and the sampling methodology); (4) known limitations to the evaluation design; and (5) a dissemination

plan. Data collection instruments will be shared with USAID's Evaluation Program Manager for review, feedback and/or discussion and approval prior to start of fieldwork.

- o Final Exit Briefing: The evaluation team is expected to hold a final exit briefing prior to leaving the country to discuss the status of data collection and preliminary findings. This presentation will be scheduled as agreed upon during the Team Planning Meeting. This briefing is mainly for the DG Office and is to present preliminary findings, conclusions and emerging recommendations.
- o Final presentation: The evaluation team must present their final findings to USAID/Egypt within 15 business days after conducting the field visits. The Mission debriefing must include a discussion of achievements and issues as well as recommendations for the future activities designs and implementation. The team must consider any USAID/Egypt comments and revise the draft report as appropriate.
- o Draft Report: The draft evaluation report should be consistent with the guidance provided in Section IX: Final Report Format. The report will address each of the questions identified in the SOW and any other issues the team considers having a bearing on the objectives of the evaluation. Any such issues can be included in the report only after consultation with USAID.

The team leader will submit a draft report of findings as per the attached timeline, conclusions and recommendations to QED/SIMPLE for review and comment. QED will submit the draft evaluation report to the USAID Evaluation Manager within 15 business day of the team leader's departure. The written report must clearly describe findings, conclusions and recommendations for future programming. The submission date for the draft evaluation report will be determined in the evaluation work plan. Once the initial draft evaluation report is submitted, it must undergo a peer review and the Mission will have 10 business days in which to review and comment on the initial draft, after which point the Evaluation Manager will submit the consolidated comments to the evaluation team.

- o Final Report and data sets: The final report must be submitted within seven business days from receiving USAID's comments. The final report must not exceed 30 pages in length (not including appendices, lists of contacts, etc.). The format must include an executive summary, table of contents, glossary, methodology, findings, and conclusions. The report must be submitted initially in English, electronically, and later, an Arabic translation of the Executive Summary must be submitted within seven business days. All project data and records will be submitted in full and should be in electronic form in easily readable format, organized and documented for use by those not fully familiar with the intervention or evaluation, and owned by USAID. At the time of submission, the final English language report, the survey instruments, interviews and data sets must be submitted on a flash drive to the evaluation program manager. USAID/Egypt intends to disseminate the report within USAID and to stakeholders. All quantitative data collected by the evaluation team must be provided in machine-readable, non-

proprietary formats as required by USAID's Open Data policy (see ADS 579). The anonymized data should be organized and fully documented for use by those not fully familiar with the activity or the evaluation. USAID will retain ownership of the survey and all datasets developed.

- o Debriefing with partners: A debriefing with partners will be take place after the evaluation team has submitted the final report. The Evaluation Team will present the major findings of the evaluation to the GOE project counterparts and other relevant stakeholders.

IX. Evaluation Report Requirements

FINAL REPORT FORMAT

The evaluation final report should include an abstract; executive summary; background of the local context and the strategies/projects/activities being evaluated; the evaluation purpose and main evaluation questions; the methodology or methodologies; the limitations to the evaluation; findings, conclusions, and recommendations. For more detail, see “How-To Note: Preparing Evaluation Reports” and ADS 201mah, USAID Evaluation Report Requirements. An optional evaluation report template is available in the Evaluation Toolkit.

The executive summary should be 6-8 pages in length and summarize the purpose, background of the project being evaluated, main evaluation questions, methods, findings, conclusions, and recommendations and lessons learned (if applicable). The executive summary should also be translated to Arabic.

The evaluation methodology shall be explained in the report in detail. Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (e.g., selection bias, recall bias, unobservable differences between comparator groups, etc.)

The annexes to the report shall include:

- The Evaluation SOW;
- All data collection and analysis tools used in conducting the evaluation, such as questionnaires, checklists, and discussion guides;
- All sources of information, properly identified and listed, including secondary literature review; and
- Signed disclosure of conflict of interest forms for all evaluation team members, either attesting to a lack of conflicts of interest or describing existing conflicts.
- Any “statements of difference” regarding significant unresolved differences of opinion by funders, implementers, and/or members of the evaluation team.
- Summary information about evaluation team members, including qualifications, experience, and role on the team.

In accordance with ADS 201, the contractor will make the final evaluation reports publicly available through the Development Experience Clearinghouse within three months of USAID formal

written approval of the final report (English only), executive summary (English and Arabic) and corresponding infographics (English and Arabic).

Criteria to Ensure the Quality of the Evaluation Report

Per [ADS 201maa](#), Criteria to Ensure the Quality of the Evaluation Report, draft and final evaluation reports will be evaluated against the following criteria to ensure the quality of the evaluation report¹.

- Evaluation reports should represent a thoughtful, well-researched, and well-organized effort to objectively evaluate the strategy, project, or activity.
- Evaluation reports should be readily understood and should identify key points clearly, distinctly, and succinctly.
- The Executive Summary of an evaluation report should present a concise and accurate statement of the most critical elements of the report.

Evaluation reports should adequately address all evaluation questions included in the SOW, or the evaluation questions subsequently revised and documented in consultation and agreement with USAID

- .
- Evaluation methodology should be explained in detail and sources of information properly identified.
- Limitations to the evaluation should be adequately disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
- Evaluation findings should be presented as analyzed facts, evidence, and data and not based on anecdotes, hearsay, or simply the compilation of people's opinions.
- Findings and conclusions should be specific, concise, and supported by strong quantitative or qualitative evidence.
- If evaluation findings assess person-level outcomes or impact, they should also be separately assessed for both males and females.
- If recommendations are included, they should be supported by a specific set of findings and should be action-oriented, practical, and specific.

The final evaluation report must be submitted to USAID/Egypt's Evaluation Program Manager in electronic format (Microsoft Word) as well as printed and bound copies (five copies in English and five in Arabic for the executive summary. The Arabic translation of the executive summary must be submitted to USAID within 7 working days after USAID formal written approval of the evaluation report. The entire report must be no longer than 30 pages, single-spaced in Times New Roman font, size 12 type font. The evaluation report is not to exceed the 30-page and will serve as the document of reference for creating an Infographics version (English and Arabic) of the evaluation report. All data and materials are to be surrendered to and will remain the property of USAID.

¹ See **ADS 201mah, USAID Evaluation Report Requirements** and the Evaluation Report Review Checklist from the Evaluation Toolkit for additional guidance.

X. Evaluation Management

A. Logistics

USAID will provide overall direction to the evaluation team, identify key documents, and assist in facilitating a work plan. USAID will assist in arranging meetings with key stakeholders identified by USAID prior to the initiation of field-work. The evaluation team is responsible for arranging other meetings as identified during the course of this evaluation and advising USAID/ Egypt prior to each of those meetings.

The evaluation team is also responsible for arranging transportation as needed for site visits in and around Cairo and other governorates. USAID can assist with hotel arrangements if necessary but the evaluation team will be responsible for arranging its own work/office space, computers, internet access, printing, and photocopying. The evaluation team is also responsible for procuring and paying for translation services for interviews, reports and any other evaluation related task. Evaluation team members will be required to make their own lodging and travel payments. USAID personnel will be made available to the team for consultations regarding sources and technical issues, before and during the evaluation process.

B. Scheduling

Work is to be carried out over a period of approximately 16 weeks. Each week will be a 6-working day week.

1. Desk Review
2. Preparation for data collection tools
3. Team planning meeting with USAID including submission of the draft schedule of data collection interviews, draft methodology, and data analyses plan
4. Submission of final methodology, final schedule of data collection interviews and data analysis plan
5. Conduct data gathering
6. Conduct compilation and analysis
7. Oral Debriefing session with USAID
8. Draft Report and Executive Summary in English
9. USAID will provide written comments to the evaluation team as the per the draft report peer review outcome. USAID reviews within 10 business days from draft report submission
10. Final Report in English
11. Executive Summary in Arabic
12. Infographic in English
13. Infographic in Arabic

C. Team Composition:

The team shall include the following personnel and all efforts should be made for the team to be comprised of a balanced number of male and female members.

Evaluation Team Leader:

The team leader should be an international expert with extensive experience in leading evaluation teams, and conducting monitoring and evaluation for Good Governance activities. Previous experience in conducting evaluations in the Middle East region is highly desirable. The team leader should have 10 years of experience in designing monitoring and evaluation systems, leading data collection teams, analyzing data and summarizing findings.

Team members:

1) **Senior Democracy and Local Governance Expert:** The Evaluation Team shall include a local DG expert. It is strongly recommended that the following characteristics be reflected in the DG Expert: fluency in Arabic language; 8-10 years of past experience in monitoring and evaluation of DG development projects; extensive field experience in Egypt or the MENA region; strong written and verbal communication skills. 2) **Mid-level Monitoring and Evaluation Expert:** The Evaluation Team shall include a local monitoring and evaluation expert. The following characteristics must be reflected in the monitoring and evaluation expert in order to maximize use of time and effectiveness of the survey: fluency in Arabic and English language; 4-5 years past experience in monitoring and evaluation of Democracy and Governance development projects focusing on Local Governance; extensive field experience in Egypt; and strong written and verbal communication skills. 3) **The Local Logistics Coordinator:** A local consultant will serve as local logistics coordinator. The person should be fluent in written and spoken Arabic. He/she will provide logistical, administrative, and clerical support to the team. He/she will have at least four years of experience in an administrative support role.

XI. Estimated LOE

Task/Deliverable	Team Leader	DG & Local Governance Expert	M&E Local Expert	Logistical Support Coordinator
Travel to Egypt	2 days	0	0	0

Review background documents, draft work plan, methodology and data collection tools	5 days	5 days	5 days	0
Team Planning meeting and meeting with USAID/Egypt	2 days	2 days	2 days	0
Data collection. Includes interviews with key stakeholders (stakeholders and USAID staff) and site visits	15 days	15 days	15 days	15 days
Discussion, analysis, and draft evaluation report in country	7 days	7 days	7 days	0
Exit briefing with the DG Team and Debrief meeting with USAID and key stakeholders (preliminary report due to USAID); and presentation to Mission	2 days	2 days	2 days	0
Depart Egypt/travel to US	1 day	0	0	0
USAID/Egypt provides consolidated comments on draft report	10 days	0	0	0
Team revises draft report and submits final to USAID	5 days	5 days	5 days	0
Translation of Executive Summary and Infographics	0	3 days	3 days	
Submission of final report to the USAID DEC	1 day	1 day	1 day	
Total estimated LOE	50 days	40 days	40 days	15 days

Annex I

Results to Date:

EPSP activity results crisscross Egypt's layered governmental system and stakeholders. Project success was achieved through technical assistance to line ministries, support for national and sub-national policy development and rollout and through the prioritization of citizen engagement.

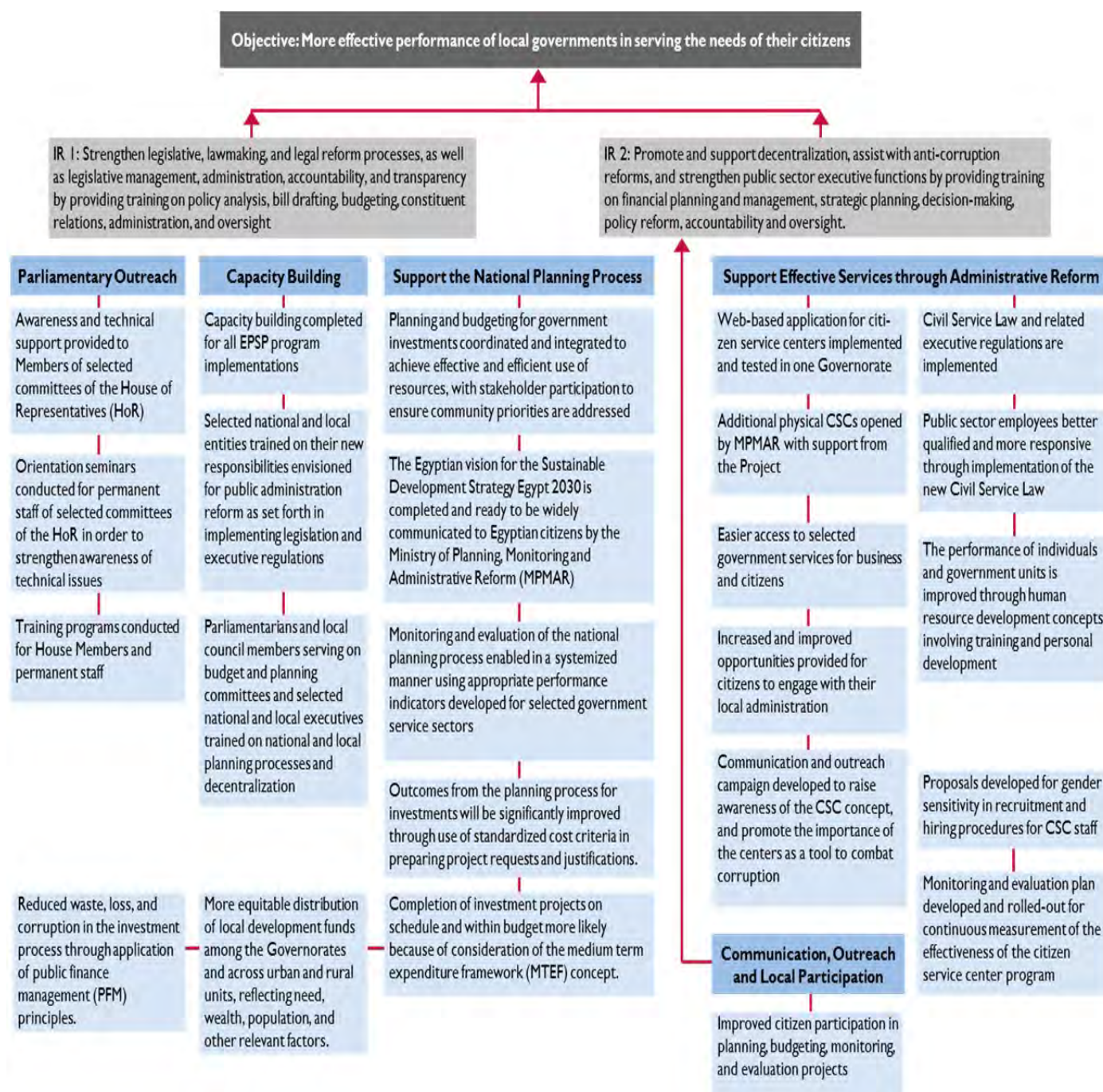
EPSP provided technical assistance for the Sustainable Development Strategy Egypt 2030 (SDS Egypt 2030), which was introduced to the public in 2016. Extensive outreach has resulted in more than 280,000 hits to-date on the USAID-supported SDS Web site and Facebook pages. The SDS Egypt 2030 is an important component of the Government policy statement through which the path for new reforms are set.

The activity supported the development of the executive regulations of the 2016 Civil Service Law, which applies to approximately four million public sector employees. EPSP provided selected support to prepare the infrastructure for the new system, including design of an employee performance appraisal system and technical assistance on the civil service examination process to be administered by the Central Agency for Organization and Administration (CAOA).

EPSP and the Ministry of State for Administrative Development (MSAD) developed three new Citizen Service Centers and upgraded two existing centers in Aswan Governorate. These centers link the population to their local government while reducing opportunities for administrative corruption. Since opening in 2016, the new centers have processed nearly 7,700 citizen inquiries and service requests.

EPSP supported the Ministry of Planning, Monitoring and Administrative Reform to complete leadership training for a cadre of 70 young employees working in different sectors within the Ministry. The training aimed to enhance their soft skills and leadership traits to help them lead the Ministry's activities in the future and to contribute more effectively to the development of Egypt.

EPSP Results Framework

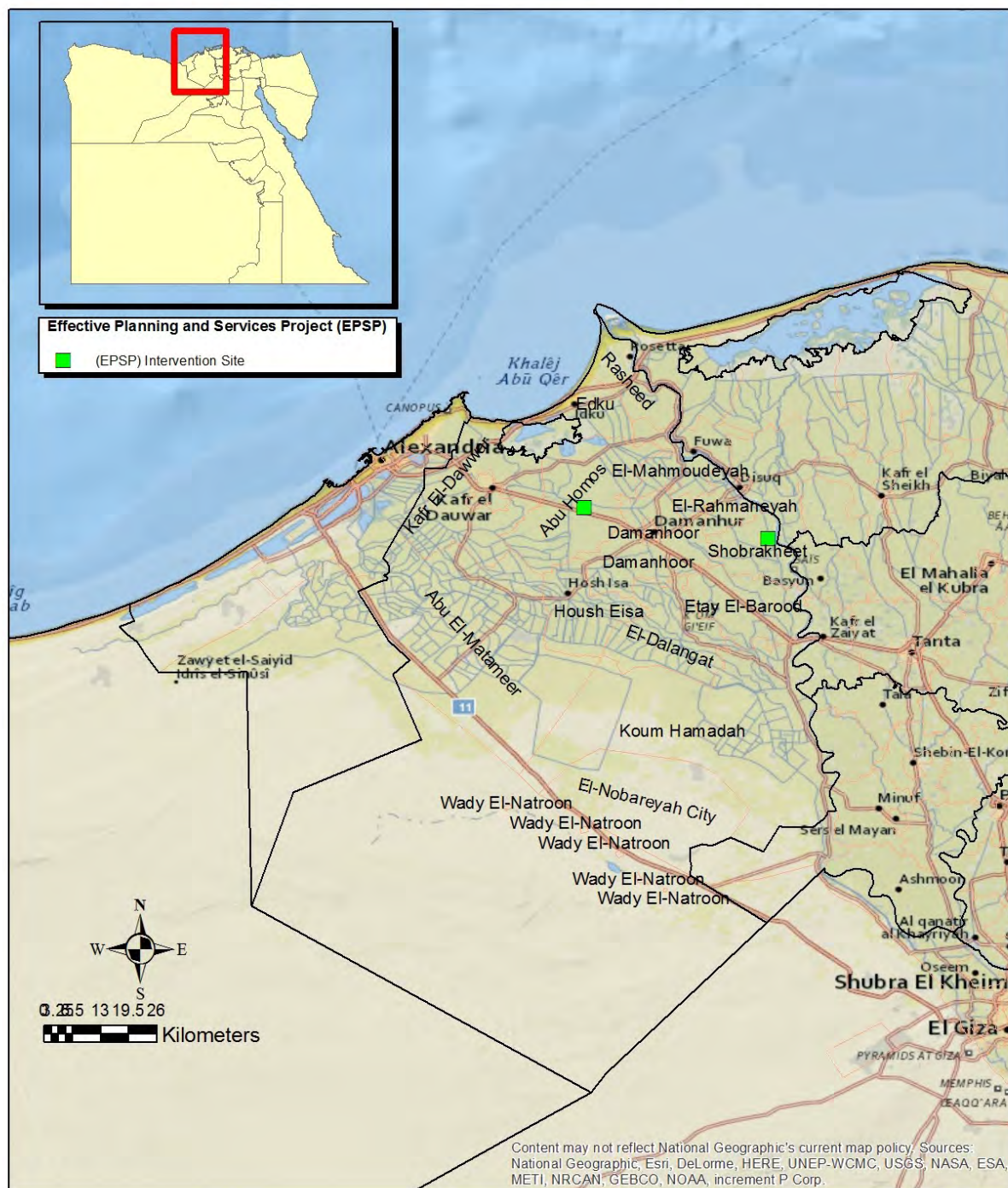




USAID
FROM THE AMERICAN PEOPLE

EGYPT

Effective Planning and Services Project
Beheira Governorate



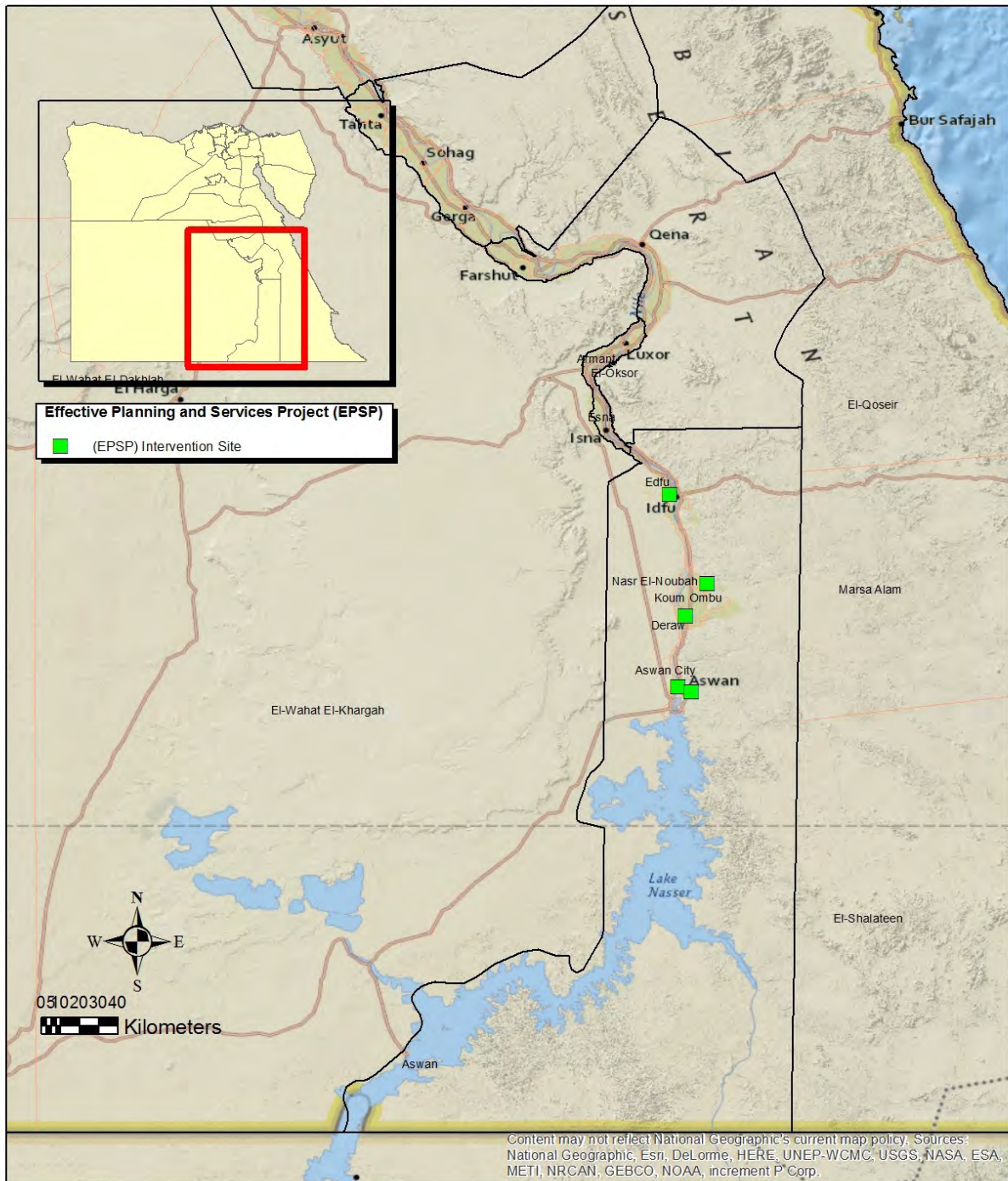
USAID/Cairo/Program Office: April 2017



USAID
FROM THE AMERICAN PEOPLE

EGYPT

Effective Planning and Services Project
Aswan Governorate



USAID/Cairo/Program Office: April 2017

ANNEX II: EVALUATION METHODS AND LIMITATIONS

The end-of-term performance evaluation of EPSP focused on a) customer satisfaction with CSC service delivery, b) the effectiveness of the EPSP-assisted interventions on Citizen Service Centers (CSCs) in Aswan and Beheira governorates and c) capacity-building activities in both CSCs as well as among young MoPMAR professionals as measured by outcomes and perceptions of participants and stakeholders. Evaluators used a mixed-methods approach to answer the evaluation questions following the principles and guidelines for high quality evaluations outlined in the USAID Evaluation Policy (Updated October 2016) <https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluation-Policy.pdf>

Primary and secondary quantitative and qualitative findings were integrated to cross-validate findings, draw conclusions and develop short term and longer-term recommendations for future project design and implementation that are actionable, practical, specific and with a defined responsibility. By mixing both quantitative and qualitative results, the evaluation team gained a deeper understanding and corroboration of the subjects under study; offsetting weaknesses inherent in using either single approach. This use of mixed methods enabled triangulation through the use of several means (methods, data sources and evaluators) to examine the same subject under study from different vantage points, strengthening, thereby, the validity, reliability and integrity of the observed findings.

A desk review of approximately 84 project-related documents preceded the design of the qualitative and quantitative tools for use in the field. In the course of site visits, a broad range of stakeholders, employees and trainees were surveyed and interviewed in either key informant interviews or in group discussions (n=411).

The primary source of quantitative information about customer satisfaction and CSC effectiveness was based on the results of the Customer Satisfaction Exit Survey conducted at all seven of the targeted CSCs. The response rate was 96%, equivalent to 187 interviewees conducted from a pool of 195 visitors. It is worthy to note that of the 8 CSC visitors not surveyed, a) only one declined being surveyed and b) the remaining 7 were not surveyed because they were requesting information or application forms for services as opposed to processing service requests.

A total of 75 service representatives from all seven CSCs were surveyed. Apart from participating in the CSC Staff Survey, CSC staff also joined in group discussions and key informant interviews. Two-day site visits were conducted in all 7 of the EPSP-assisted CSCs.

The evaluation team used a total of 12 qualitative data-collection tools and 2 survey instruments. Separate group discussions were conducted for CSC “front office”/customer service staff and government back office staff. The two evaluation field teams consisted of 1) one field team leader/democracy and governance specialist, 2) one monitoring and evaluation specialist, 3) one field coordinator, and 4) one enumerator). The evaluation team interviewed a total of 29 senior managers and governorate/district officials from Aswan and Beheira. In Cairo, the evaluation team interviewed 26 key informants from a) MoPMAR (5); b) the EPSP implementing partner AECOM International Development (3); c) officials from USAID/Egypt’s Office of Democracy and Governance (ODG) (3); d) training service providers from AMIDEAST, the Center for Development Services (CDS), the Institute of National Planning (INP), and the Egyptian Council for Training and Development (ECTD) (14); and e) the Web-based information system developer Engineering for Integrated Systems (EIS) (1).

The data collection tools for the quantitative surveys and qualitative interviews and group discussions drew on a prior five-day desk review of USAID project-related documents conducted by the team leader/international consultant and key personnel/subject matter experts. A total of 3 survey and 12 key informant and group discussion protocols were used in the evaluation, including:

1. Customer Satisfaction Exit Survey
2. Citizen Service Center Staff Survey
3. Ministry of Planning, Monitoring and Administrative Reforms Trainee Survey
4. Key Informant Protocol for District Officials,
5. Key Informant Protocol for Community Leaders
6. Key Informant Protocol for Individual Trainers
7. Key Informant Protocol for Governor and Information System Manager
8. Key Informant Protocol for Citizen Service Center Staff
9. Key Informant Protocol for MOPMAR Project Related Personnel
10. Key Informant Protocol for USAID Office of Democracy and Governance and Program Office Personnel
11. Group Discussion Protocol for Training Service Providers
12. Group Discussion Protocol for Citizen Service Staff
13. Group Discussion Protocol for CSC Managers,
14. Group Discussion Protocol for AECOM Implementing Partner Team,
15. Group Discussion Protocol for MoPMAR Trainees of the Leadership and Management Skills Training Program

Refer to Annex III for a copy of the quantitative and qualitative data collection tools used in the evaluation and Annex VIII for a bibliography of project-related documents consulted.

I. Quantitative Data

The quantitative data collection included primary and secondary data sources. Primary quantitative data were gathered using the three survey tools described below:

- a. Customer Satisfaction Exit Survey:** This questionnaire was designed and administered to measure citizens' satisfaction levels toward CSC services and staff. This questionnaire aimed mainly to gather data in response to the first two evaluation questions, which related to a) citizens' satisfaction and b) CSC effectiveness.

The survey began with some questions to determine respondents' demographic profile; e.g. gender, age, educational attainment. The subsequent questions varied among a) 5-Likert Scale-type questions to measure levels of satisfaction or agreement, b) yes or no questions, c) multiple-response questions, and d) open-ended questions for respondents to specify a non-predetermined response. At the end of the survey, an additional open-ended question allowed for citizens' recommendations and opinions for improving CSCs in line with the objectives of the EPSP expansion and upgrading of CSCs.

- b. Citizen Service Center Staff Survey:** This questionnaire was designed and administered to measure staff members' points of view on CSCs' effectiveness and to measure the extent which the training programs they completed improved their knowledge and job performance. This questionnaire aimed mainly to answer evaluation questions 2 and 3. Similar to the Customer Satisfaction Exit Survey, the questionnaire for staff started with questions to generalize the demographic profiles of CSC staff; e.g. gender, age, educational attainment, years employed in civil service. The subsequent questions varied among a) a 5-Likert Scale-type questions to measure levels of satisfaction or agreement, b) yes/no questions, c) multiple-response questions, and d) open-ended questions for respondents to specify a non-predetermined response. A section about the training CSC staff completed inquiries about the types of the training received, the types of training that the respondent would like to receive in the future, and the sufficiency of the training for improving their job performance.
- c. Ministry of Planning, Monitoring and Administrative Reforms Trainee Survey:** This questionnaire was designed and administered in order to measure the significance and effectiveness of the three training programs received by MoPMAR employees related to leadership, feasibility studies, and English language proficiency. Similar to the above two surveys, the survey began with questions related to respondents' demographic profiles; e.g. gender, age, educational attainment. The rest of the questionnaire consisted of 5-Likert Scale-type questions to measure the level of agreement with statements on the effectiveness of the trainings, efficiency of trainers, and the extent that the training increased the respondents' knowledge and for improving their job/career performance. The end of the survey provided respondents with an opportunity to suggest possible improvements to the training programs through an open-ended question.

Secondary sources of quantitative data consisted of the following sources:

- a. AECOM Training Data:** This data relates to trainees from MoPMAR as well as CSC staff, supervisors and system supervisors. Apart from documents from EPSP's training service providers (CDS, INP, AMIDEAST, ECTD, and Social Planning, Analysis and Administration Consultants (SPAAC)), including inception reports, midterm reports, and/or final reports, the evaluation team also analyzed the pre- and post-test score results for all MoPMAR trainees across the three subject areas as reported by CDS, INP, and AMIDEAST in order to determine improvements on knowledge, skills and attitudes among the trainees as well as to account for gender-differentiated results.
- b. Citizen Service Center License and Permit Transaction Records:** These represent a one-year record (covering the period of August 1, 2016, to July 31, 2017) of transaction data related to all 16 services requested (including pending and completed) at each of the 5 CSCs evaluated in Aswan Governorate. This data were obtained from EIS, the company that developed and hosts the CSC central data warehouse.

2. Qualitative Data

The fieldwork took place in Cairo, Aswan, and Beheira governorates. A purposive sampling methodology was followed for conducting key informant interviews (KIIs) and group discussions among the key stakeholders and beneficiaries of the EPSP interventions that are the subject of this evaluation.

The evaluators were well received in all of the service centers. In both Aswan and Beheira governorates, the team started their field visits by meeting the governorate secretary-general and/or the deputy secretary-general who supported the evaluation teams and introduced them to the CSC management and staff. The participants seemed eager to relate their experiences and points of view and freely responded to the team's questions.

The second major source of qualitative information was a series of KIIs in Cairo with MoPMAR officials; training service providers, individual trainers/instructors, and consultants involved in the capacity-building for young MoPMAR professionals as well as the company that developed the CSC Web-based information system and trained CSC staff to use it, i.e., Engineering for Integrated Systems (EIS).

a. Key Informant Interviews

The evaluation team conducted KIIs during two days in each of the seven CSCs studied in the evaluation. In addition, the evaluation team conducted a series of KIIs in Cairo with MoPMAR personnel over a two-week period. The following respondents were interviewed:

- USAID/Egypt ODG Activity Manager, Alternative Agreement Officer's Representative (AOR), and ODG Deputy Director
- MoPMAR senior managers and supervisors of the Leadership and Management Training Program
- AECOM implementing partner staff
- Aswan and Beheira governorate senior officials
- CSC managers, supervisors, and customer service representatives
- Aswan and Beheira governorate CSC customers (male and female customers and business owners)
- Leadership and Management Skills Training Program service providers and individual instructors.

b. Group Discussions:

The evaluation team conducted group discussions during two days in each of the seven CSCs included in the evaluation. In addition, the evaluation conducted one group discussion in Cairo with a group of MoPMAR trainees. Participants included:

- Aswan and Beheira governorate officials
- CSC managers, supervisors, and citizen service staff
- Young professionals trained in the Leadership and Management Skills Training Program

Data Analysis Methods

As previously noted, by mixing both quantitative results and qualitative results, the evaluation provides a deeper understanding and corroboration of the subject, offsetting weaknesses inherent in using a single approach. This use of mixed methods enables triangulation using several means (methods,

data sources, and evaluators) to examine the same subject under study from different vantage points, thus strengthening the validity, reliability, and integrity of the observed findings.

I. Statistical Analysis

Data from the quantitative surveys were coded and entered into a database file. The database file was extracted to an Excel sheet and imported to SPSS software to be analyzed. For the Customer Satisfaction Exit Survey and the CSC Staff Surveys, different descriptive analysis techniques (e.g., frequency tables, cross tabulation/contingency tables, and graphical representations) were used and applied to measure CSC customers' level of satisfaction, CEC customers' and staff's perspective towards CSCs' effectiveness, and the staff's assessment of the training programs received.

Data from the citizens' survey was also used to construct a set of Customer Satisfaction Scorecards that provide a snapshot of customer satisfaction levels with CSC services disaggregated by locality and gender.

Trainees' average improvement related to the training was calculated using the pre- and post-tests results for each training program. The progress was analyzed by calculating the percent of change in the trainees' performance as follows:

$$\text{Percent of change} = \left(\frac{\text{Post score} - \text{Pre score}}{\text{Pre score}} \right) * 100.$$

For these, percent of changes (the mean, median, minimum, and maximum values) were computed, aggregated and disaggregated by gender. Also, the mean, median, minimum, and maximum values for each test score were computed on all levels.

Time-series frequency tables were provided to analyze CSC service delivery transaction times and to list the types of requested services for each of the five CSCs in Aswan Governorate as well as across CSCs in Aswan Governorate. No such data was available for the Beheira CSCs.

2. Content Analysis

The evaluation team quantified the collected qualitative data by tabulating recurrent themes and analyzing them in what is referred to as "tally sheets." The evaluation team systematically met after site visits to consolidate findings and confer on lessons learned while ensuring that the quality of the data met USAID standards. Content analysis of key stakeholder individual interviews and group discussions provided insight into the interpretation of quantitative data by contextualizing reported survey findings. Beyond identifying lessons learned, this analysis also considered what actionable recommendations could be proposed to establish best practices for future project designs. The qualitative data were coded and analyzed using Excel tally sheets. The contacts included approximately 411 consultations, through 22 group discussions and 32 KIIs and 267 persons surveyed.

LIMITATIONS

Due to a lack of MoPMAR senior official approvals, the 73 graduates of the MoPMAR Leadership and Management Skills Training Program were not surveyed. In an effort to offset the loss of primary quantitative data, the evaluation team interviewed 14 trainers from the MoPMAR training program to better understand the effectiveness of training on improved job performance. This information supplemented the information gathered from two key informant interviews with supervisors and one five-trainee group discussion with graduates of the training program. In addition, training service provider pre- and post-test scores were analyzed to further inform the evaluation's findings.

As no pre and post-test scores were available for evaluating the improved knowledge of CSC trainees, the evaluation's findings rely on CSC service representatives' perceptions captured in group discussions and the CSC Staff Survey as opposed to a more objectively verifiable indicator of improved knowledge/skills.

Although Aswan Web-based transaction data was available for analyses of completing service requests for the timeframe of August 1, 2016, to July 31, 2017, historical data from the governorate stand-alone information systems, representing from seven to nine years of transactions data for four of the seven EPSP-assisted CSCs were not yet available for analysis. It is important to note that stand-alone information systems (non-Web-based) were installed in the Nasr El-Nuba, Abu Homous and Shobra Kheet CSCs effective 2008, 2009, and 2010, respectively. Web-based systems were installed in all five EPSP-assisted CSCs in Aswan Governorate in August 2016 followed by pilot installations of Web-based systems in the two EPSP-assisted CSCs in Beheira Governorate in August 2017. In an effort to compare current performance with historical performance, the evaluation team reviewed paper-based records. The evaluation team concluded that the limited information was of little use given the failure to record the dates associated with the date of application and the completion date of services.

The Web-based information system was being installed and tested in the Beheira Governorate CSCs at the time of the field visit. Consequently, the Beheira Governorate CSCs' "front office" staff had limited availability to engage with the evaluation team due to a) ongoing information system testing, b) concluding CSC facility renovations and c) CSC staff attending customer service skills training. Accordingly, much of the focus of governorate and district staff was on the visit of dignitaries and Ministers from Cairo, thereby, limiting the time and attention they gave to the evaluation process.

CSC customer traffic in 1) Nasr El-Nuba, 2) Daraw, 3) Dewan and 4) Shobra Kheet was lower than anticipated requiring, thereby, that the original sampling plan of the technical proposal be dropped. In an effort to offset the low visitation traffic, each customer who would voluntarily participate in the Customer Satisfaction Exit Survey was interviewed without regard for categorization by customer type so as to ensure that a representative size sample would be collected. In addition, in order to compensate for low traffic volumes, the evaluation team extended the duration of site visits from two to three days in the four aforementioned service centers.

No objectively verifiable data was available for analysis on the response rate or time transpired for CSCs to effectively address customer suggestions and/or complaints. Accordingly, the findings and conclusions contained herein are based solely on customer perceptions captured in the CSC Customer Satisfaction Exit Survey.

ANNEX III: DATA COLLECTION INSTRUMENTS

Following is the full text (translated into English) of the surveys, interview protocols, and discussion protocols used by the evaluation team during data collection. Below the question numbers, parenthetical notations such as (1a), (2a), etc., refer to the relevant Evaluation Question (EQ) from USAID's Statement of Work. Those EQs were:

- (1a) To what extent are the participants and activity stakeholders satisfied with the services provided by the CSCs in Aswan and Beheira governorates?
- (1b) How did satisfaction differ between men and women?
- (1c) If there were differences between men's satisfaction and women's satisfaction, what caused the differences?

- (2a) How effective have the CSCs been with regard to creating more responsive governments?
- (2b) How effective have the CSCs been with regard to changing local communities' attitudes towards the government?
- (2c) How effective have the CSCs been with regard to helping the public utilize the services better?
- (2d) How effective have the CSCs been with regard to reducing corruption?
- (2e) What factors contributed to success?
- (2f) What were the challenges?

- (3a) How effective have the trainings been in improving knowledge?
- (3b) Which trainings were more effective and why?
- (3c) Were there gender differences in performance and/or knowledge as a result of participating in training sessions?

I. Citizen Satisfaction Survey

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, and b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys in five CSCs in Aswan (Aswan City Dewan, Nasr El-Nuba, Daraw, and Edfu) and two CSCs in Beheira (Abu Homous and Shobra Kheet) governorates.

In addition, the evaluation teams will interview project related governorate and district officials, community leaders, citizen users of CSC services, project-related officials in the Ministry of Planning, Monitoring and Administrative Reform, training service providers as well as the AECOM project team.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

	Interviewer	Data Quality Reviewer	Data Entry
Name			
Date	___ Aug 17	___ Aug 17	___ Aug 17

CSC Name: _____

CSC Location: _____

Questionnaire ID: _____

#	Question	Answer	Notes
1	Age (Years Completed)		
2	Gender	Male (1) Female (2)	
3	Formal Educational Attainment	Illiterate (1) Can read and write (2) Primary Education (3) Preparatory/Secondary Education (4) Intermediate Education (5) Above Intermediate Education (6) University Education (7) Above University Education (8) Other (Specify:) (9)	
4	How did you learn about CSC services?	My family (1) Work colleagues (2) Community Leaders (3) Newspaper (4) Radio / TV Announcements (5) Other (Specify:) (6)	
5		Private citizen related service (1) Business related service for self (2)	

	What type of service have you requested/ applied for today?	Business related service for employer (NGO/Private Sector Firm) (3)					
6	Specify service(s) requested for today.						
6a (1a) (2c)	How would you qualify the service you received today?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4) Very Unsatisfactory (5)					
7 (2c) (2d)	Specify up to 6 services for which you have completed your request from your community CSC. Specify the <u>name</u> of each service completed, the approximate amount of <u>time</u> transpired (expressed in hours or days) to be completed, and its total <u>cost</u> (including any solicited or offered "facilitation" fees). Also, list similar service time and costs incurred for services prior to the CSC model, Specify "NA" if the respondent has not requested/received similar services prior to the CSC model in his/her community.	Service Name	Current CSC		Prior to CSC		
			Time	Cost	Time	Cost	
		a.					
		b.					
		c.					
		d.					
		e.					
f.							
8 (1a)	How would you characterize the location of the CSC in your community?	Very Convenient (1) Somewhat Convenient (2) Neither Convenient nor Inconvenient (3) Somewhat Inconvenient (4) Very Inconvenient (5)					

9 (1a)	How would you characterize the cost of services provided by the CSC in your community?	Very Reasonable (1) Reasonable (2) Neither Reasonable nor Unreasonable (3) Unreasonable (4) Very Unreasonable (5)	
10 (1a) (2b)	In your experience, do the CSC staff deliver the requested services within the prescribed timeframe?	Yes (1) No (2)	→ Skip to Q11
10a	If the answer is “No”, provide an explanation as to why.		
11 (1a)	How would you characterize the CSC waiting area?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4) Very Unsatisfactory (5)	
12 (1a) (2c)	To what extent is the CSC facility equipped to comfortably accommodate the elderly and persons with disabilities (e.g. ramp, special service window, public bathroom facility access, et.al.)?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4) Very Unsatisfactory (5) Don't Know / Not Applicable (98)	

13 (2c)	In your experience, does the CSC provide adequate instructions on what steps should be followed for applying for a service?	Yes (1) No (2)	→ Skip to Q15
14 (2c)	If yes, how would you qualify the instruction or guidance provided by the CSC staff?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4)	

		Very Unsatisfactory (5)	
15 (2b)	How satisfied are you with the CSC operating hours?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4) Very Unsatisfactory (5)	
16 (2d) (2b)	How satisfied are you with the CSC staff's availability to attend your service request?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4) Very Unsatisfactory (5)	
17 (2d) (2b)	The cost you pay for having your service attended to in a timely manner include: (Multiple Choices is allowed)	Service Fees (1) Transportation Costs (2) Other (Specify:) (3)	

18	Have you ever used the CSC suggestion and complaint system?	Yes (1) No (2)	→ Skip to Q20
19 (2a)	If yes, to what extent are you satisfied with the amount of time that the CSC takes to respond to your suggestion or complaint?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4) Very Unsatisfactory (5)	
20		Yes (1)	

	Have you ever requested a service from the CSC by telephone?	No	(2) → Skip to Q21
20a (1a) (2b) (2c)	If yes, how satisfied were you with processing your service request by telephone?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4) Very Unsatisfactory (5)	
21 (2b)	Have you ever accessed the CSC Web site for processing your service request?	Yes (1) No (2) → Skip to Q22	
21a (1a) (2a) (2b) (2c)	If yes, how would you qualify your experience with processing your service request on the CSC Web site?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4) Very Unsatisfactory (5)	

22 (2b) (2d)	To what extent are you satisfied with the CSC process for reducing corruption?	Very Satisfactory (1) Satisfactory (2) Neither Satisfactory nor Unsatisfactory (3) Unsatisfactory (4) Very Unsatisfactory (5)	
23 (1a) (2b)	To what extent do you agree with the following statement: “This CSC is a successful model and it should be replicated in other districts”	Totally Agree (1) Agree (2) Neither Agree nor Disagree (3) Disagree (4) Totally Disagree (5)	
24	Would you advise other people (family, friends,	Yes (1)	

(2b) (1a)	associates, etc.) to go to the CSC to process their government services?	Maybe No	(2) (3)	
25	Do you have any recommendations on how to improve the services that the CSC provides?	Yes No	(1) (2)	→ Skip to Q26
25a	If yes, please explain or provide examples.			
26 (1a) (2d)	If you are a business owner, how satisfied are you with the CSC for processing permits and licenses.	Very Satisfactory Satisfactory Neither Satisfactory nor Unsatisfactory Unsatisfactory Very Unsatisfactory Not Applicable	(1) (2) (3) (4) (5) (98)	→ End the survey
27 (1a)	Has the CSC impacted your business favorably?	Yes No	(1) (2)	
27a	Explain why?			

Thank you for your valued contributions.

2. Citizen Service Center Staff Survey

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, and b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys in five CSCs in Aswan (Aswan City Dewan, Nasr El-Nuba, Daraw, and Edfu) and two CSCs in Beheira (Abu Homous and Shobra Kheet) governorates.

In addition, the evaluation teams will interview project related governorate and district officials, community leaders, citizen users of CSC services, project-related officials in the Ministry of Planning, Monitoring and Administrative Reform, training service providers as well as the AECOM project team.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

	Interviewer	Data Quality Reviewer	Data Entry
Name			
Date	___ Aug 17	___ Aug 17	___ Aug 17

The CSC Name:

The CSC Location:

Questionnaire ID:

#	Question	Answer	Notes
1	Age (Years Completed)		
2	Gender	Male (1)	

		Female (2)	
3	Educational Attainment	Intermediate Education (1) Above Intermediate Education (2) University Education (3) Above University Education (4) Other (Specify:) (5)	
4	Indicate your current position in the CSC		
5	Do you have a clear job description?	Yes (1) No (2) Don't Know (3)	
6	How long have you been working in the center?	(.....) years	
7	Are you familiar with all the services provided by this center?	Yes (1) No (2)	
8	Is your work space appropriate (e.g., adequate space, sufficiently ventilated, clean bathroom facilities, ... etc.)?	Yes (1) No (2) To some extent (3)	
9 (2a)	In your opinion, is the number of staff members sufficient to accomplish most or all daily requested services?	Yes (1) No (2) To some extent (3)	
10 (2a) (2c)	Do you have the appropriate equipment (e.g. computers, printers, scanners, ... etc.) to enable you to accomplish your work assignments?	Yes (1) No (2) → To some extent (3)	Skip to Q12
11 (2a) (2c)	Would you qualify this equipment as efficient?	Yes (1) No (2) To some extent (3)	
12 (2a) (2b) (2c)	Do you use technological tools (e.g. e-mails – Web sites – mobile phone applications – etc.) to provide services to citizens?	Yes (1) No (2) Sometimes (3) Not Available (4)	
13 (2a)	What recommendations would you provide for improving the current system for citizens' suggestions/complaints regarding the CSC services?		

14	Do you participate in processing customer suggestions/ complaints regarding the CSC services?	Yes (1) Sometimes (2) No (3) →	Skip to Q17
15 (2a) (2d)	How long does it usually take to respond to a complaint?	(.....) days	
16 (2a) (2b)	How do you usually contact the citizen to provide him/her with a response to his/her complaint? (Multiple Choices are allowed)	Sending letter via mail (1) Sending an e-mail (2) Calling him/her over the phone (3) Sending a text message over the phone (4) We ask him/her to come back after a specific period (5) Other (Specify:) (6)	
17 (2b)	In your opinion, have the CSCs succeeded in changing citizens' willingness to use governmental services (i.e. attitudes toward the government)?	Yes (1) No (2) To Some Extent (3) Can't Determine (4)	
18 (2b) (2d)	Do you believe that the CSC model minimizes opportunities for corruption?	Yes (1) No (2) To some extent (3)	

19 (2b)	To what extent do you agree with the following statement: <i>"The CSC model is successful and it should be replicated in other different districts"</i>	Totally Agree (1) Agree (2) Neutral (3) Disagree (4) Totally Disagree (5)	
20	Have you received on-the-job training at the CSC?	Yes (1) No (2) →	Skip to Q27
21 (3a)	If yes, how many training courses have you received? Please list up to six courses.	Number of training courses: (.....) <u>Title of these training courses:</u> a) b) c)	

		d) e) f)											
22 (3b)	Which of the above-mentioned courses do you consider the most effective for you? Why?	<table border="1"> <thead> <tr> <th>Course Name</th> <th>Reason</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>	Course Name	Reason									
Course Name	Reason												
23 (3a)	Do you believe that the training courses received are sufficient for you?	Yes (1) No (2) To some extent (3)											
24 (3a)	Do you think you would like to take additional training courses to improve your job performance?	Yes (1) No (2) →	Skip to Q26										
25 (3a)	If yes, specify what courses you would like to take.												
26 (3a)	Have the training courses received to date improved your job performance?	Yes (1) No (2) To some extent (3)											
27 (3a)	Is a routine training needs assessment conducted to identify targeted training courses?	Yes, on a regular basis (1) Yes, but not on a regular basis (2) No (3) Don't Know (4)											
The Following Questions are Addressed to the Managers or Supervisors ONLY													
28 (3a)	Do you conduct a regular training needs assessment for your employees? If yes, specify how frequently.	Yes, on a regular basis (1) Yes, but not on a regular basis (2) No (3)											
29 (3a)	Is there an annual professional training plan to improve the CSC staff capabilities and job performance?	Yes (1) No (2) Don't Know (3)											

Thank you for your valued contributions

3. Ministry of Planning, Monitoring, and Administrative Reform Trainee Survey

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of select activities of the Effective Planning and Services Project (EPSP).

The evaluation team will conduct key informant interviews, group discussions, and surveys of the EPSP a) sub-contractors (AMIDEAST, the Center for Development Services, and the Institute of National Planning) that provided leadership and management skills training, b) the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) and Citizen Service Center (CSC) project-related personnel who supervise trainees, c) as well as MoPMAR and CSC staff that successfully completed the training programs.

The evaluation team will review, analyze and evaluate the training activities and the degree to which the EPSP training programs have improved knowledge and skills resulting in improved performance in the workplace.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

	Interviewer	Data Quality Reviewer	Data Entry
Name			
Date	____ Aug 17	____ Aug 17	____ Aug 17

Questionnaire ID:

#	Question	Answer	Notes
1	Age (Years Completed)		
2	Gender	Male (1) Female (2)	
3	Educational Attainment	University Graduate (1) MSc Holder (2) PhD Holder (3)	

		Other (Specify:)	(4)	
4	Job Title			
5	How long have you been working at the Ministry?	Less than one year (1) One – less than three years (2) Three – less than five years (3) Five – less than ten years (4) Ten years or more (5)		
6	Do you have a clear job description?	Yes (1) No (2) Don't Know (3)		
7	How regularly do you receive a performance appraisal?	Annually (1) Every 6 months (2) Every 3 months (3) Monthly (4) Never (5) Other (Specify:) (6)		
8	Have you dropped out from any of the Ministry-EPSP-related training workshops in which you registered?	Yes (1) No (2)		→ Skip to Q11
9	If yes, how many workshops have you attended before dropping?			
10	Please list all the workshops that you have received before dropping.			

11	Which of the Ministry-EPSP-related training workshops that you have received were the most relevant for performing your job at the Ministry?		
12	How were you selected to join the training program?	Nominated by my direct supervisor (1) Nominated by a higher-level manager (2) Nominated by the EPSP project (3) Other (Specify:) (4)	

English Language Training Program by AMIDEAST

Please respond to the following statements by putting the mark (✓) in front of the level of agreement reflecting your opinion.

Note: If you have dropped this program, please insert “N/A” in the column entitled “Notes”

	Statement	Totally Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Totally Disagree (5)	Notes
13	The training program was based on our needs						
14	The trainers treated all participants equally during the workshop						
15	The training program helped me to improve my English language skills						
16	The training program helped me to more effectively communicate as a result of improved language skills						
17	The training program helped me to improve my job career						
18	The Ministry provided equal training opportunities for both men and women						

Feasibility Study Training Program Conducted by INP

Please respond to the following statements by putting the mark (✓) in front of the level of agreement reflecting your opinion.

Note: If you have dropped this program, please insert “N/A” in the column entitled “Notes”

	Statement	Totally Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Totally Disagree (5)	Notes
--	-----------	----------------------	--------------	----------------	-----------------	-------------------------	-------

19	The training program was based on our needs						
20	The trainers treated all participants equally during the workshops						
21	The training program helped me improve my work skills						
22	The training program helped me to better plan my work						
23	The training program helped me improve my job career						
24	I am now capable of preparing and assessing a feasibility study						
25	The Ministry provided equal training opportunities for both men and women						

Leadership Skills Training Program provided by CDS

Please respond to the following statements by putting the mark (✓) in front of the level of agreement reflecting your opinion.

Note: If you have dropped this program, please insert “N/A” in the column entitled “Notes”

	Statement	Totally Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Totally Disagree (5)	Notes
26	The training program was based on our needs						
27	The trainers treated all participants equally during the workshops						
28	The training program helped me to improve my leadership skills						
29	The soft skills training (leadership, time management, communication, negotiation) has helped me to perform my job more effectively.						
30	The training program helped me to improve my job career						
31	The Ministry provided equal training opportunities for both men and women						

32) Do you have any comment / suggestion regarding improving the training programs?

(1) Yes (**Specify:**
.....
.....
.....)

(2) No

Thank you for your valued contributions

4. Key Informant Interview Protocol for District Officials

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, and b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys in five CSCs in Aswan (Aswan City Dewan, Nasr El-Nuba, Daraw, and Edfu) and two CSCs in Beheira (Abu Homous and Shobra Kheet) governorates.

In addition, the evaluation teams will interview project related governorate and district officials, community leaders, citizen users of CSC services, project-related officials in the Ministry of Planning, Monitoring and Administrative Reform, training service providers as well as the AECOM project team.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

Satisfaction:

1. In what way have you been involved in the EPSP Project? What was your role in CSC implementation and in the current management process?
2. Have the current CSC services improved as a result of the EPSP Project intervention? Explain. Can you provide examples? (1a)
3. Generally speaking, would you qualify citizens in your district as satisfied or dissatisfied with CSC's services? Explain why? Can you provide examples? (1a)
4. Have you observed differences between men and women in their respective levels of satisfaction with CSC services? Explain. Can you provide examples? (1b, 1c)

Effectiveness of CSCs

5. Do you believe that the EPSP CSC model makes the government more responsive to the community's needs? Explain. (2a)
6. Do you believe that the CSC staff are effective in helping citizens to use its services better? Explain. (2b)
7. Do you believe that the CSC model has changed community's attitude towards the government? Explain. Can you provide examples? (2b, 2c)
8. Do you believe that the CSC model decreases the opportunity for corruption? Explain. Can you provide examples? (2d)

9. Do you believe that there are additional opportunities for the CSC model to further decrease corruption? Explain. Can you provide examples or recommendations? (2d)
10. What factors have favorably or unfavorably impacted the implementation of the CSC model? Explain. Can you provide examples? (2e)
11. What are the major challenges facing CSC continuing operations and/or expanding services? Can you provide recommendations to overcome these challenges? (2f)
12. What are some key recommendations that you would make to improve service delivery and CSC sustainability? (2f)

Training

13. How would you qualify the performance of the CSC staff as a result of the training? Explain. Can you provide examples? (3a)

5. Key Informant Interview Protocol for Community Leaders

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, and b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys in five CSCs in Aswan (Aswan City Dewan, Nasr El-Nuba, Daraw, and Edfu) and two CSCs in Beheira (Abu Homous and Shobra Kheet) governorates.

In addition, the evaluation teams will interview project related governorate and district officials, community leaders, citizen users of CSC services, project-related officials in the Ministry of Planning, Monitoring and Administrative Reform, training service providers as well as the AECOM project team.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

1. When and how did you first learn about the Citizen Service Center?
2. Did you participate in the implementation of any CSC-related activities; e.g., community dialogue, public awareness raising, planning, other)? Explain. Can you provide examples?
3. Have you used the services of the CSC? In the affirmative, what services have you used? If you have used CSC services, are you satisfied with the CSC's overall performance? Explain. Can you give examples? (1a)
4. Have you observed differences between men and women in their respective levels of satisfaction with CSC services? Explain. Can you provide examples? (1b, 1c)
5. In your view, does the CSC model represent a more responsive government toward the community? (2a)
6. Do you believe that the CSC model has changed the attitude of the community about government? Explain. Can you provide example? (2b)
7. Do you believe that the CSC model decreases the opportunity for corruption or abuse? Explain. Can you provide examples? (2d)

8. Do you believe that there are additional opportunities for the CSC model to further decrease corruption or abuse? Explain. Can you provide examples or recommendations? (2d)
9. Do you believe that the CSC model has successfully changed the ease of establishing a new business and/or for maintaining an existing business? (e.g., license/permit approvals, reduced cost, reduced time, fewer transactions/requirements to complete the approvals process?) Explain. Can you provide examples? (2a)
10. What factors have favorably or unfavorably influenced the implementation of the CSC model? Explain. Can you provide examples? (2e)
11. What are the major challenges still facing CSC for continuing operations and/or for expanding services? Can you provide recommendations? (2f)
12. What are some key recommendations that you would make to improve service delivery and CSC sustainability? (2f)
13. Can you provide an example success story, lesson learned, challenge or outcome (intended or unintended consequence) of how the CSC model may have impacted the community's quality of life and/or level of engagement with the local municipal government?

6. Key Informant Interview Protocol for Individual Trainers

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of select activities of the Effective Planning and Services Project (EPSP).

The evaluation team will conduct key informant interviews, group discussions, and surveys of the EPSP a) sub-contractors (AMIDEAST, the Center for Development Services, and the Institute of National Planning) that provided leadership and management skills training, b) the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) and Citizen Service Center (CSC) project-related personnel who supervise trainees, c) as well as MoPMAR and CSC staff that successfully completed the training programs.

The evaluation team will review, analyze and evaluate the training activities and the degree to which the EPSP training programs have improved knowledge and skills resulting in improved performance in the workplace.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

1. What were the training components for which you provided instruction? (3a)
2. How was the methodology/content identified? (3a)
3. Given your experience as a trainer, to what extent do you think the subject matter was relevant to the participants' needs? (3a)
4. Do you believe that the trainees were sufficiently qualified for participation in the training program? (3a, 3c)
5. Rate training components from most effective to least effective for improving overall job performance of CSC staff? Explain? (3b, 3c)
6. Rate training components from most effective to least effective for improving overall job performance of MoPMAR young professionals? Explain? (3b, 3c)
7. Did you observe significant differences in learning between men and women in the training program? In the affirmative, can you provide material evidence to support your observation; e.g., pre-post test score comparisons on gender-differentiated results? (3a, 3b)
8. Following the completion of the training program, was an after-action review conducted? In the affirmative, what were some of the most salient findings, conclusions and recommendations of the review? (3a)
9. Given lessons learned, what are some key recommendations that you would offer to improve a future training programs for MoPMAR and CSC personnel? (3f)

7. Key Informant Interview Protocol for the Governor and Information Center Manager

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, and b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys in five CSCs in Aswan (Aswan City Dewan, Nasr El-Nuba, Daraw, and Edfu) and two CSCs in Beheira (Abu Homous and Shobra Kheet) governorates.

In addition, the evaluation teams will interview project related governorate and district officials, community leaders, citizen users of CSC services, project-related officials in the Ministry of Planning, Monitoring and Administrative Reform, training service providers as well as the AECOM project team.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

Senior Governorate Officials

1. Describe your role, if any, in the design and delivery of EPSP training activities and/or CSC service delivery?

Note: If the interviewee was not involved in the CSC development, the training section will be skipped.

Satisfaction

1. To what extent are you satisfied with the Web-enabled CSC service delivery? Explain. (1a)
2. Please explain your role in and the purpose of the weekly citizen meetings?
3. Is there a computer-based citizen suggestion and grievance system in your community? In the affirmative, describe the process and timeline for responding to citizen suggestions/complaints. (1a, 1b)
4. Have you observed difference in the level of satisfaction between men and women and citizens regarding CSCs services? (1c)

Effectiveness of Citizen Service Centers

5. How have the CSC services improved as compared to service delivery under the former service delivery system? Explain. Can you provide examples? (1a)
6. How would you rate overall citizen satisfaction with CSC service delivery? Explain. Can you provide examples? (1a)

7. Do you believe that the CSC model demonstrates improved government responsiveness to the community? Explain. Can you provide examples? (2a)
8. Do you believe that the community has changed its attitude towards government as a result of the CSC model? Explain. Can you provide examples? (2b)
9. How effective has the CSC been in helping the public to better utilize government services? Explain. Can you provide examples? (2b, 2c)
10. To what extent are you satisfied that the CSC model minimizes opportunities for corruption? (2d)
11. Do you believe that there are additional opportunities for the CSC model to further decrease corruption? Explain. Can you provide examples or recommendations? (2d)
12. What factors have favorably or unfavorably impacted the implementation of the CSC model? Explain. Can you provide examples? (2e)
13. What are the major challenges still facing CSC continuing operations and/or expanding services? Can you provide recommendations to mitigate risks, constraints and/or challenges that may be qualified as “mission critical”? (2f)

Effectiveness of Training

14. How were CSC staff training needs identified?
15. Would you qualify the training of CSC staff as effective? In the affirmative, to what extent do you believe that improved CSC staff knowledge and skills are improving both job performance and citizen satisfaction? Explain. Can you provide examples? (3a)
16. Have you observed significant differences in overall performance between men and women in the workplace that may be directly attributable to training? Explain. Can you provide examples? (3a)
17. Rate training components from most effective to least effective for improving overall job performance of CSC staff? Explain? (3b, 3c)

8. Key Informant Interview Protocol for Citizen Service Center Staff

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, and b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys in five CSCs in Aswan (Aswan City Dewan, Nasr El-Nuba, Daraw, and Edfu) and two CSCs in Beheira (Abu Homous and Shobra Kheet) governorates.

In addition, the evaluation teams will interview project related governorate and district officials, community leaders, citizen users of CSC services, project-related officials in the Ministry of Planning, Monitoring and Administrative Reform, training service providers as well as the AECOM project team.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

Effectiveness of CSC Service Delivery

1. How long time you've been employed at the CSC? (2e)
2. Do you have previous job experience related to your current position at the CSC? (2e)
3. Did you receive any training or orientation prior to starting work at the CSC? (2e)
4. Do you have a clear job description? Is it relevant to the tasks that you actually perform? (2e)
5. Is your job performance routinely evaluated? In the affirmative, how often are you evaluated in a given year? (2e)
6. How frequently do you meet with your immediate supervisor? (2e)
7. How frequently do you meet with CSC senior management? (2e)
8. Does management consider your recommendations for improving CSC service delivery? (2e)
9. What protocols are in place to ensure the CSC effectively delivers services to your community in terms of quality, time and cost? (2c)
10. Do you believe that the CSC model demonstrates improved government responsiveness to the community? Explain. Can you provide examples? (2a)
11. Do you believe that the community has changed its attitude towards government as a result of the CSC model? Explain. Can you provide examples? (2b)

12. How effective has the CSC been in helping the public to better utilize government services? Explain. Can you provide examples? (2c)
13. To what extent are you satisfied that the CSC model minimizes opportunities for corruption? (2d)
14. Do you believe that there are additional opportunities for the CSC model to further decrease corruption? Explain. Can you provide examples or recommendations? (2d)
15. Are there specific services used more by women than men? If yes, what are those?
16. What factors have favorably or unfavorably impacted the implementation of the CSC model? Explain. Can you provide examples? (2e)
17. What are the major challenges still facing CSC continuing operations and/or expanding services? Can you provide recommendations to mitigate risks, constraints and/or challenges that may be qualified as “mission critical”? (2f)

Effectiveness of CSC Staff Training

18. Did you actively participate in identifying CSC staff training needs? (3a)
19. Would you qualify the training of CSC staff as effective? In the affirmative, to what extent do you believe that improved CSC staff knowledge and skills are improving both job performance and citizen satisfaction? Explain. Can you provide examples? (3a)
20. Rate training components from most effective to least effective for improving overall job performance of CSC co-workers. Explain. (3b, 3c)
21. Given lessons learned, what are some key recommendations that you would offer to improve a future CSC staff training programs? (3f)

9. Key Informant Interview Protocol for MoPMAR Project-Related Personnel

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs and c) the degree to which the EPSP training programs have improved knowledge and skills of trainees resulting in improved performance in the workplace.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys with a) governorate and district officials b) EPSP-supported CSCs in Aswan and Beheira, c) community leaders, business associations and citizen users of CSC services d) sub-contractors that provided leadership and management skills training, e) MoPMAR and CSC staff that successfully completed the training programs and d) MoPMAR/CSC supervisors of staff trained.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

1. Describe in what capacity you have been involved in the design and/or implementation of the EPSP Project?
2. Do you believe that you are well informed about EPSP, especially CSC service delivery?

Note: If the interviewee was not involved in the CSC development, the Satisfaction Section will be skipped. The same applies to the training of the CSC staff.

Satisfaction

3. To what extent are you satisfied with CSC service delivery? (1a)
4. To what extent do you believe that citizens are satisfied with the CSCs service delivery? What is the basis of your observation? (1a)
5. Have you observed a difference in the level of satisfaction between women and men citizens with CSCs services? In the affirmative, please explain. Can you provide examples? (1b, 1c)
6. Are there specific services used more by women than men? If yes, what are those?

Effectiveness of Citizen Service Center Service Delivery

7. Do you believe that the CSC model demonstrates improved government responsiveness to the community? Explain. Can you provide examples? (2a)
8. Do you believe that the community has changed its attitude towards government as a result of the CSC model? Explain. Can you provide examples? (2b)

9. How effective has the CSC been in helping the public to better utilize government services? Explain. Can you provide examples? (2c)
10. To what extent are you satisfied that the CSC model minimizes opportunities for corruption? (2d)
11. Do you believe that there are additional opportunities for the CSC model to further decrease corruption? Explain. Can you provide examples or recommendations? (2d)
12. Have any cases of corruption in the CSCs been reported since the implementation of the EPSP project in 2012? In the affirmative, provide details of the corruption charges and the outcome of any subsequent investigations. (2d)
13. What factors have favorably or unfavorably impacted the implementation of the CSC model? Explain. Can you provide examples? (2e)
14. What are the major challenges still facing CSC continuing operations and/or expanding services? Can you provide recommendations to mitigate risks, constraints and/or challenges that may be qualified as “mission critical”? (2f)

Effectiveness of CSC Staff Training

15. How were CSC staff training needs identified?
16. Would you qualify the training of CSC staff as effective? In the affirmative, to what extent do you believe that improved CSC staff knowledge and skills are improving both job performance and citizen satisfaction? Explain. Can you provide examples? (3a)
17. Have you observed significant differences in overall performance between men and women in the workplace that may be directly attributable to training? Explain. Can you provide examples? (3a)
18. Rate training components from most effective to least effective for improving overall job performance of CSC staff. Explain. (3b, 3c)
19. Effectiveness of Training for MoPMAR Young Professionals
20. Rate training components from most effective to least effective for improving overall job performance of MoPMAR young professionals? Explain? (3b, 3c)
21. Do you believe that the trainings in English language proficiency, leadership and management skills training, and conducting project feasibility studies each achieved their intended objectives? Explain. Can you provide examples? (3a)
22. Given lessons learned, what are some key recommendations that you would offer to improve a future Leadership and Management Skills Training Program? (3f)

10. Key Informant Interview Protocol for the USAID Office of Democracy and Governance and Program Office

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs and c) the degree to which the EPSP training programs have improved knowledge and skills of trainees resulting in improved performance in the workplace.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys with a) governorate and district officials b) EPSP-supported CSCs in Aswan and Beheira, c) community leaders, business associations and citizen users of CSC services d) sub-contractors that provided leadership and management skills training, e) MoPMAR and CSC staff that successfully completed the training programs and d) MoPMAR/CSC supervisors of staff trained.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

1. To what extent are you satisfied with the overall performance of the EPSP Project? (1a)

Effectiveness of Citizen Service Center Service Delivery

2. How effective has the CSC been in helping the public to better utilize government services? Explain. Can you provide examples? (2c)
3. Do you believe that the CSC model demonstrates improved government responsiveness to the community? Explain. Can you provide examples? (2a)
4. Do you believe that the community has changed its attitude towards government as a result of the CSC model? Explain. Can you provide examples? (2b)
5. To what extent are you satisfied that the CSC model minimizes opportunities for corruption? (2d)
6. Do you believe that there are additional opportunities for the CSC model to further decrease corruption? Explain. Can you provide examples or recommendations? (2d)
7. What factors have favorably or unfavorably impacted the implementation of the CSC model? Explain. Can you provide examples? (2e)
8. What are the major challenges still facing CSC continuing operations and/or expanding services? Can you provide recommendations to mitigate risks, constraints and/or challenges that may be qualified as “mission critical”? (2f)

9. What are some key recommendations that you would make to improve service delivery and CSC sustainability? (2f)
10. What are the major challenges still facing CSC continuing operations and/or expanding services? Can you provide recommendations to mitigate risks, constraints and/or challenges that may be qualified as “mission critical”? (2f)
11. Can you provide an example success story, lesson learned, challenge or outcome (intended or unintended consequence) of how the CSC model may have impacted the community’s quality of life and/or level of engagement with the local municipal government?

Effectiveness of CSC and MoPMAR Training

12. Would you qualify the training of CSC and MoPMAR staff as effective? In the affirmative, to what extent do you believe that improved CSC staff knowledge and skills are improving both job performance and citizen satisfaction? Explain. Can you provide examples? (3a)
13. Given lessons learned, what are some key recommendations that you would offer to improve future CSC and Leadership and Management Skills Training Programs? (3f)

I I. Group Discussion Protocol for Training Service Providers

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of select activities of the Effective Planning and Services Project (EPSP).

The evaluation team will conduct key informant interviews, group discussions, and surveys of the EPSP a) sub-contractors (AMIDEAST, the Center for Development Services, and the Institute of National Planning) that provided leadership and management skills training, b) the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) and Citizen Service Center (CSC) project-related personnel who supervise trainees, c) as well as MoPMAR and CSC staff that successfully completed the training programs.

The evaluation team will review, analyze and evaluate the training activities and the degree to which the EPSP training programs have improved knowledge and skills resulting in improved performance in the workplace.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

1. How was your firm chosen to conduct the training program? (3a)
2. How were the training needs identified? By whom? (3a)
3. Did the EPSP implementing partner or Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) personnel review the training methodology and content before being approved for implementation? As applicable, provide some salient examples of requested revisions in response to stakeholder comments? (3a)
4. How were individual trainers identified and selected? What is the selection criteria? Declare (3a)
5. Were any changes in content or methodology introduced in the course of implementing the training program? Explain. Can you provide examples? (3a, 3b)
6. Rate training components from most effective to least effective for improving overall job performance of CSC staff? Explain? (3b, 3c)
7. Rate training components from most effective to least effective for improving overall job performance of MoPMAR young professionals? Explain? (3b, 3c)
8. Was there an after-training assignment for trainees? Explain. In the affirmative, can you provide examples? (3a)
9. How effective were the trainings for improving the knowledge and skills of the participants? Explain. Can you provide material evidence to support your assertion? (3a)

10. Have you observed differences between men and women in their respective levels of improved knowledge and/or skills as a result of the training programs? Explain. Can you provide material evidence to support your assertion? (3c)
11. Given lessons learned, what would your firm do differently if asked to develop a follow-up training program for MoPMAR personnel and/or to develop a follow-up training program for CSC staff? (3a, 3b, 3c)

12. Group Discussion Protocol for Citizen Service Center Customer Service Staff

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, and b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys in five CSCs in Aswan (Aswan City Dewan, Nasr El-Nuba, Daraw, and Edfu) and two CSCs in Beheira (Abu Homous and Shobra Kheet) governorates.

In addition, the evaluation teams will interview project related governorate and district officials, community leaders, citizen users of CSC services, project-related officials in the Ministry of Planning, Monitoring and Administrative Reform, training service providers as well as the AECOM project team.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

1. To what extent do you believe that the community is satisfied with the CSC services provided? (1a)
2. Do you observe that the level of citizen satisfaction with CSC service delivery significantly differs between men and women? In the affirmative, what is the basis of your observation? Can you provide examples? (1b, 1c)
3. Describe the channels of communication between a) the customer service staff and the citizen user and b) the customer service staff and CSC management.
4. How would you rate the channel of communication between the community and the CSC? (2e)
5. Do you believe that the CSC model demonstrates improved government responsiveness to the community? Explain. Can you provide examples? (2a)
6. Do you believe that the community has changed its willingness to access the services (attitude towards government) as a result of the CSC model? Explain. Can you provide examples? (2b)
7. How effective has the CSC been in helping the public to better utilize government services? Explain. Can you provide examples? (2c)
8. Does CSC management respond to your recommendations to improve CSC service delivery? (2e, 2a)
9. To what extent are you satisfied that the CSC model minimizes opportunities for corruption? (2d)

10. Do you believe that there are additional opportunities for the CSC model to further decrease corruption? Explain. Can you provide examples or recommendations? (2d)
11. Do female co-workers receive the same opportunities for career advancement and/or training as do men co-workers? (2e, 1c)
12. Would you qualify the training of CSC staff as effective? In the affirmative, to what extent do you believe that improved CSC staff knowledge and skills are improving both job performance and citizen satisfaction? Explain. Can you provide examples? (3a)
13. Have you observed significant differences in overall performance between men and women in the workplace that may be directly attributable to training? Explain. Can you provide examples? (3a)
14. Rate training components from most effective to least effective for improving overall job performance of CSC staff. Explain. (3b, 3c)
15. What are the major challenges facing CSC continuing operations and/or expanding services? Can you provide recommendations to mitigate risks, constraints and/or challenges that may be qualified as “mission critical”? (2f)

I3. Group Discussion Protocol for Citizen Service Center Managers

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, and b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys in five CSCs in Aswan (Aswan City Dewan, Nasr El-Nuba, Daraw, and Edfu) and two CSCs in Beheira (Abu Homous and Shobra Kheet) governorates.

In addition, the evaluation teams will interview project related governorate and district officials, community leaders, citizen users of CSC services, project-related officials in the Ministry of Planning, Monitoring and Administrative Reform, training service providers as well as the AECOM project team.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

Effectiveness of CSC Service Delivery

1. To what extent do you believe that the community is satisfied with the CSC services provided? (1a)
2. Do you observe that the level of citizen satisfaction with CSC service delivery significantly differs between men and women? In the affirmative, what is the basis of your observation? Can you provide examples? (1b, 1c)
3. Describe the channels of communication between the customer service staff and CSC management. (2e)
4. How would you rate the channel of communication between the community and the CSC? (2e)
5. Do you believe that the CSC model demonstrates improved government responsiveness to the community? Explain. Can you provide examples? (2a)
6. Do you believe that the community has changed its attitude towards government as a result of the CSC model? Explain. Can you provide examples? (2b)
7. How effective has the CSC been in helping the public to better utilize government services? Explain. Can you provide examples? (2c)
8. To what extent are you satisfied that the CSC model minimizes opportunities for corruption? (2d)

9. Do you believe that there are additional opportunities for the CSC model to further decrease corruption? Explain. Can you provide examples or recommendations? (2d)
10. Describe your CSC's process for responding to customer suggestions and complaints? (2a, 2c, 2d)
11. What are the major challenges facing CSC continuing operations and/or expanding services? Can you provide recommendations to mitigate risks, constraints and/or challenges that may be qualified as "mission critical"? (2f)

Effectiveness of CSC Staff Training

12. Have you observed significant differences in overall performance between men and women in the workplace that may be directly attributable to training? Explain. Can you provide examples? (3a)
13. Rate training components from most effective to least effective for improving overall job performance of CSC staff. Explain. (3b, 3c)
14. What are the characteristics of a "good" customer service representative? How do you select them? (2c, 2e)
15. Describe the process that the CSC uses to assess job performance of the CSC staff. (2c, 2e)
16. Does your CSC have a capacity building/training plan for professional development? In the affirmative, please describe. (3a, 2e)
17. Do female co-workers receive the same opportunities for career advancement and/or training as do men co-workers? (2e, 1b, 1c)
18. Would you qualify the training of CSC staff as effective? In the affirmative, to what extent do you believe that improved CSC staff knowledge and skills are improving both job performance and citizen satisfaction? Explain. Can you provide examples? (3a)
19. Have you observed significant differences in overall performance between men and women in the workplace that may be directly attributable to training? Explain. Can you provide examples? (3a)
20. Rate training components from most effective to least effective for improving overall job performance of CSC staff. Explain. (3b, 3c)

14. Group Discussion Protocol for AECOM Implementation Team

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of the Effective Planning and Services Project (EPSP). The evaluation team will review, analyze and evaluate select EPSP activities carried out by its partner organizations and the degree to which a) citizens and activity stakeholders are satisfied with the services provided by the CSCs, b) the extent to which CSCs have created more effective and more responsible local government responsive to community needs and c) the degree to which the EPSP training programs have improved knowledge and skills of trainees resulting in improved performance in the workplace.

The evaluation team consists of two four-person field teams that will conduct site visits, key informant interviews, group discussions, and surveys with a) governorate and district officials b) EPSP-supported CSCs in Aswan and Beheira, c) community leaders, business associations and citizen users of CSC services d) sub-contractors that provided leadership and management skills training, e) MoPMAR and CSC staff that successfully completed the training programs and d) MoPMAR/CSC supervisors of staff trained.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

1. Describe AECOM's role in the design and delivery of CSC training activities?

Satisfaction

2. As an implementing partner, to what extent are you satisfied with CSC service delivery? (1a)
3. How have the CSC services improved as compared to service delivery under the former service delivery system? (1a)
4. How would you rate overall citizen satisfaction with CSC service delivery? Explain. Can you provide examples? (1a)
5. Have you observed differences between men and women in their respective levels of satisfaction with CSC services? Explain. Can you provide examples? (1b, 1c)

Effectiveness of Citizen Service Centers

6. Do you believe that the CSC model demonstrates improved government responsiveness to the community? Explain. Can you provide examples? (2a)
7. Do you believe that the community has changed its attitude towards government as a result of the CSC model? Explain. Can you provide examples? (2b)
8. How effective has the CSC been in helping the public to better utilize government services? Explain. Can you provide examples? (2c)
9. To what extent are you satisfied that the CSC model minimizes opportunities for corruption? (2d)

10. Do you believe that there are additional opportunities for the CSC model to further decrease corruption? Explain. Can you provide examples or recommendations? (2d)

11. Have any cases of corruption in the CSCs been reported since the implementation of the EPSP project in 2012? In the affirmative, provide details of the corruption charges and the outcome of any subsequent investigations. (2d)

12. What factors have favorably or unfavorably impacted the implementation of the CSC model? Explain. Can you provide examples? (2e)

13. What are the major challenges still facing CSC continuing operations and/or expanding services? Can you provide recommendations to mitigate risks, constraints and/or challenges that may be qualified as “mission critical”? (2f)

Effectiveness of CSC Staff Training

14. How were CSC staff training needs identified?

15. Would you qualify the training of CSC staff as effective? In the affirmative, to what extent do you believe that improved CSC staff knowledge and skills are improving both job performance and citizen satisfaction? Explain. Can you provide examples? (3a)

16. Have you observed significant differences in overall performance between men and women in the workplace that may be directly attributable to training? Explain. Can you provide examples? (3a)

17. Rate training components from most effective to least effective for improving overall job performance of CSC staff. Explain. (3b, 3c)

Effectiveness of Training for MoPMAR Young Professionals

18. Rate training components from most effective to least effective for improving overall job performance of MoPMAR young professionals? Explain? (3b, 3c)

19. Do you believe that the trainings in English language proficiency, leadership and management skills training, and conducting project feasibility studies each achieved their intended objectives? Explain. Can you provide examples? (3a)

20. Given lessons learned, what are some key recommendations that you would offer to improve a future Leadership and Management Skills Training Program? (3f)

15. Group Discussion Protocol for MoPMAR Trainees of the Leadership and Management Skills Training Program

Good morning/afternoon. My name is _____. I am a member of an evaluation team contracted by the USAID SIMPLE Project to conduct an evaluation of select activities of the Effective Planning and Services Project (EPSP).

The evaluation team will conduct key informant interviews, group discussions, and surveys of the EPSP a) sub-contractors (AMIDEAST, the Center for Development Services, and the Institute of National Planning) that provided leadership and management skills training, b) the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR) and Citizen Service Center (CSC) project-related personnel who supervise trainees, c) as well as MoPMAR and CSC staff that successfully completed the training programs.

The evaluation team will review, analyze and evaluate the training activities and the degree to which the EPSP training programs have improved knowledge and skills resulting in improved performance in the workplace.

The evaluation will seek to document findings, achievements, challenges, lessons learned, conclusions and actionable recommendations to ensure that EPSP activities have the highest potential to achieve and sustain their intended results. Findings of this evaluation will be managed in a confidential and anonymous manner.

Your participation is entirely voluntary but your participation is considered vital to this important initiative. I thank you in advance for your valued contribution and I would be pleased to answer any questions that you may have in the course of our discussion.

1. Did you volunteer or were you nominated to participate in the Leadership and Management Skills Training Program? In the event that you volunteered, describe the reasons why you volunteered. (3b)
2. Can you describe your personal goal for participating in this training program? (3b)
3. Given your experience, to what extent was the training you received relevant to your job? (3a, 3b)
4. Would you qualify the management skills component of the training program as effective? To what extent did the training program improve your management skills as well as directly impact your job performance? Explain. Can you provide examples? (3a)
5. Would you qualify the leadership skills component of the training program as effective? To what extent did the training program improve your leadership skills as well as directly impact your job performance? Explain. Can you provide examples? (3a)
6. Would you qualify the English language proficiency component of the training program as effective? To what extent did the training program improve your English language proficiency skills as well as directly impact your job performance? Explain. Can you provide examples? (3a)
7. Would you qualify the project feasibility design component of the training program as effective? To what extent did the training program improve your ability to design and implement project feasibility studies as well as directly impact your job performance? Explain. Can you provide examples? (3a)

8. Rate training components from most effective to least effective for improving your overall job performance as a MoPMAR young professional. Explain? (3b, 3c)
9. Given lessons learned, what are some key recommendations that you would offer to improve a future Leadership and Management Skills Training Program? (3f)
10. Do you believe that the Ministry provided equal training opportunities for both men and women (3c)?
11. Did you take any initiative to transfer acquired knowledge and skills to others? How?
12. Was there an opportunity for every trainee to express their point of view during the training? Did you observe gender balance throughout the training program? Explain. Can you provide examples? (3c)
13. What support was received from the Ministry to apply your newly acquired knowledge and skills in your workplace? (3c, 3a)
14. If you did not complete the training program, what was the reason for not completing?

ANNEX IV: DATA COLLECTION SCHEDULE

Day	Date	Team A		Team B	
		Governorate	Site	Governorate	Site
Day 1	Tuesday, August 15, 2017	Aswan	Aswan City	Cairo	MoPMAR
Day 2	Wednesday, August 16, 2017	Aswan	Aswan City	Cairo	USAID, MoPMAR
Day 3	Thursday, August 17, 2017	Aswan	Aswan City	Cairo	MoPMAR
Day 4	Saturday, August 19, 2017	Phone KIs and Documentation			
Day 5	Sunday, August 20, 2017	Aswan	Dewan CSC	Beheira	Damanhour Governorate
Day 6	Monday, August 21, 2017	Aswan	Dewan CSC	Beheira	Abu Hummus CSC
Day 7	Tuesday, August 22, 2017	Aswan	Edfu CSC	Beheira	Abu Hummus CSC
Day 8	Wednesday, August 23, 2017	Aswan	Edfu CSC	Beheira	Shobra Kheet CSC
Day 9	Thursday, August 24, 2017	Aswan	Daraw CSC	Beheira	Shobra Kheet CSC
Day 10	Saturday, August 26, 2017	Phone KIs and Documentation			
Day 11	Sunday, August 27, 2017	Aswan	Nasr El-Nuba CSC	Cairo	MoPMAR, Training Providers
Day 12	Monday, August 28, 2017	Aswan	Daraw CSC Nasr El-Nuba CSC	Cairo, Beheira	MoPMAR, Training Providers, Shobra Kheet CSC

ANNEX V: DATA TABLES AND GRAPHS

A. SECONDARY QUANTITATIVE/QUALITATIVE DATA

Customer Satisfaction Exit Survey

(I) Sample Description

Figure (I) graphically represents the percentage and number of CSC customers sampled disaggregated by EPSP-assisted CSC and governorate.

FIGURE (I)

Distribution of CSC Customers Sampled in each of the EPSP-assisted CSCs

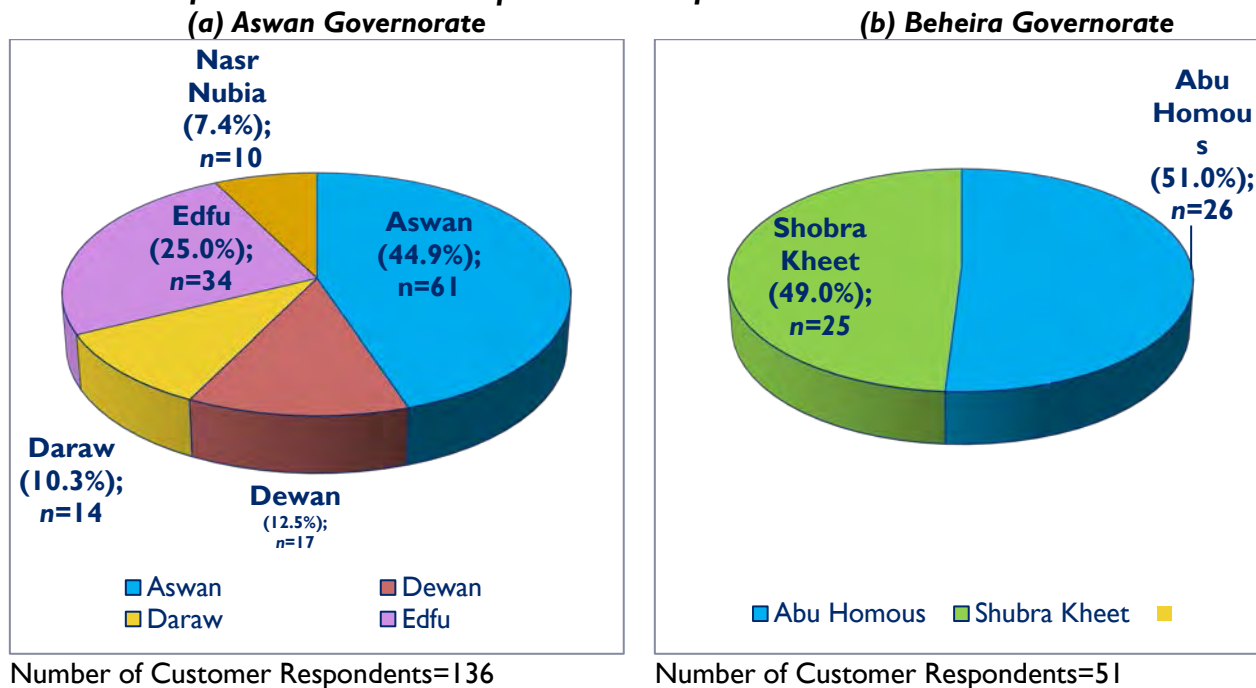
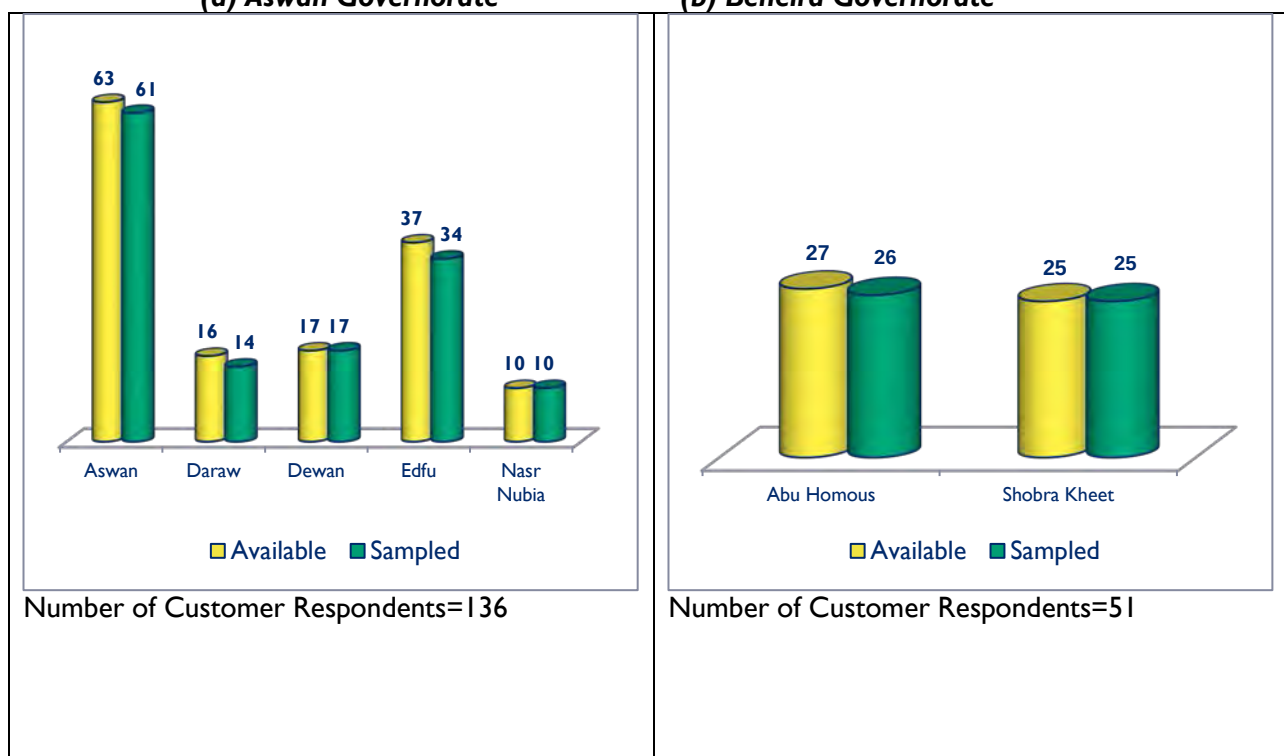


FIGURE (1a)**Number of CSC Customers Available and Sampled in Each of the EPSP-assisted CSCs****(a) Aswan Governorate****(b) Beheira Governorate****Location – Aswan Governorate**

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Aswan	61	44.9	44.9	44.9
	Dewan	17	12.5	12.5	57.4
	Daraw	14	10.3	10.3	67.6
	Edfu	34	25.0	25.0	92.6
	Nasr El-Nuba	10	7.4	7.4	100.0
	Total	136	100.0	100.0	

Location – Beheira Governorate

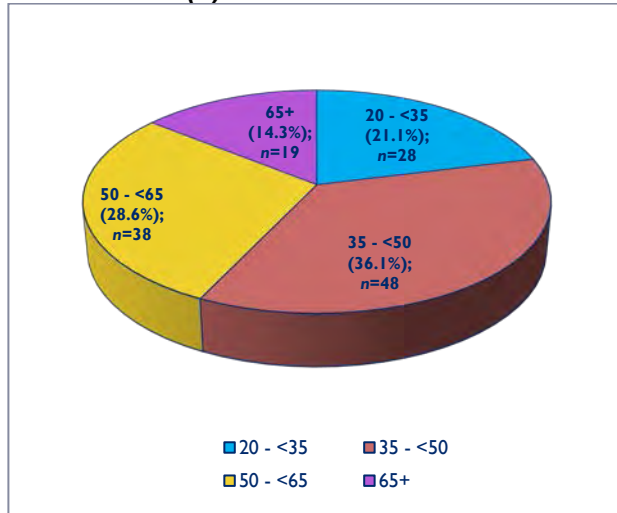
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Abu Homous	26	51.0	51.0	51.0
	Shobra Kheet	25	49.0	49.0	100.0
	Total	51	100.0	100.0	

Figure (2) graphically represents the CSC customers' distribution by age disaggregated by CSC and governorate Note: Age was collected as a continuous variable. It was categorized to be graphically presented. Some descriptive statistics calculated from the continuous-type variable is provided to the right of the corresponding graph.

FIGURE (2)

Distribution of CSC Customers by age Disaggregated by CSC and Governorate

(a) Aswan Governorate

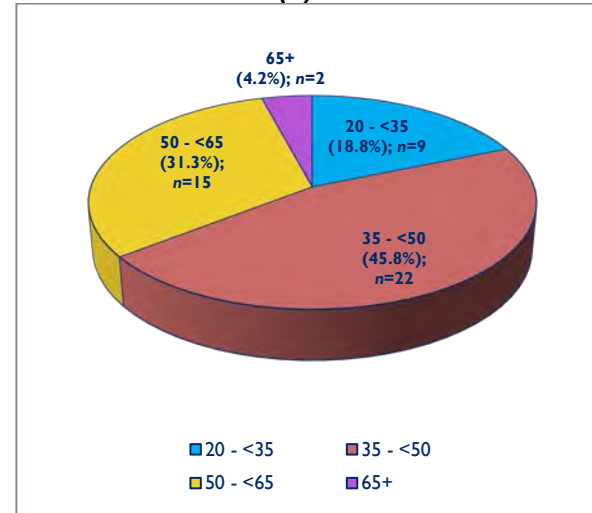


Total Number of Citizens' Respondents = 133

(a)

Average =47.2
Median=45.0
SD =13.5
Min=22
Max=76

(b) Beheira Governorate



Total Number of Citizens' Respondents = 48

(b)

Average =44.4
Median=43.0
SD =11.0
Min=23
Max=70

Age Descriptives – Aswan Governorate

			Statistic	Std. Error
Age of Participant	Mean		47.22	1.173
	95% Confidence Interval for Mean	Lower Bound	44.90	
		Upper Bound	49.54	
	5% Trimmed Mean		47.11	
	Median		45.00	
	Variance		183.081	
	Std. Deviation		13.531	
	Minimum		22	
	Maximum		76	
	Range		54	
	Interquartile Range		22	
	Skewness		.124	.210
	Kurtosis		-.879	.417

Categorized Age – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	20 - <35	28	20.6	21.1	21.1
	35 - <50	48	35.3	36.1	57.1
	50 - <65	38	27.9	28.6	85.7
	65+	19	14.0	14.3	100.0
	Total	133	97.8	100.0	
Missing	System	3	2.2		
Total		136	100.0		

Age Descriptives – Beheira Governorate

			Statistic	Std. Error
Age of Participant	Mean		44.44	1.590
	95% Confidence Interval for Mean	Lower Bound	41.24	
		Upper Bound	47.64	
	5% Trimmed Mean		44.16	
	Median		43.00	
	Variance		121.273	
	Std. Deviation		11.012	
	Minimum		23	
	Maximum		70	
	Range		47	
	Interquartile Range		18	
	Skewness		.352	.343
	Kurtosis		-.696	.674

Categorized Age – Beheira Governorate

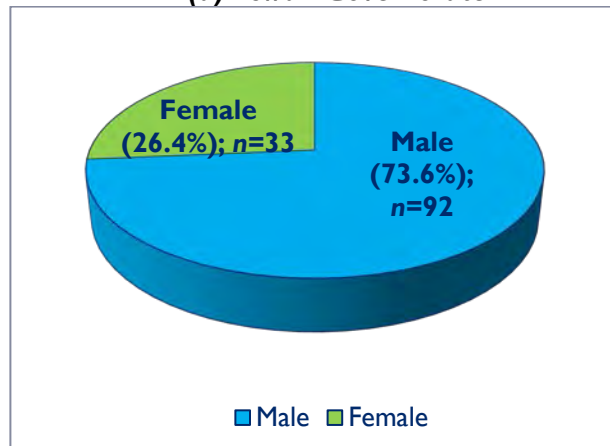
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - <35	9	17.6	18.8	18.8
	35 - <50	22	43.1	45.8	64.6
	50 - <65	15	29.4	31.3	95.8
	65+	2	3.9	4.2	100.0
	Total	48	94.1	100.0	
Missing	System	3	5.9		
Total		51	100.0		

Figure (3) graphically represents the CSC customers' distribution by gender, disaggregated by governorate.

FIGURE (3)

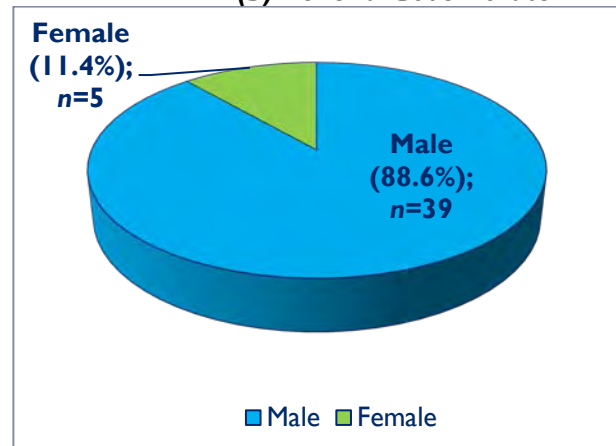
Distribution of CSC Customers Disaggregated by Gender and Governorate

(a) Aswan Governorate



Number of Citizen Respondents=125

(b) Beheira Governorate



Number of Citizen Respondents=44

Gender of CSC Customer – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Male	92	67.6	73.6	73.6
	Female	33	24.3	26.4	100.0
	Total	125	91.9	100.0	
Missing	System	11	8.1		
Total		136	100.0		

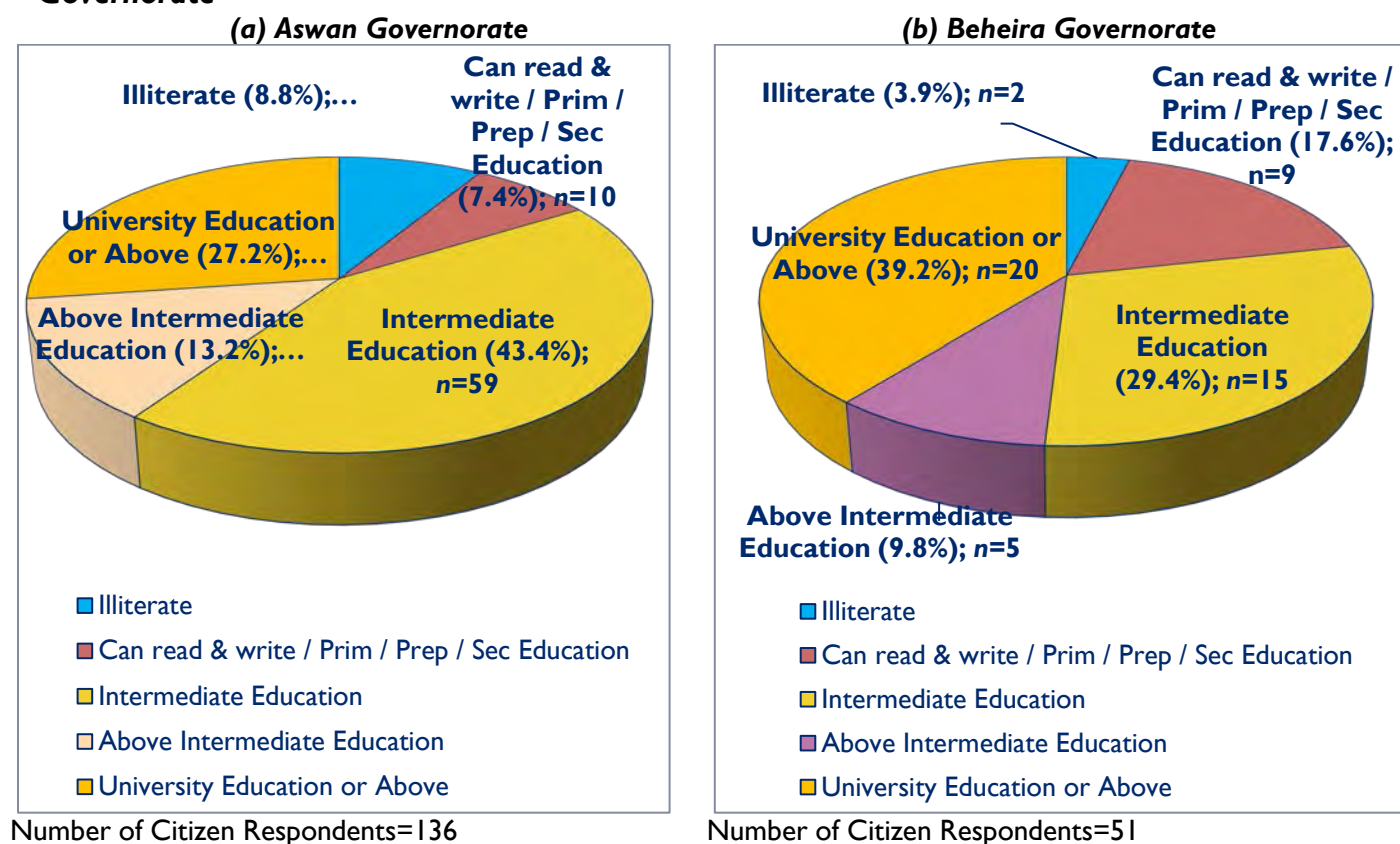
Gender of CSC Customer – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Male	39	76.5	88.6	88.6
	Female	5	9.8	11.4	100.0
	Total	44	86.3	100.0	
Missing	System	7	13.7		
Total		51	100.0		

Figure (4) graphically depicts the CSC customers' distribution by level of educational attainment disaggregated by governorates. Select categories originally assigned to the education level were merged due to a small number of observations.

FIGURE (4)

Distribution of CSC Customers Disaggregated by level of Educational Attainment and Governorate



Formal level of Educational Attainment – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Illiterate	12	8.8	8.8	8.8
	Can read and write	3	2.2	2.2	11.0
	Primary Education	3	2.2	2.2	13.2
	Preparatory/Secondary Education	4	2.9	2.9	16.2
	Intermediate Education	59	43.4	43.4	59.6
	Above Intermediate Education	18	13.2	13.2	72.8
	University Education	35	25.7	25.7	98.5
	Above University Edu- cation	2	1.5	1.5	100.0
	Total	136	100.0	100.0	

Recoded Level of Educational Attainment – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Illiterate	12	8.8	8.8	8.8
	Can read and write / Prim / Prep / Sec Edu- cation	10	7.4	7.4	16.2
	Intermediate Education	59	43.4	43.4	59.6
	Above Intermediate Education	18	13.2	13.2	72.8
	University Education or Above	37	27.2	27.2	100.0
	Total	136	100.0	100.0	

Formal Educational Attainment – Beheira Governorate

	Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid Illiterate	2	3.9	3.9	3.9
Can read and write	3	5.9	5.9	9.8
Primary Education	1	2.0	2.0	11.8
Preparatory/Secondary Education	5	9.8	9.8	21.6
Intermediate Education	15	29.4	29.4	51.0
Above Intermediate Education	5	9.8	9.8	60.8
University Education	17	33.3	33.3	94.1
Above University Edu- cation	3	5.9	5.9	100.0
Total	51	100.0	100.0	

Recoded Level of Educational Attainment – Beheira Governorate

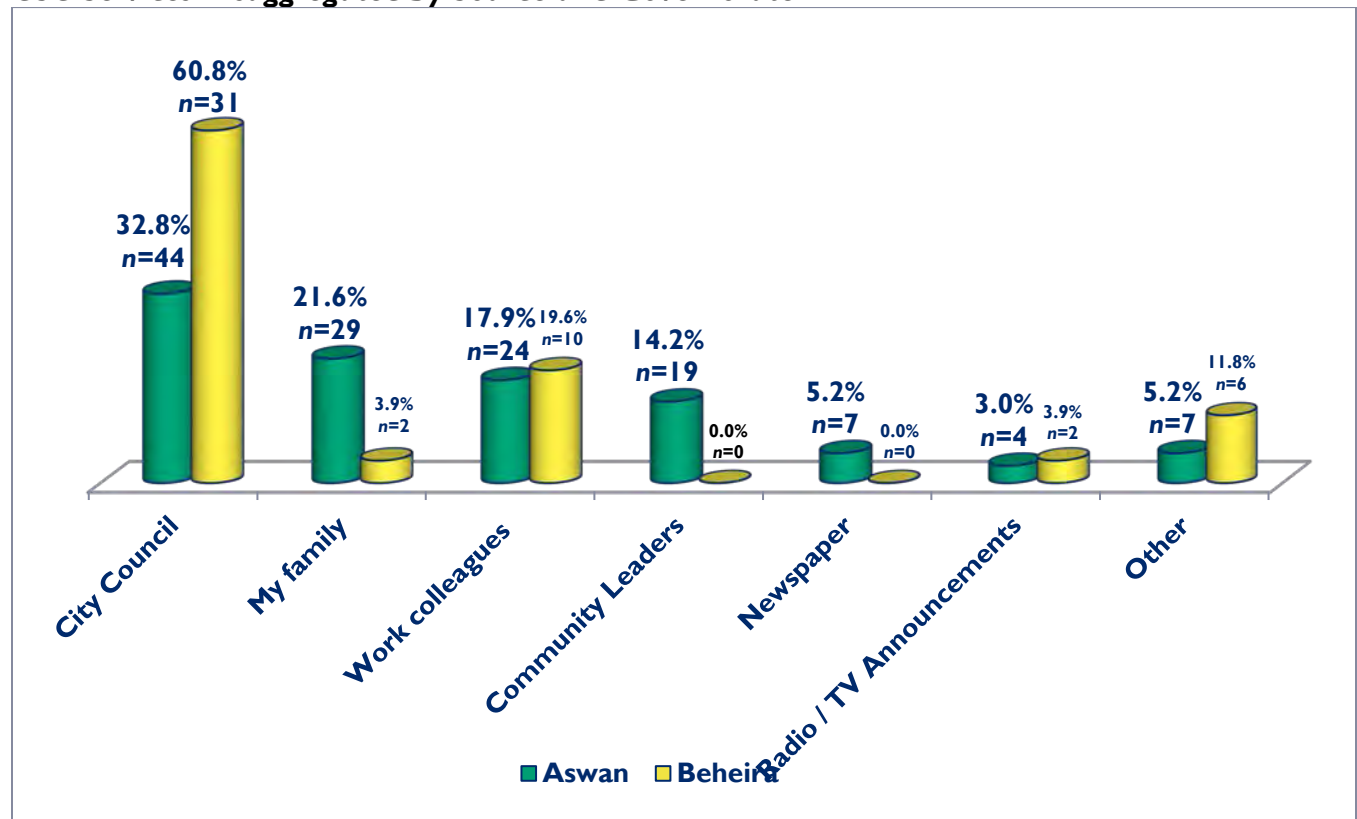
	Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid Illiterate	2	3.9	3.9	3.9
Can read and write / Prim / Prep / Sec Edu- cation	9	17.6	17.6	21.6
Intermediate Education	15	29.4	29.4	51.0
Above Intermediate Education	5	9.8	9.8	60.8
University Education or Above	20	39.2	39.2	100.0
Total	51	100.0	100.0	

Figure (5) graphically represents the sources by which the CSC customers learned about CSC services in Aswan and Beheira governorates. As shown, the “City Council” represents the most frequently identified main source of information on CSC services in both governorates. The second most frequently identified main source of information is the “family” in Aswan and “work colleagues” in Beheira.

Note: “City Council” wasn’t among choices provided in the survey. CSC customers identified it within the category “other” as their main source of information.

FIGURE (5)

Distribution of CSC Customers’ Most Frequently Named Main Source of Information on CSC Services Disaggregated by Source and Governorate



Total Number of CSC Customer Respondents: Aswan=134; Beheira=51

How did you learn about CSC services? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	My family	29	21.3	21.6	21.6
	Work colleagues	24	17.6	17.9	39.6
	Community Leaders	19	14.0	14.2	53.7
	Newspaper	7	5.1	5.2	59.0
	Radio / TV Announcements	4	2.9	3.0	61.9
	City Council	44	32.4	32.8	94.8
	Other	7	5.1	5.2	100.0
	Total	134	98.5	100.0	
Missing	System	2	1.5		
Total		136	100.0		

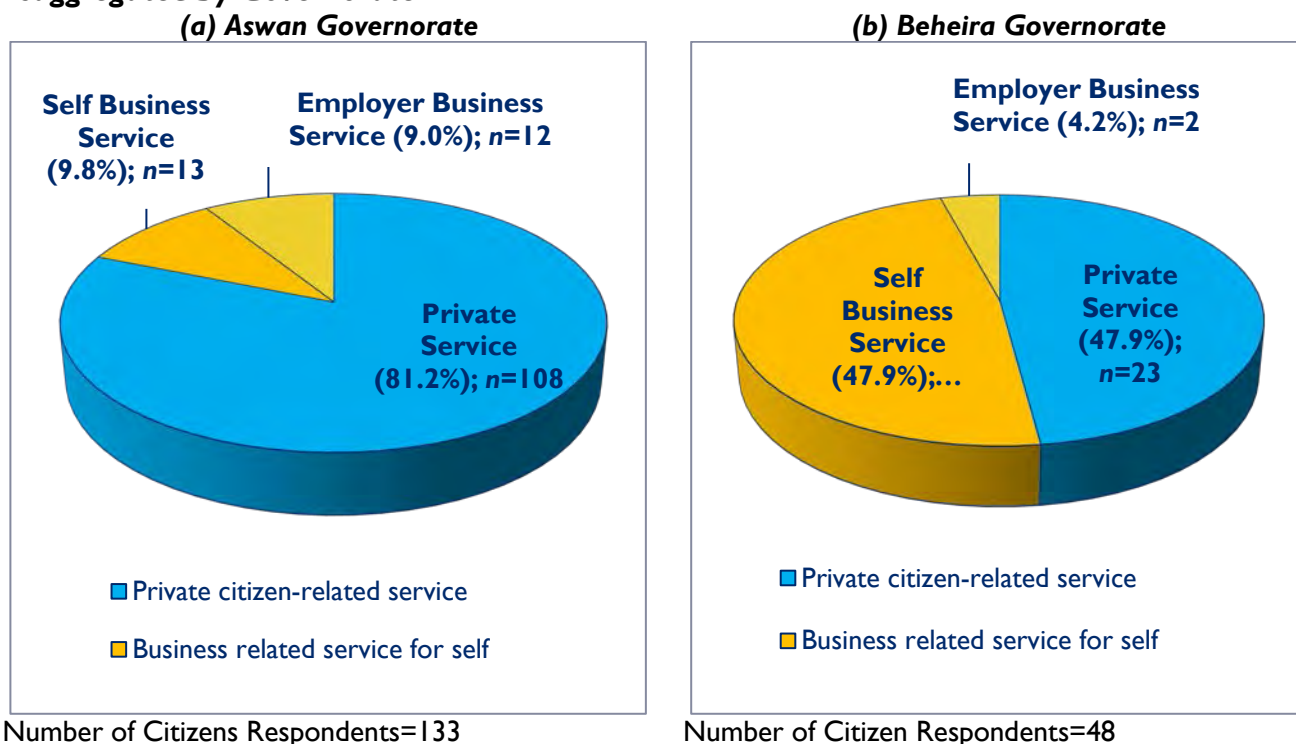
How did you learn about CSC services? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	My family	2	3.9	3.9	3.9
	Work colleagues	10	19.6	19.6	23.5
	Radio / TV Announcements	2	3.9	3.9	27.5
	City Council	31	60.8	60.8	88.2
	Other	6	11.8	11.8	100.0
	Total	51	100.0	100.0	

CSC customers were asked to mention the type of service they were requesting on the data collection day; whether it is a private service or a business-related service. Figure (6) shows that about 47.9% (23 citizens) from the Beheira sample were requesting self-employed business-related services on the survey day versus 9.8% (13 citizens) from the Aswan sample.

FIGURE (6)

Distribution of CSC Customers by Type of Service Requested on Data Collection Day Disaggregated by Governorate



What type of service have you requested/ applied for today? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Private citizen related service	108	79.4	81.2	81.2
	Business related service for self	13	9.6	9.8	91.0
	Business related service for employer (NGO/Private Sector Firm)	12	8.8	9.0	100.0
	Total	133	97.8	100.0	
Missing	System	3	2.2		
Total		136	100.0		

What type of service have you requested/applied for today? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Private citizen related service	23	45.1	47.9	47.9
	Business related service for self	23	45.1	47.9	95.8
	Business related service for employer (NGO/Private Sector Firm)	2	3.9	4.2	100.0
	Total	48	94.1	100.0	
Missing	System	3	5.9		
Total		51	100.0		

(2) Evaluation Question (1): Satisfaction of Citizens towards Services Provided by the CSCs

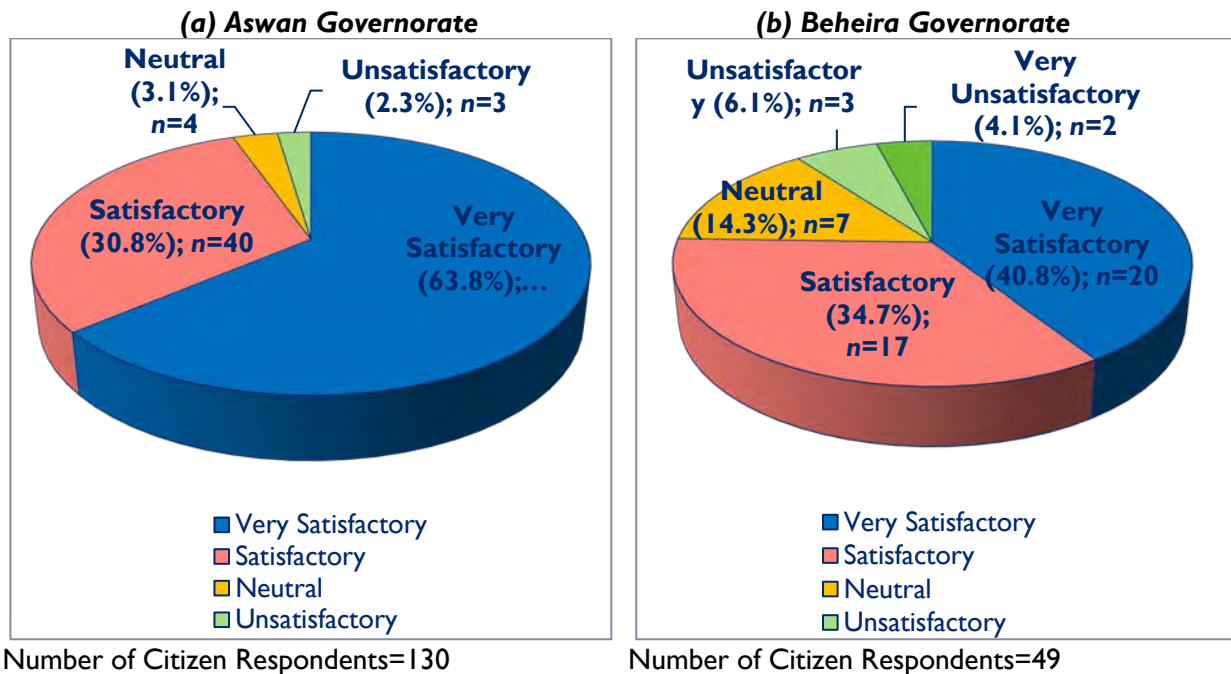
2 (a): Evaluating CSC Services

CSC customers were asked to evaluate their level of satisfaction regarding the services provided by the CSC.

They were first asked to evaluate the quality of the service(s) they received on the data collection day. Figure (1.1) shows that the majority of the customers in the sample in both governorates were satisfied.

FIGURE (1.1)

CSC Customers' Satisfaction with Quality of Services Received on Survey Day by Governorate



How would you qualify the service you received today? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Very Satisfactory	83	61.0	63.8	63.8
	Satisfactory	40	29.4	30.8	94.6
	Neither Satisfactory nor Unsatisfactory	4	2.9	3.1	97.7
	Unsatisfactory	3	2.2	2.3	100.0
	Total	130	95.6	100.0	
Missing	System	6	4.4		
Total		136	100.0		

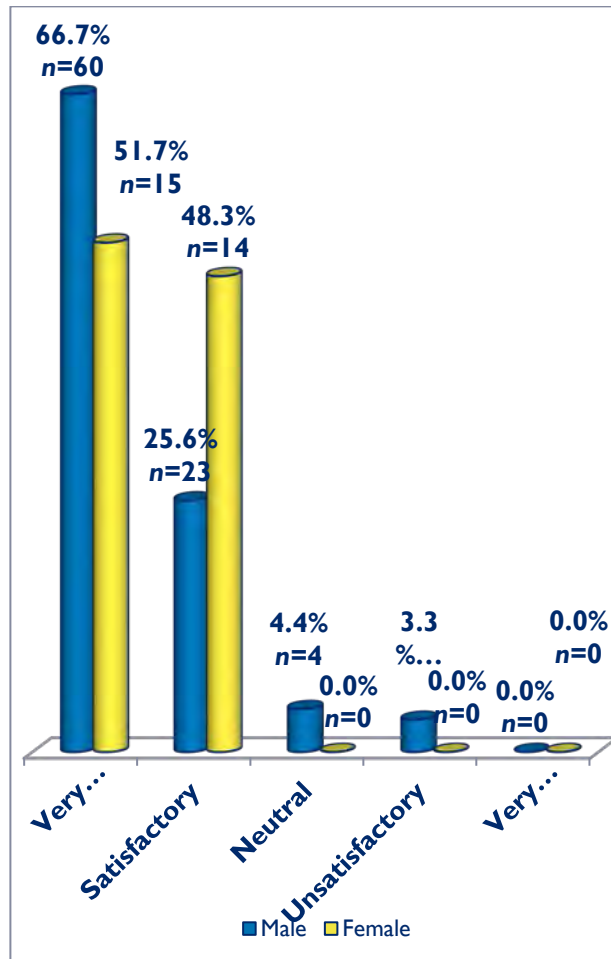
How would you qualify the service you received today? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Very Satisfactory	20	39.2	40.8	40.8
	Satisfactory	17	33.3	34.7	75.5
	Neither Satisfactory nor Unsatisfactory	7	13.7	14.3	89.8
	Unsatisfactory	3	5.9	6.1	95.9
	Very Unsatisfactory	2	3.9	4.1	100.0
Total		49	96.1	100.0	
Missing	System	2	3.9		
Total		51	100.0		

FIGURE 1.1a

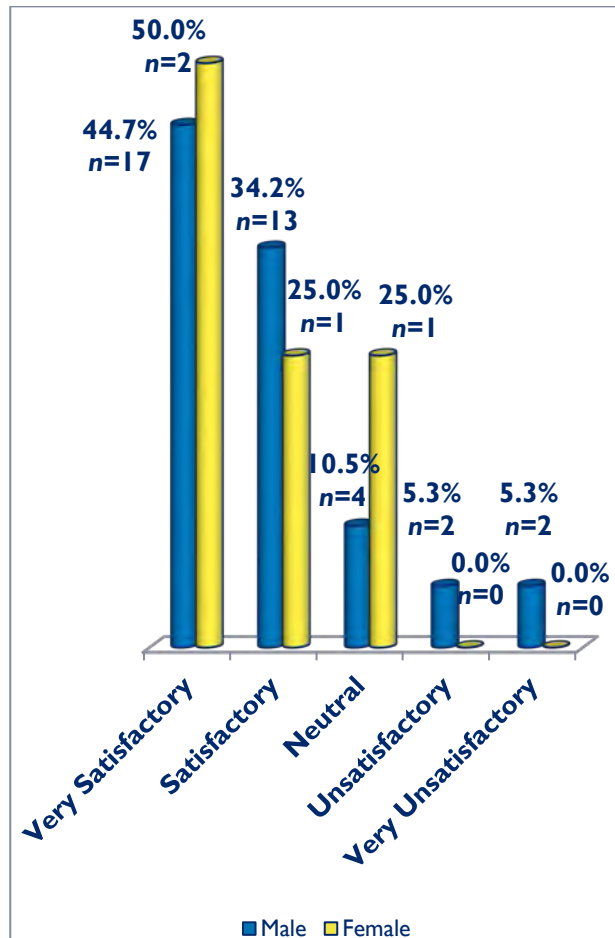
CSC Customers' Level of Satisfaction with Quality of Services Received on Survey Day Disaggregated by Gender.

a) Aswan Governorate



Number of Citizen Respondents; Males=90, Females=29

(b) Beheira Governorate



Number of Citizen Respondents; Males=38, Females=4

How would you qualify the service you received today? – Aswan Governorate

Gender of Participant			Frequency	Percent	Valid Per- cent	Cumulative Percent
Male	Valid	Very Satisfactory	60	65.2	66.7	66.7
		Satisfactory	23	25.0	25.6	92.2
		Neither Satisfactory nor Unsatisfactory	4	4.3	4.4	96.7
		Unsatisfactory	3	3.3	3.3	100.0
		Total	90	97.8	100.0	
	Missing	System	2	2.2		
Total			92	100.0		
Female	Valid	Very Satisfactory	15	45.5	51.7	51.7
		Satisfactory	14	42.4	48.3	100.0
		Total	29	87.9	100.0	
	Missing	System	4	12.1		
	Total		33	100.0		

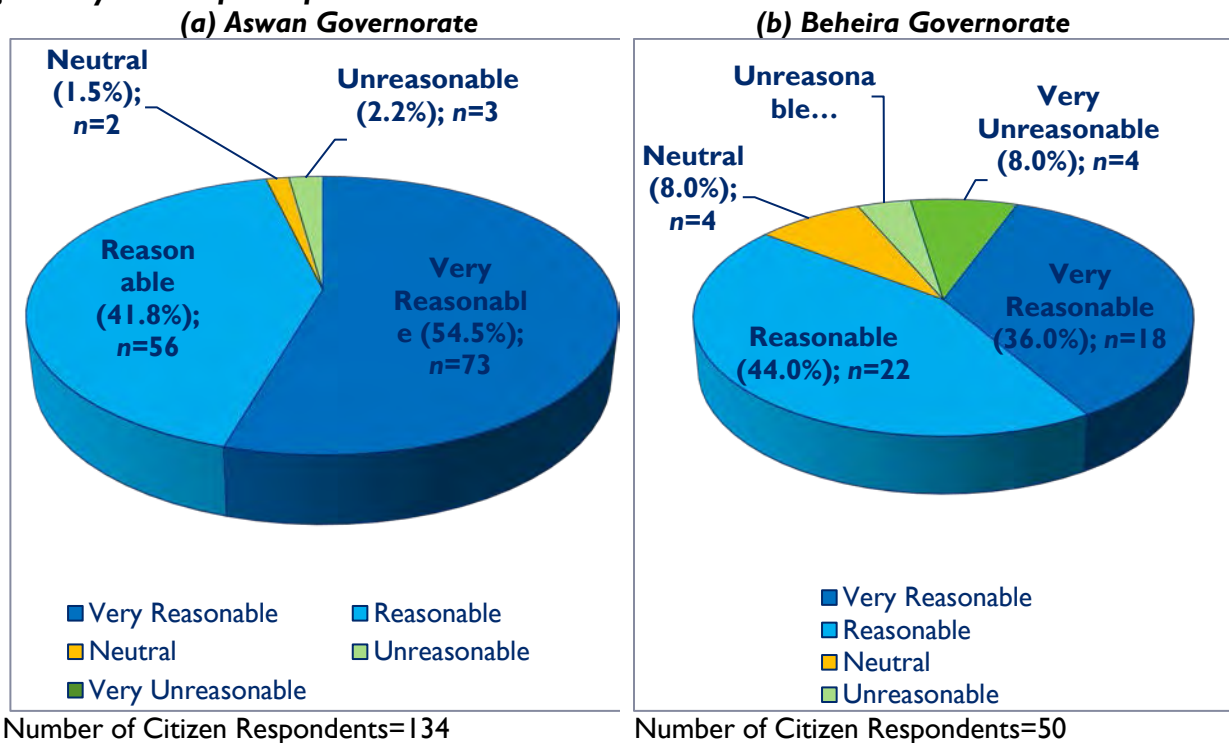
How would you qualify the service you received today? – Beheira Governorate

Gender of Participant			Frequency	Percent	Valid Per- cent	Cumulative Percent
Male	Valid	Very Satisfactory	17	43.6	44.7	44.7
		Satisfactory	13	33.3	34.2	78.9
		Neither Satisfactory nor Unsatisfactory	4	10.3	10.5	89.5
		Unsatisfactory	2	5.1	5.3	94.7
		Very Unsatisfactory	2	5.1	5.3	100.0
		Total	38	97.4	100.0	
	Missing	System	1	2.6		
	Total		39	100.0		
Female	Valid	Very Satisfactory	2	40.0	50.0	50.0
		Satisfactory	1	20.0	25.0	75.0
		Neither Satisfactory nor Unsatisfactory	1	20.0	25.0	100.0
		Total	4	80.0	100.0	
	Missing	System	1	20.0		
	Total		5	100.0		

Subsequently, CSC customers were asked to provide a response that qualified the extent to which they considered “reasonable” the cost of services provided. As shown in Figure (1.2), citizens are in the majority satisfied with the “reasonableness” of the cost of services in both governorates. However, Aswan’s CSC customers demonstrate a higher degree of satisfaction than CSC customers in Beheira.

FIGURE (1.2)

CSC Customers’ Classification of “Reasonableness” of Cost of CSC Services Disaggregated by Level of Satisfaction and Governorate



How would you characterize the cost of services provided by the CSC in your community? –
Aswan Governorate

		Fre- quency	Percent	Valid Per- cent	Cumulative Per- cent
Valid	Very Reasonable	73	53.7	54.5	54.5
	Reasonable	56	41.2	41.8	96.3
	Neither Reasonable nor Unrea- sonable	2	1.5	1.5	97.8
	Unreasonable	3	2.2	2.2	100.0
	Total	134	98.5	100.0	
Missing	System	2	1.5		
Total		136	100.0		

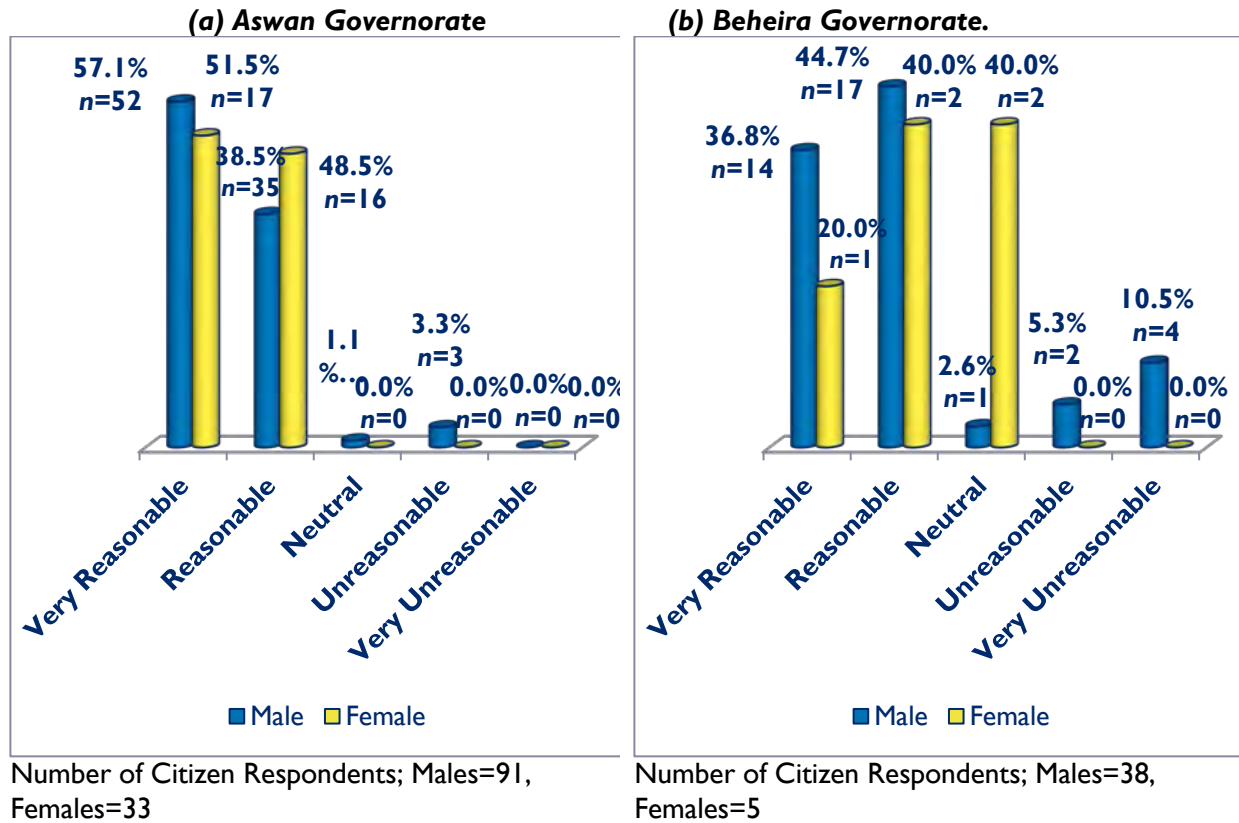
How would you characterize the cost of services provided by the CSC in your community? –
Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Reasonable	18	35.3	36.0	36.0
	Reasonable	22	43.1	44.0	80.0
	Neither Reasonable nor Un- reasonable	4	7.8	8.0	88.0
	Unreasonable	2	3.9	4.0	92.0
	Very Unreasonable	4	7.8	8.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Level of CSC customers' satisfaction regarding the provided services by costs and gender.

FIGURE (1.2a)

Level of CSC Customers' Satisfaction with Costs of CSC Services Disaggregated by Gender and Governorate



How would you characterize the cost of services provided by the CSC in your community?

Aswan Governorate

Gender of Participant			Frequency	Percent	Valid Per- cent	Cumulative Percent
Male	Valid	Very Reasonable	52	56.5	57.1	57.1
		Reasonable	35	38.0	38.5	95.6
		Neither Reasonable nor Unreasonable	1	1.1	1.1	96.7
		Unreasonable	3	3.3	3.3	100.0
		Total	91	98.9	100.0	
	Missing	System	1	1.1		
Total			92	100.0		
Female	Valid	Very Reasonable	17	51.5	51.5	51.5
		Reasonable	16	48.5	48.5	100.0
		Total	33	100.0	100.0	

How would you characterize the cost of services provided by the CSC in your community? –

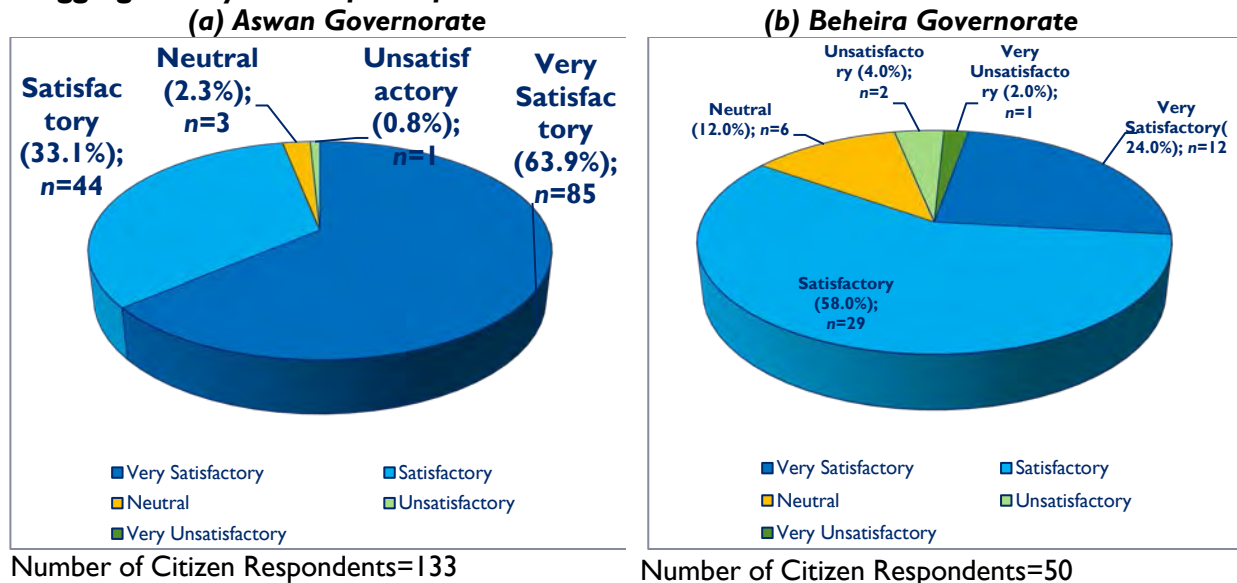
Beheira Governorate

Gender of Participant			Frequency	Percent	Valid Per- cent	Cumulative Percent
Male	Valid	Very Reasonable	14	35.9	36.8	36.8
		Reasonable	17	43.6	44.7	81.6
		Neither Reasonable nor Unreasonable	1	2.6	2.6	84.2
		Unreasonable	2	5.1	5.3	89.5
		Very Unreasonable	4	10.3	10.5	100.0
		Total	38	97.4	100.0	
	Missing	System	1	2.6		
Total			39	100.0		
Female	Valid	Very Reasonable	1	20.0	20.0	20.0
		Reasonable	2	40.0	40.0	60.0
		Neither Reasonable nor Unreasonable	2	40.0	40.0	100.0
		Total	5	100.0	100.0	

Additionally, CSC customers were asked to state the extent to which they were satisfied with the number of working/operating hours of the CSCs. Figure (1.3) graphically represents that Aswan customers were more satisfied than Beheira customers. The majority of the sampled Aswan customers (64%) indicated that they are “very satisfied” with the operating hours, while the majority of the sampled Beheira customers (58%) indicated that they are merely “satisfied.” The overall satisfaction level in Aswan is 97% as compared to 82% in Beheira.

FIGURE (1.3)

**CSC Customers’ Satisfaction with Number of Operating/Working Hours of CSCs
Disaggregated by Level of Satisfaction and Governorate**



How satisfied are you with the CSC operating hours? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Very Satisfactory	85	62.5	63.9	63.9
	Satisfactory	44	32.4	33.1	97.0
	Neither Satisfactory nor Unsatisfactory	3	2.2	2.3	99.2
	Unsatisfactory	1	.7	.8	100.0
	Total	133	97.8	100.0	
Missing	System	3	2.2		
Total		136	100.0		

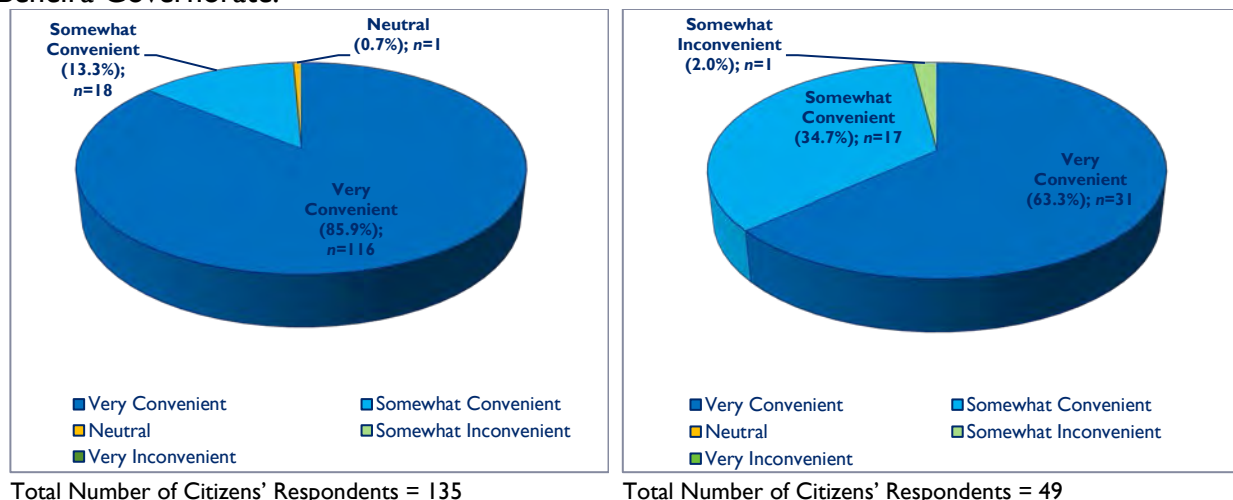
How satisfied are you with the CSC operating hours? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Very Satisfactory	12	23.5	24.0	24.0
	Satisfactory	29	56.9	58.0	82.0
	Neither Satisfactory nor Unsatisfactory	6	11.8	12.0	94.0
	Unsatisfactory	2	3.9	4.0	98.0
	Very Unsatisfactory	1	2.0	2.0	100.0
Total		50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

(b) CSC Location and Area

Figure (1.4) graphically depicts that nearly all CSC customers regard the location of the CSC in their community as “convenient.” Approximately 86% of the CSC customers in Aswan and 63% in Beheira stated that the location CSC is “very convenient” whereas approximately 13% in Aswan and 35% in Beheira stated that it is merely “convenient.”

Figure (1.4): CSC customers’ level of satisfaction with the convenience of the CSC’s location within their respective communities disaggregated by governorate: (a) Aswan Governorate, (b) Beheira Governorate.



How would you characterize the location of the CSC in your community? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Very Convenient	116	85.3	85.9	85.9
	Somewhat Convenient	18	13.2	13.3	99.3
	Neither Convenient nor Inconvenient	1	.7	.7	100.0
	Total	135	99.3	100.0	
Missing	System	1	.7		
Total		136	100.0		

How would you characterize the location of the CSC in your community? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Very Convenient	116	85.3	85.9	85.9
	Somewhat Convenient	18	13.2	13.3	99.3
	Neither Convenient nor Inconvenient	1	.7	.7	100.0
	Total	135	99.3	100.0	
Missing	System	1	.7		

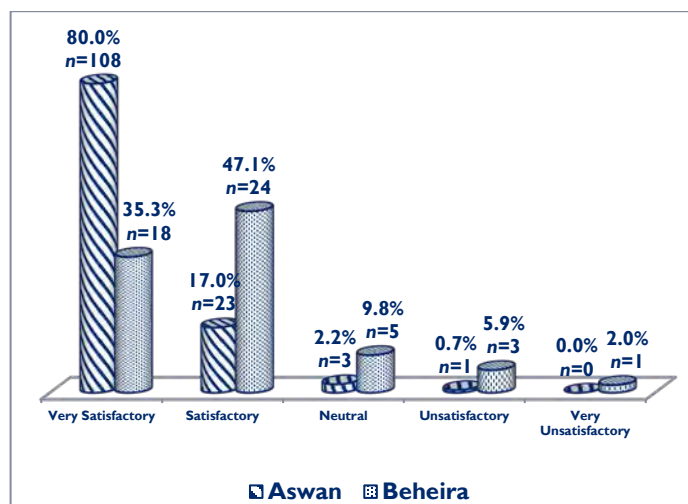
How would you characterize the location of the CSC in your community? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Per- cent
Valid	Very Convenient	31	60.8	63.3	63.3
	Somewhat Conven- ient	17	33.3	34.7	98.0
	Somewhat Inconven- ient	1	2.0	2.0	100.0
	Total	49	96.1	100.0	
Missing	System	2	3.9		
Total		51	100.0		

CSC customers were asked to rate their level of satisfaction with the customer waiting areas regarding the physical characteristics of the CSC facilities; e.g., space, ventilation, seating, et al. and to the extent to which that the facility is equipped to comfortably accommodate the elderly and persons with disabilities including, for example, ramps, special service windows, public bathroom facility access, et al.

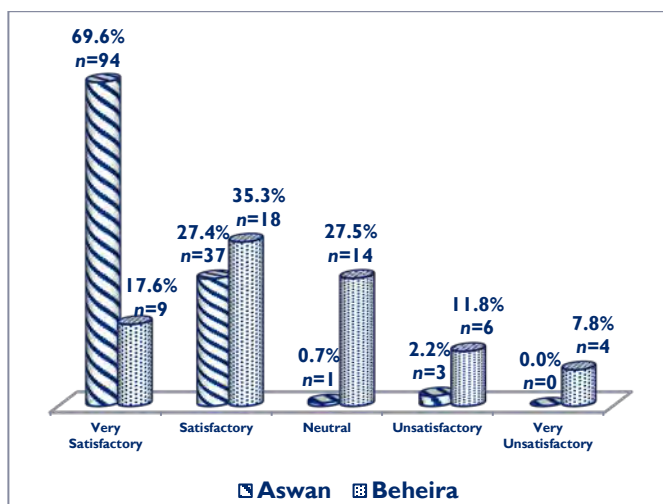
Figure (1.5) graphically represents CSC customer satisfaction levels with the customer waiting areas and with CSC provision for accommodations for the elderly and persons with disabilities disaggregated by governorate. It can be observed that CSC customers in Aswan appear to be more satisfied than Beheira customers; especially as it relates to provision for accommodations for the elderly and persons with disabilities.

Figure (1.5): CSC customer satisfaction disaggregated by governorate and a) CSC waiting area, (b) CSC provision of accommodations for the elderly and persons with disabilities.



Total Number of Citizens' Respondents: Aswan=135; Beheira = 51

(a) CSC Waiting Area



Total Number of Citizens' Respondents: Aswan=135; Beheira = 51

(b) CSC Accommodations for the Elderly and Persons with Disabilities

How would you characterize the CSC waiting area? – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfactory	108	79.4	80.0	80.0
	Satisfactory	23	16.9	17.0	97.0
	Neither Satisfactory nor Unsatisfactory	3	2.2	2.2	99.3
	Unsatisfactory	1	.7	.7	100.0
	Total	135	99.3	100.0	
Missing	System	1	.7		
Total		136	100.0		

To what extent is the CSC facility equipped to comfortably accommodate the elderly and persons with disabilities (e.g. ramp, special service window, public bathroom facility access, et.al.)? – Aswan Governorate

		Frequency	Percent	Valid Per-cent	Cumulative Percent
Valid	Very Satisfactory	94	69.1	69.6	69.6
	Satisfactory	37	27.2	27.4	97.0
	Neither Satisfactory nor Unsatisfactory	1	.7	.7	97.8
	Unsatisfactory	3	2.2	2.2	100.0
	Total	135	99.3	100.0	
Missing	System	1	.7		
Total		136	100.0		

How would you characterize the CSC waiting area? – Beheira Governorate

		Frequency	Percent	Valid Per-cent	Cumulative Percent
Valid	Very Satisfactory	18	35.3	35.3	35.3
	Satisfactory	24	47.1	47.1	82.4
	Neither Satisfactory nor Unsatisfactory	5	9.8	9.8	92.2
	Unsatisfactory	3	5.9	5.9	98.0
	Very Unsatisfactory	1	2.0	2.0	100.0
Total		51	100.0	100.0	

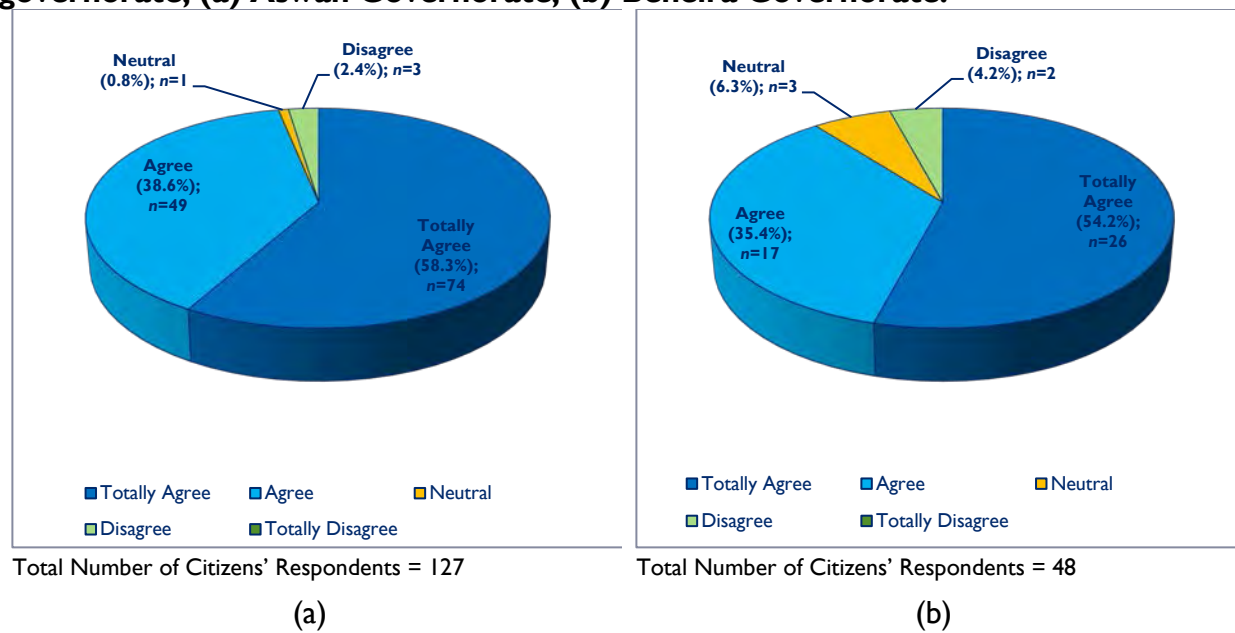
To what extent is the CSC facility equipped to comfortably accommodate the elderly and persons with disabilities (e.g. ramp, special service window, public bathroom facility access, et.al.)? – Beheira Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Satisfactory	9	17.6	17.6	17.6
Satisfactory	18	35.3	35.3	52.9
Neither Satisfactory nor Unsatisfactory	14	27.5	27.5	80.4
Unsatisfactory	6	11.8	11.8	92.2
Very Unsatisfactory	4	7.8	7.8	100.0
Total	51	100.0	100.0	

(c) CSCs as a Successful Model

Citizens were asked to state the extent to which they agreed with the following statement “*This CSC is a successful model and it should be replicated in other districts.*” More than 95% of Aswan’s CSC customers and approximately 90% of Beheira’s customers agreed with the aforementioned statement; refer to Figure (1.6). The highest percentage response can be observed in the “totally agree” categorization in both governorates.

Figure (1.6): Extent of agreement by CSC customers with the statement “*This CSC is a successful model and it should be replicated in other districts*” disaggregated by governorate; (a) Aswan Governorate, (b) Beheira Governorate.



To what extent do you (CSC customer) agree with the following statement "This CSC is a successful model and it should be replicated in other districts" - Aswan Governorate.

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Totally Agree	74	54.4	58.3	58.3
	Agree	49	36.0	38.6	96.9
	Neither Agree nor Dis- agree	1	.7	.8	97.6
	Disagree	3	2.2	2.4	100.0
	Total	127	93.4	100.0	
Missing	System	9	6.6		
Total		136	100.0		

To what extent do you (CSC customer) agree with the following statement "This CSC is a successful model and it should be replicated in other districts" - Beheira Governorate.

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Totally Agree	26	51.0	54.2	54.2
	Agree	17	33.3	35.4	89.6
	Neither Agree nor Dis- agree	3	5.9	6.3	95.8
	Disagree	2	3.9	4.2	100.0
	Total	48	94.1	100.0	
Missing	System	3	5.9		
Total		51	100.0		

(d) CSCs and Business Owners

Three questions in the citizens' survey were asked of business owners only; the number of business owner respondents in the sample includes 18 business owners from Aswan and 23 business owners from Beheira.

Business owners were asked to indicate their level of satisfaction with the CSCs for processing their permits and licenses. Table (I.1) summarizes their reported satisfaction levels disaggregated by governorate. It can be observed that among the 18 business owners from Aswan, 7 were "very satisfied", 9 were "satisfied", and 2 were "neutral." In Beheira, among the 23 business owners, 7 were "very satisfied", 8 were "satisfied", and 3 were "neutral." Unlike Aswan, Beheira business owners have expressed dissatisfaction with the CSC process for their permits and licenses; i.e., 3 were "unsatisfied" and 2 were "very unsatisfied."

TABLE (I.1)

Level of Satisfaction of Business Owners with CSC Process for Permits and Licenses by Governorate

Level of Satisfaction \ Governorate	Very Satisfactory	Satisfactory	Neutral	Unsatisfactory	Very Unsatisfactory	Total
Aswan	7 (38.9%)	9 (50.0%)	2 (11.1%)	0 (0.0%)	0 (0.0%)	18 (100.0%)
Beheira	7 (30.4%)	8 (34.8%)	3 (13.0%)	3 (13.0%)	2 (8.7%)	23 (100.0%)

In addition, business owners were asked whether the CSC has impacted their business favorably. In Aswan, 12 out of 16 business owners (75%) stated that the CSC has had a favorable impact, whereas 12 out of 24 business owners (50%) stated that the CSC has had a favorable impact in Beheira. Hence, business owners in Beheira Governorate indicate a greater level of dissatisfaction with the CSC role in processing business-related permits and licenses.

Has the CSC impacted your business favorably? – Aswan Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	12	8.8	75.0	75.0
No	4	2.9	25.0	100.0
Total	16	11.8	100.0	
Missing System	120	88.2		
Total	136	100.0		

Has the CSC impacted your business favorably? – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	23.5	50.0	50.0
	No	12	23.5	50.0	100.0
	Total	24	47.1	100.0	
Missing	System	27	52.9		
Total		51	100.0		

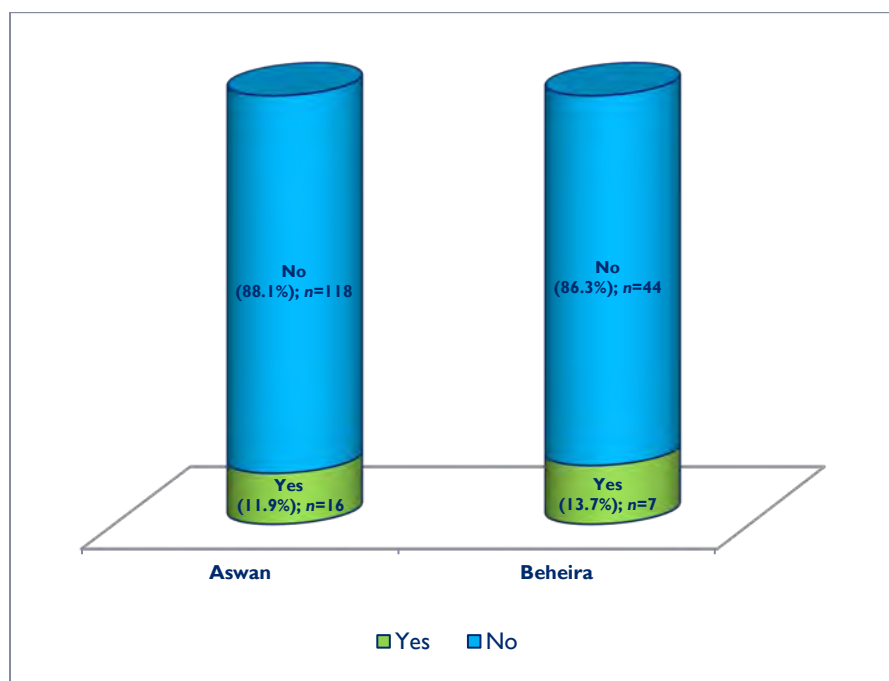
In a follow-up question, business owners were asked to explain how their business were favorably or unfavorably impacted. In Aswan, there was general agreement that their businesses were favorably impacted principally because of the ease and quickness of acquiring services. Similarly, in Beheira, those who think that CSC has a positive impact on their business agreed that it is mainly because of saving time and effort in processing government documents. However, in Beheira, those business owners who indicated that the CSC had a negative impact on their business indicated that this was principally due to experiencing constant delay in processing their requests.

(3) Evaluation Question (2): Effectiveness of CSCs Creating More Responsive Governments

A measure of how responsive government is to its citizenry is whether or not it responds to their suggestions and/or complaints. Accordingly, CSC customers were asked if they have ever used the suggestion/complaint system. If they responded positively, they were asked to evaluate the government's response.

Figure (2.1) graphically depicts the percent distribution of CSC customers that have used the CSC suggestion/complaint system. It is observed that 11.9% in Aswan and 13.7% in Beheira have ever used this system.

Figure (2.1): Percent distribution of CSC customers that have used the CSC suggestion/complaint system disaggregated by governorate



Total Number of Citizens' Respondents: Aswan=134; Beheira = 51

Have you ever used the CSC suggestion and complaint system? – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	11.8	11.9	11.9
	No	118	86.8	88.1	100.0
	Total	134	98.5	100.0	
Missing	System	2	1.5		
Total		136	100.0		

Have you ever used the CSC suggestion and complaint system? – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	13.7	13.7	13.7
	No	44	86.3	86.3	100.0
	Total	51	100.0	100.0	

The table listed below displays the frequency distribution of the Aswan's 16 CSC customers who have used the suggestion/complaint system disaggregated by CSC location.

CSC Location	Number of Citizens Ever Used the Complaint System
Aswan	6
Dewan	1
Daraw	2
Edfu	5
Nasr El-Nuba	2
Total	16

Those who used the system were asked to provide the extent to which they were satisfied with the amount of time the CSC takes to respond to their suggestion/complaint. As shown in Table (2.1), 8 out of 11 citizens in Aswan (72%) and 3 out of 6 citizens in Beheira (50%) were satisfied.

TABLE (2.1)

Level of Satisfaction of Citizens with the Time Taken for CSC to Respond to Suggestions/Complaints by Governorate

Level of Satisfaction \ Governorate	Very Satisfactory	Satisfactory	Neutral	Unsatisfactory	Very Unsatisfactory	Total
Aswan	4 (36.4%)	4 (36.4%)	2 (18.2%)	0 (0.0%)	1 (9.1%)	11 (100.0%)
Beheira	1 (16.7%)	2 (33.3%)	0 (0.0%)	2 (33.3%)	1 (16.7%)	6 (100.0%)

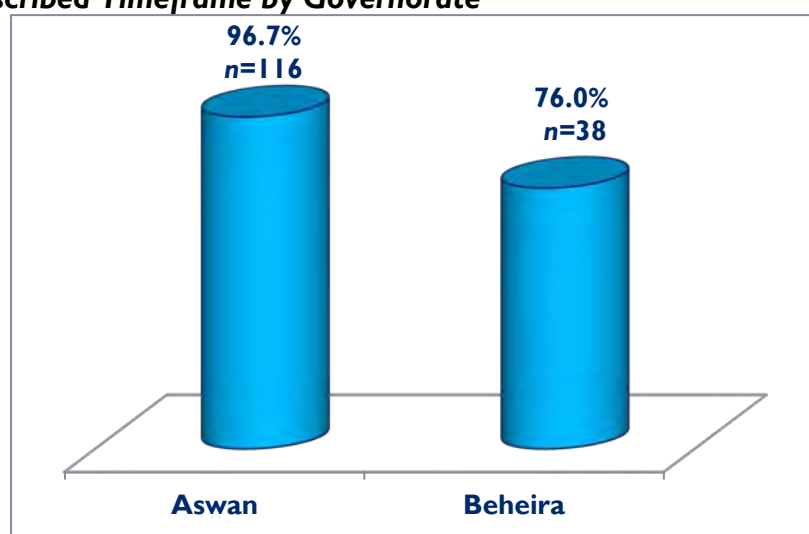
(b) Changing Local Communities Attitudes Toward the Government

Among a variety of challenges believed to discourage citizens from applying for government services, permits and licenses is the complexity of processes and the protracted delay associated with receiving requested services. Another issue is the lack of availability of CSC staff to attend to service requests.

Accordingly, CSC customers were asked if the CSC staff deliver requested services within the prescribed timeframe. As shown in Figure (2.2), 96.7% of the CSC customers from Aswan Governorate confirmed that they received their requested services within the prescribed time. In Beheira Governorate, 76.0% confirmed that they received their requested services within the prescribed time.

FIGURE (2.2)

CSC Customers' Confirmation Regarding CSC Staff Delivery of Requested Services within the Prescribed Timeframe by Governorate



Total Number of Citizen Respondents: Aswan=120; Beheira=50

. In your experience, do the CSC staff deliver the requested services within the prescribed timeframe? – Aswan Governorate

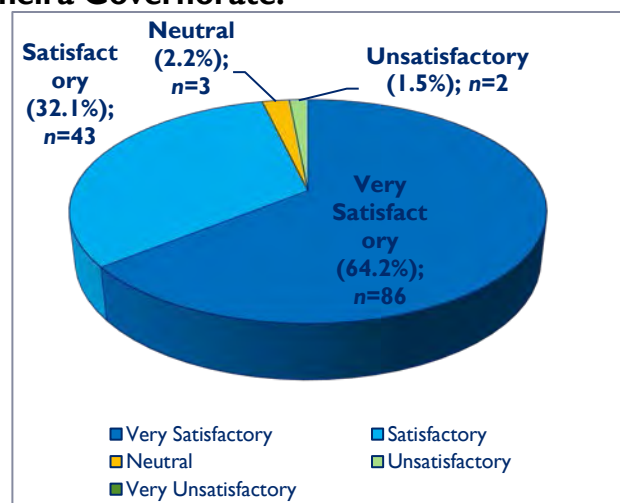
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	116	85.3	96.7	96.7
	No	4	2.9	3.3	100.0
	Total	120	88.2	100.0	
Missing	System	16	11.8		
Total		136	100.0		

In your experience, do the CSC staff deliver the requested services within the prescribed timeframe? – Beheira Governorate

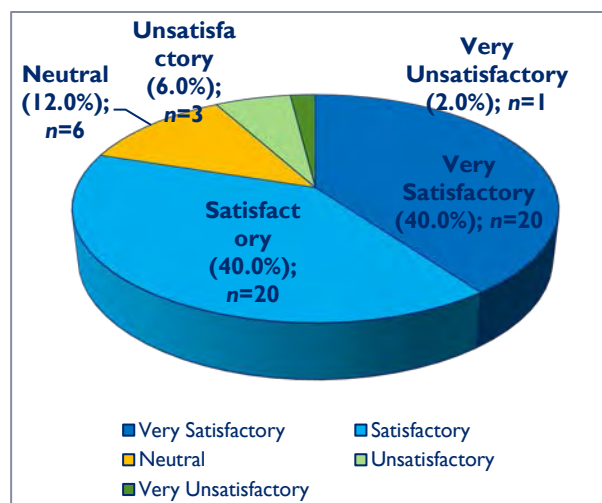
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	38	74.5	76.0	76.0
	No	12	23.5	24.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure (2.3) graphically depicts the CSC customers' level of satisfaction with respect to CSC staff availability to attend to service requests disaggregated by governorate.

Figure (2.3): Citizens' level of satisfaction with the CSC staff availability to attend to service requests disaggregated by governorate: (a) Aswan Governorate, (b) Beheira Governorate.



Total Number of Citizens' Respondents = 134



Total Number of Citizens' Respondents = 50

How satisfied are you with the CSC staff's availability to attend your service request?
 – Aswan Governorate

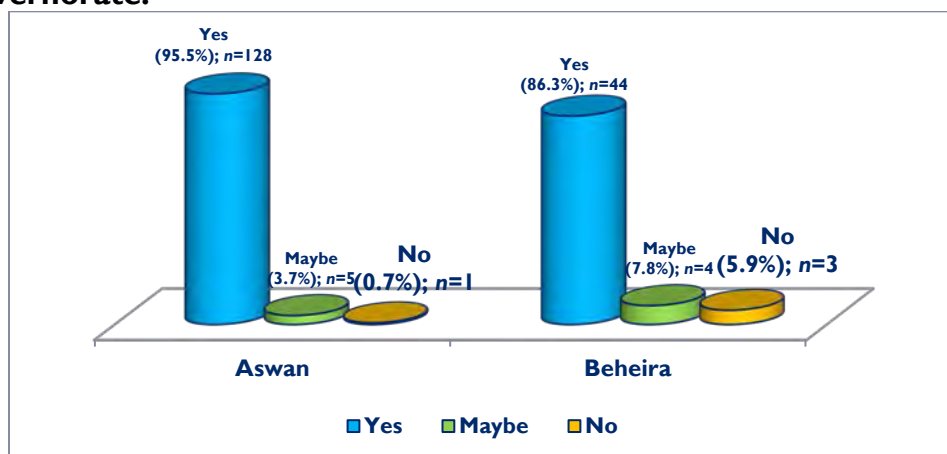
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Very Satisfactory	86	63.2	64.2	64.2
	Satisfactory	43	31.6	32.1	96.3
	Neither Satisfactory nor Unsatisfactory	3	2.2	2.2	98.5
	Unsatisfactory	2	1.5	1.5	100.0
	Total	134	98.5	100.0	
Missing	System	2	1.5		
Total		136	100.0		

How satisfied are you with the CSC staff's availability to attend your service request?
 – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Very Satisfactory	20	39.2	40.0	40.0
	Satisfactory	20	39.2	40.0	80.0
	Neither Satisfactory nor Unsatisfactory	6	11.8	12.0	92.0
	Unsatisfactory	3	5.9	6.0	98.0
	Very Unsatisfactory	1	2.0	2.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

It is suggested that if CSC customers are generally satisfied with the CSC's performance for delivering services, satisfied CSC customers will likely encourage others to use said services. CCS As graphically depicted in Figure (2.4), about 96% of Aswan's respondents and 86% of Beheira's respondents are willing to advise others (e.g., family members, friends, associates) to use CSCs services.

Figure (2.4): CCS customers' willingness to advise others to go to the CSC to process service requests disaggregated by governorate: Aswan Governorate, and Beheira Governorate.



Total Number of Citizens' Respondents: Aswan=134; Beheira = 51

Would you advise other people (family, friends, associates, etc.) to go to the CSC to process their government services? – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	128	94.1	95.5	95.5
	Maybe	5	3.7	3.7	99.3
	No	1	.7	.7	100.0
	Total	134	98.5	100.0	
Missing	System	2	1.5		
Total		136	100.0		

Would you advise other people (family, friends, associates, etc.) to go to the CSC to process their government services? – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	86.3	86.3	86.3
	Maybe	4	7.8	7.8	94.1
	No	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

(c) Helping Public Utilize Services Better

In order to help citizens use the services in a better way, guidance should be provided to them, especially on the required steps they should follow for applying for a specific service. Approximately 94% of the CSC customers in Aswan stated that the CSC staff provides them with adequate and clear instructions on the steps required for receiving services. However, in Beheira, this percent decreased to only about 63%.

In your experience, does the CSC provide adequate instructions on what steps should be followed for applying for a service? – Aswan Governorate

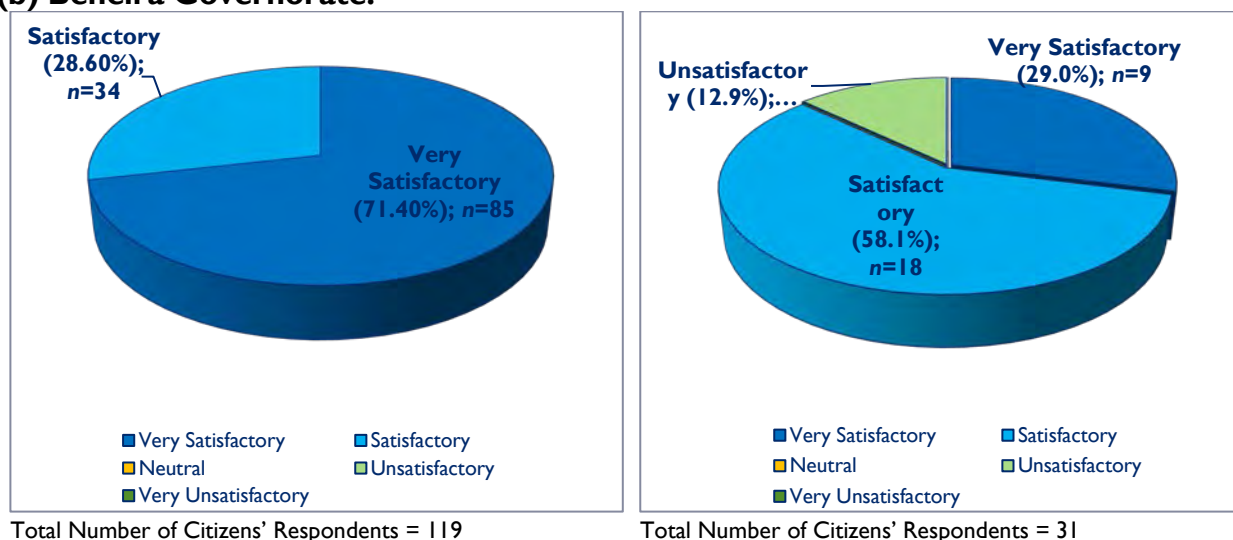
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	126	92.6	94.0	94.0
	No	8	5.9	6.0	100.0
	Total	134	98.5	100.0	
Missing	System	2	1.5		
Total		136	100.0		

In your experience, does the CSC provide adequate instructions on what steps should be followed for applying for a service? – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	32	62.7	62.7	62.7
	No	19	37.3	37.3	100.0
	Total	51	100.0	100.0	

When asking those who agree that the CSC staff provide adequate guidance/instruction for applying for services to evaluate the level of their satisfaction with said guidance/instruction, it was found that they are “very satisfied.” As graphically depicted in Figure (2.5), all respondents in Aswan are either “satisfied” or “very satisfied.” A similar conclusion can be drawn from the Beheira respondents with the distinction that 13% are “dissatisfied” with said guidance/instructions.

Figure (2.5): CCS customers' level of satisfaction with the guidance/ instruction provided by the CSC staff disaggregated by governorate: (a) Aswan Governorate, (b) Beheira Governorate.



If yes, how would you qualify the instruction or guidance provided by the CSC staff? – Aswan Governorate

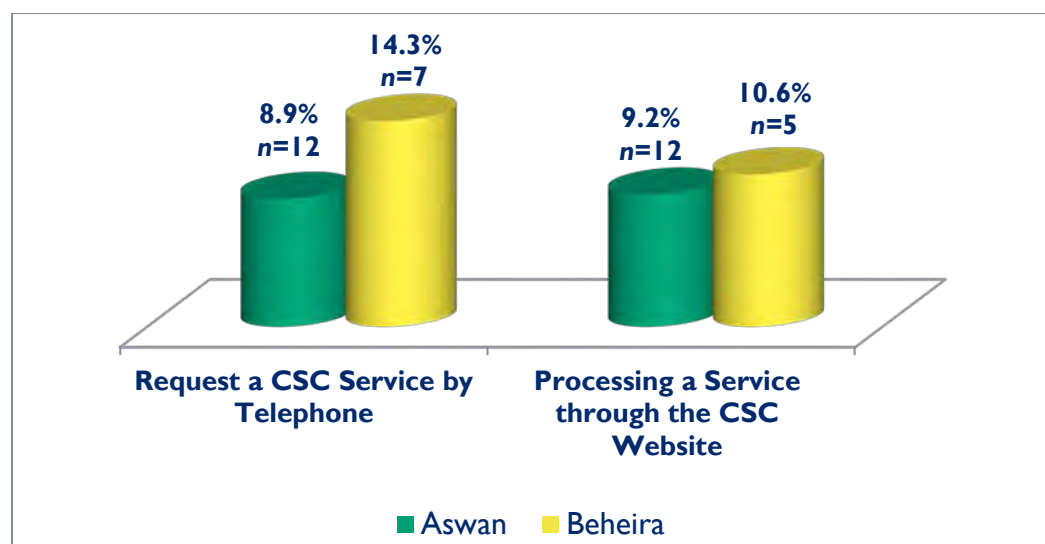
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfactory	85	62.5	71.4	71.4
	Satisfactory	34	25.0	28.6	100.0
	Total	119	87.5	100.0	
Missing	System	17	12.5		
Total		136	100.0		

If yes, how would you qualify the instruction or guidance provided by the CSC staff? – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfactory	9	17.6	29.0	29.0
	Satisfactory	18	35.3	58.1	87.1
	Unsatisfactory	4	7.8	12.9	100.0
	Total	31	60.8	100.0	
Missing	System	20	39.2		
Total		51	100.0		

CSCs also provide the possibility of requesting/processing services through different technological approaches such as cell phones, land lines and the CSC Web site. However, as graphically depicted in Figure (2.6), survey results indicate that only 19 of 136 respondents (14%) confirm requesting a CSC service by telephone and 17 of 136 respondents (13%) confirm requesting a CSC service through the Web site.

Figure (2.6): CSC customer usage of alternative technological approaches for requesting services disaggregated by alternative technological approach and governorate: Aswan Governorate, Beheira Governorate.



Have you ever requested a service from the CSC by telephone? –
Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	12	8.8	8.9	8.9
	No	123	90.4	91.1	100.0
	Total	135	99.3	100.0	
Missing	System	1	.7		
Total		136	100.0		

If yes, how satisfied were you with processing your service request by telephone? – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfactory	6	4.4	75.0	75.0
	Satisfactory	2	1.5	25.0	100.0
	Total	8	5.9	100.0	
Missing	System	128	94.1		
Total		136	100.0		

Have you ever accessed the CSC Web site for processing your service request? – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	8.8	9.2	9.2
	No	119	87.5	90.8	100.0
	Total	131	96.3	100.0	
Missing	System	5	3.7		
Total		136	100.0		

If yes, how would you qualify your experience with processing your service request on the CSC Web site? – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfactory	2	1.5	66.7	66.7
	Neither Satisfactory nor Unsatisfactory	1	.7	33.3	100.0
	Total	3	2.2	100.0	
Missing	System	133	97.8		
Total		136	100.0		

Have you ever requested a service from the CSC by telephone? –
Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	7	13.7	14.3	14.3
	No	42	82.4	85.7	100.0
	Total	49	96.1	100.0	
Missing	System	2	3.9		
Total		51	100.0		

If yes, how satisfied were you with processing your service request by telephone? –
Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Satisfactory	4	7.8	66.7	66.7
	Neither Satisfactory nor Unsatisfactory	1	2.0	16.7	83.3
	Unsatisfactory	1	2.0	16.7	100.0
	Total	6	11.8	100.0	
Missing	System	45	88.2		
Total		51	100.0		

Have you ever accessed the CSC Web site for processing your
service request? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	5	9.8	10.6	10.6
	No	42	82.4	89.4	100.0
	Total	47	92.2	100.0	
Missing	System	4	7.8		
Total		51	100.0		

If yes, how would you qualify your experience with processing your service request on the CSC Web site? – Beheira Governorate

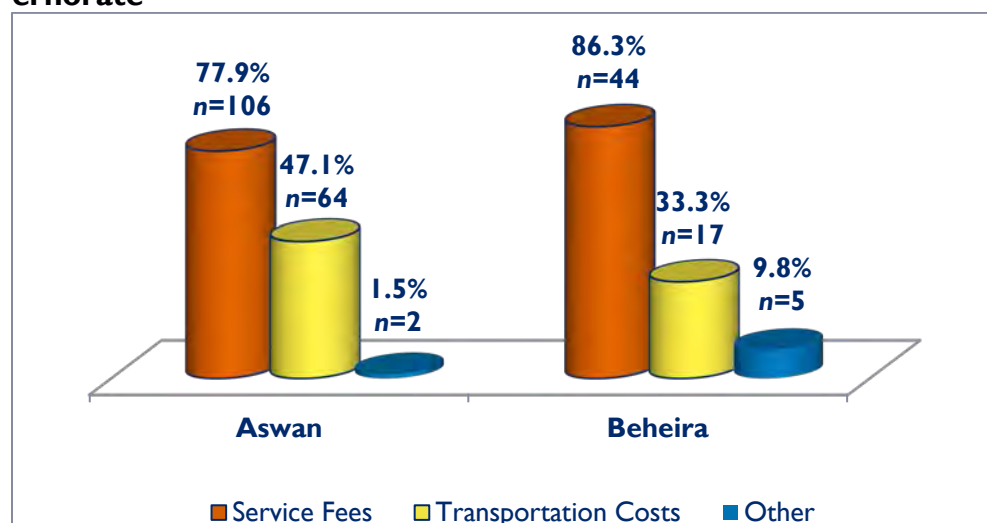
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfactory	4	7.8	100.0	100.0
Missing	System	47	92.2		
Total		51	100.0		

(d) Reducing Corruption

One of the survey objectives is to measure the extent to which CSCs have helped in reducing different forms of corruption that customers traditionally have experienced when applying for services. The survey attempted to measure this by asking two questions of the CSC customers; one direct and another indirect.

The indirect question was to list the types of costs embedded in the fees paid for the services. The aim of this question was to check if CSC customers would mention paying bribes or any sort of in-kind expenses to have their services processed. Figure (2.7) graphically depicts that respondents indicated that they mainly identified transportation feed along with service fees.

Figure (2.7): Costs incurred by CSC customers for processing service requests disaggregated by type of cost and governorate: Aswan Governorate and Beheira Governorate



Total Number of Citizens' Respondents: Aswan=136; Beheira = 51

The cost you pay for having your service attended to in a timely manner include: Service Fees – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	30	22.1	22.1	22.1
	Yes	106	77.9	77.9	100.0
	Total	136	100.0	100.0	

The cost you pay for having your service attended to in a timely manner include: Transportation Costs – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	72	52.9	52.9	52.9
	Yes	64	47.1	47.1	100.0
	Total	136	100.0	100.0	

The cost you pay for having your service attended to in a timely manner include: Other – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	134	98.5	98.5	98.5
	Yes	2	1.5	1.5	100.0
	Total	136	100.0	100.0	

The cost you pay for having your service attended to in a timely manner include: Service Fees – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	7	13.7	13.7	13.7
	Yes	44	86.3	86.3	100.0
	Total	51	100.0	100.0	

The cost you pay for having your service attended to in a timely manner include: Transportation Costs – Beheira Governorate

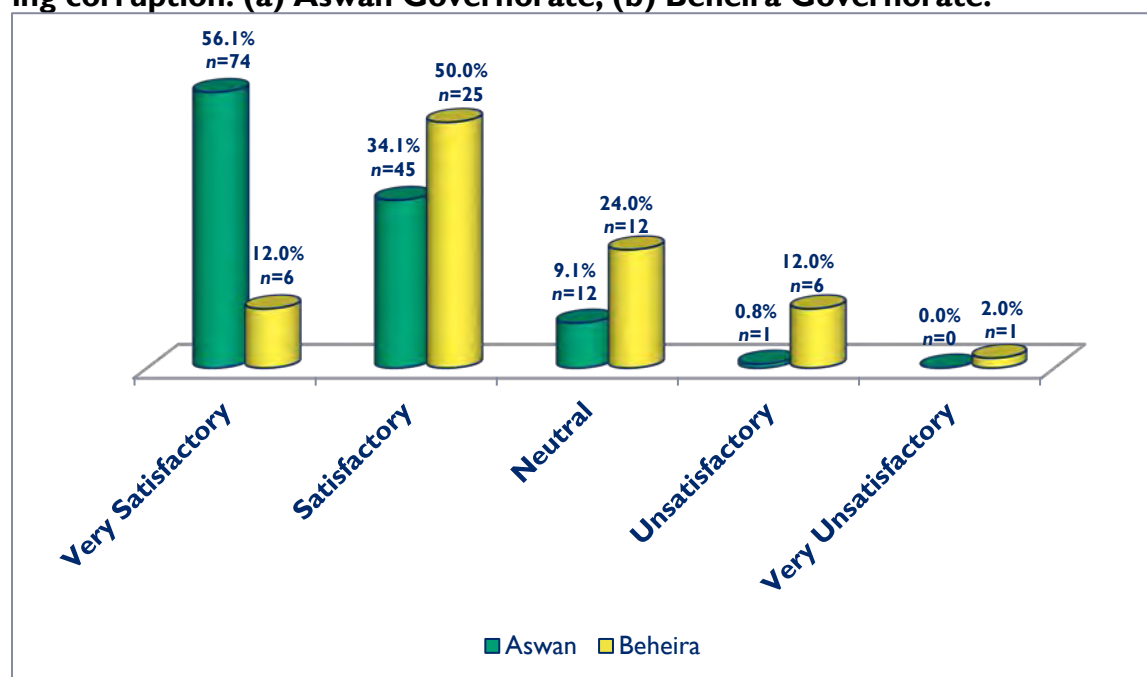
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	34	66.7	66.7	66.7
	Yes	17	33.3	33.3	100.0
	Total	51	100.0	100.0	

The cost you pay for having your service attended to in a timely manner include: Other – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	46	90.2	90.2	90.2
	Yes	5	9.8	9.8	100.0
	Total	51	100.0	100.0	

Alternatively, the direct question measures the extent of the CSC customers' satisfaction with the CSC process for reducing corruption. As graphically depicted in Figure (2.8), Aswan CSC customers are more satisfied than Beheira's customers. In Aswan, approximately 90% of respondents are satisfied (56% very satisfied and 34% satisfied). In Beheira, approximately 62% of respondents are satisfied (12% very satisfied and 50% satisfied). About 12% of Beheira's respondents were dissatisfied with the CSC process for reducing corruption and 24% were neither satisfied nor unsatisfied.

Figure (2.8): CSC customers' level of satisfaction with the CSC process for reducing corruption: (a) Aswan Governorate, (b) Beheira Governorate.



Total Number of Citizens' Respondents: Aswan=132; Beheira = 50

To what extent are you satisfied with the CSC process for reducing corruption? – Aswan Governorate

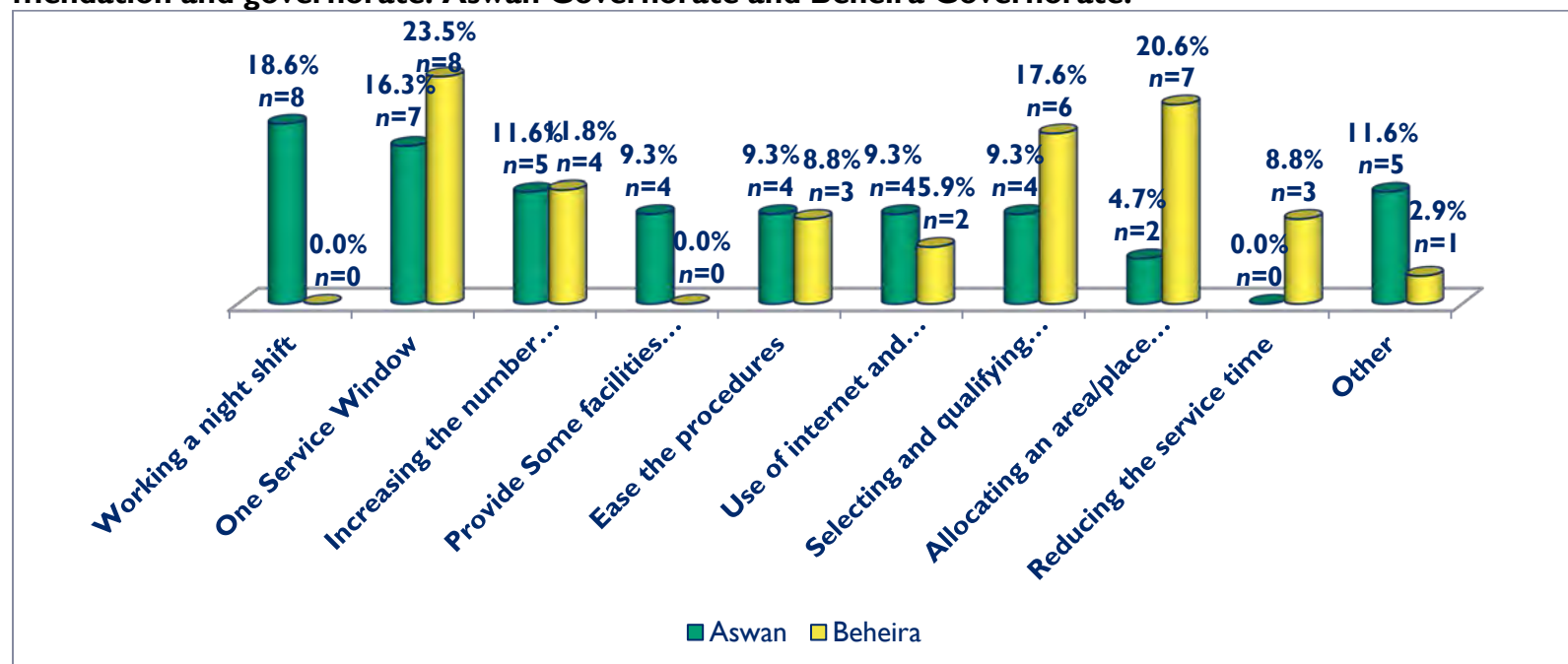
		Frequency	Percent	Valid Per- cent	Cumulative Per- cent
Valid	Very Satisfactory	74	54.4	56.1	56.1
	Satisfactory	45	33.1	34.1	90.2
	Neither Satisfactory nor Unsatisfactory	12	8.8	9.1	99.2
	Unsatisfactory	1	.7	.8	100.0
	Total	132	97.1	100.0	
Missing	System	4	2.9		
Total		136	100.0		

To what extent are you satisfied with the CSC process for reducing corruption? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Per- cent
Valid	Very Satisfactory	6	11.8	12.0	12.0
	Satisfactory	25	49.0	50.0	62.0
	Neither Satisfactory nor Unsatisfactory	12	23.5	24.0	86.0
	Unsatisfactory	6	11.8	12.0	98.0
	Very Unsatisfactory	1	2.0	2.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

General Questions

Figure (a.1): CSC customers' recommendations for improving CSCs provided services disaggregated by recommendation and governorate: Aswan Governorate and Beheira Governorate.



Total Number of CSC customers: Aswan=43; Beheira = 34

Do you have any recommendations on how to improve the services that the CSC provides? – Aswan Governorates

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	50	36.8	37.6	37.6
	No	83	61.0	62.4	100.0
	Total	133	97.8	100.0	
Missing	System	3	2.2		
Total		136	100.0		

CSC customers' recommendations on how to improve the services that the CSC provides – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	One Service Window	7	5.1	16.3	16.3
	Selecting and qualifying employees	4	2.9	9.3	25.6
	Allocating an area/place for elderly and people with disabilities	2	1.5	4.7	30.2
	Increasing the number of employees	5	3.7	11.6	41.9
	Working a night shift	8	5.9	18.6	60.5
	Other	5	3.7	11.6	72.1
	Provide Some facilities (ACs, water older, etc.)	4	2.9	9.3	81.4
	Ease the procedures	4	2.9	9.3	90.7
	Use of internet and other technology	4	2.9	9.3	100.0
	Total	43	31.6	100.0	
Missing	System	93	68.4		
Total		136	100.0		

Do you have any recommendations on how to improve the services that the CSC provides? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	36	70.6	72.0	72.0
	No	14	27.5	28.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

CSC customer recommendations on how to improve the services that the CSC provides – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Reducing the service time	3	5.9	8.8	8.8
	One Service Window	8	15.7	23.5	32.4
	Selecting and qualifying employees	6	11.8	17.6	50.0
	Allocating an area/place for elderly and people with disabilities	7	13.7	20.6	70.6
	Increasing the number of employees	4	7.8	11.8	82.4
	Other	1	2.0	2.9	85.3
	Ease the procedures	3	5.9	8.8	94.1
	Use of internet and other technology	2	3.9	5.9	100.0
	Total	34	66.7	100.0	
Missing	System	17	33.3		
Total		51	100.0		

Satisfaction Indicators

Aswan

	Service Quality	CSC Location	Service Costs	Waiting Area	Supporting Elderly and Disabled	Quality of guidance provided by CSC Staff	CSC Operating Hours	CSC Staff Availability	Time to Respond to Complaints	Service Requests by Phone	Service Requests by Web site	CSC Reduces Corruption
Very Satisfied	83 (61.0%)	116 (85.3%)	73 (53.7%)	108 (79.4%)	94 (69.1%)	85 (62.5%)	85 (62.5%)	86 (63.2%)	4 (2.9%)	6 (4.4%)	2 (1.5%)	74 (54.4%)
Satisfied	40 (29.4%)	18 (13.2%)	56 (41.2%)	23 (16.9%)	37 (27.2%)	34 (25.0%)	44 (32.4%)	43 (31.6%)	4 (2.9%)	2 (1.5%)	0 (0.0%)	45 (33.1%)
Neutral	4 (2.9%)	1 (0.7%)	2 (1.5%)	3 (2.2%)	1 (0.7%)	0 (0.0%)	3 (2.2%)	3 (2.2%)	2 (1.5%)	0 (0.0%)	1 (0.7%)	12 (8.8%)
Unsatisfied	3 (2.2%)	0 (0.0%)	3 (2.2%)	1 (0.7%)	3 (2.2%)	0 (0.0%)	1 (0.7%)	2 (1.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (0.7%)
Very Unsatisfied	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (0.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

Beheira

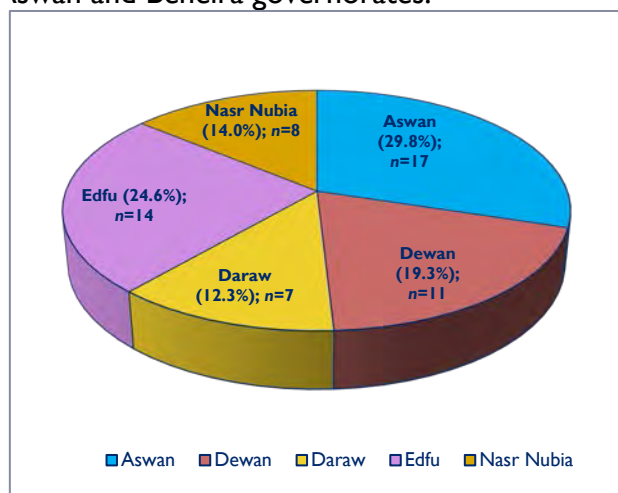
	Service Quality	CSC Location	Service Costs	Waiting Area	Supporting Elderly and Disabled	Quality of guidance provided by CSC Staff	CSC Operating Hours	CSC Staff Availability	Time to Respond to Complaints	Service Requests by Phone	Service Requests by Web site	CSC Reduces Corruption
Very Satisfied	20 (39.2%)	31 (60.8%)	18 (35.3%)	18 (35.3%)	9 (17.6%)	9 (17.6%)	12 (23.5%)	20 (39.2%)	1 (2.0%)	0 (0.0%)	0 (0.0%)	6 (11.8%)
Satisfied	17 (33.3%)	17 (33.3%)	22 (43.1%)	24 (47.1%)	18 (35.3%)	18 (35.3%)	29 (56.9%)	20 (39.2%)	2 (3.9%)	4 (7.8%)	4 (7.8%)	25 (49.0%)
Neutral	7 (13.7%)	0 (0.0%)	4 (7.8%)	5 (9.8%)	14 (27.5%)	0 (0.0%)	6 (11.8%)	6 (11.8%)	0 (0.0%)	1 (2.0%)	0 (0.0%)	12 (23.5%)
Unsatisfied	3 (5.9%)	1 (2.0%)	2 (3.9%)	3 (5.9%)	6 (11.8%)	4 (7.8%)	2 (3.9%)	3 (5.9%)	2 (3.9%)	1 (2.0%)	0 (0.0%)	6 (11.8%)
Very Unsatisfied	2 (3.9%)	0 (0.0%)	4 (7.8%)	1 (2.0%)	4 (7.8%)	0 (0.0%)	1 (2.0%)	1 (2.0%)	1 (2.0%)	0 (0.0%)	0 (0.0%)	1 (2.0%)

B. PRIMARY QUANTITATIVE/QUALITATIVE DATA (ONLINE SURVEYS)

Staff Survey

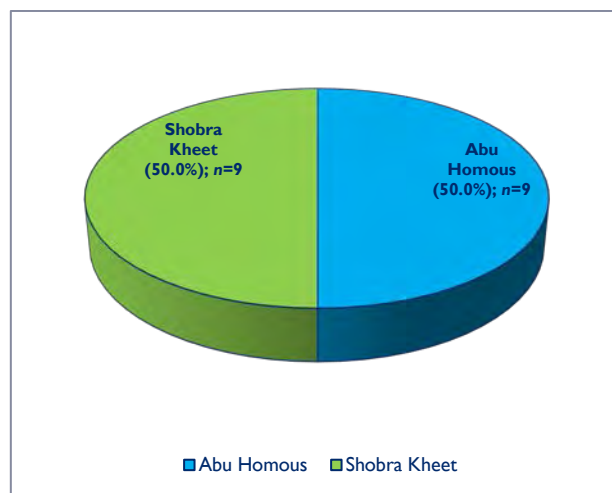
(I) Sample Description

Figure (I) graphically depicts the number and percent of staff surveyed in the EPSP-assisted CSCs in Aswan and Beheira governorates.



Total Number of CSC Staff Respondents = 57

(a)



Total Number of CSC Staff Respondents = 18

(b)

Figure (I): Distribution of staff surveyed in each of the targeted CSCs; (a) Aswan Governorate, (b) Beheira Governorate.

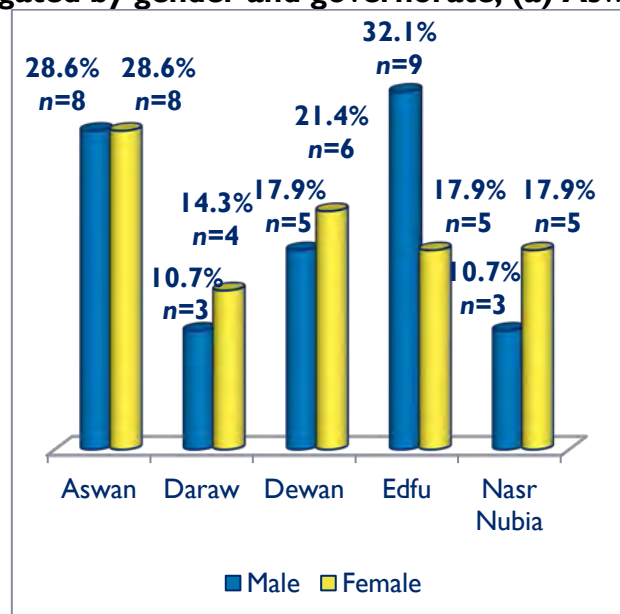
CSC Location – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Aswan	17	29.8	29.8	29.8
	Daraw	7	12.3	12.3	42.1
	Dewan	11	19.3	19.3	61.4
	Edfu	14	24.6	24.6	86.0
	Nasr El-Nuba	8	14.0	14.0	100.0
	Total	57	100.0	100.0	

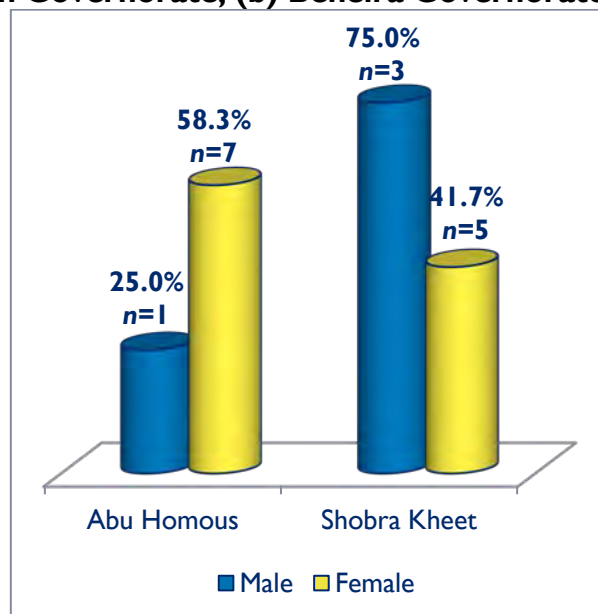
CSC Location – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Abu Homous	9	50.0	50.0	50.0
	Shobra Kheet	9	50.0	50.0	100.0
	Total	18	100.0	100.0	

Figure (1a): Distribution of staff surveyed in each of the EPSP-assisted CSCs disaggregated by gender and governorate; (a) Aswan Governorate, (b) Beheira Governorate



Total Number of CSCs Staff Respondents = 57 (Male = 28; Female = 28)



Total Number of CSCs Staff Respondents = 16 (Male = 4; Female = 12)

CSC Location – Aswan Governorate

Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Valid	Aswan	8	28.6	28.6	28.6
		Daraw	3	10.7	10.7	39.3
		Dewan	5	17.9	17.9	57.1
		Edfu	9	32.1	32.1	89.3
		Nasr El-Nuba	3	10.7	10.7	100.0
		Total	28	100.0	100.0	
Female	Valid	Aswan	8	28.6	28.6	28.6
		Daraw	4	14.3	14.3	42.9
		Dewan	6	21.4	21.4	64.3
		Edfu	5	17.9	17.9	82.1
		Nasr El-Nuba	5	17.9	17.9	100.0
		Total	28	100.0	100.0	

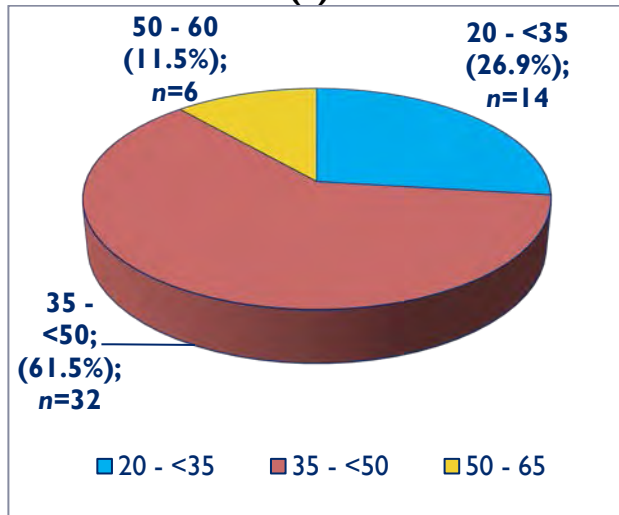
CSC Location – Beheira Governorate

Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Valid	Abu Hom-ous	1	25.0	25.0	25.0
		Shobra Kheet	3	75.0	75.0	100.0
		Total	4	100.0	100.0	
Female	Valid	Abu Hom-ous	7	58.3	58.3	58.3
		Shobra Kheet	5	41.7	41.7	100.0
		Total	12	100.0	100.0	

Figure (2) shows the CSCs staff distribution by age in both Aswan and Beheira governorates. It should be noted that age was provided as a continuous variable, and it was categorized to be graphically presented. Some descriptive statistics calculated from the continuous-type variable are provided on the right side of the graph.

Figure (2): Distribution of CSCs staff by age

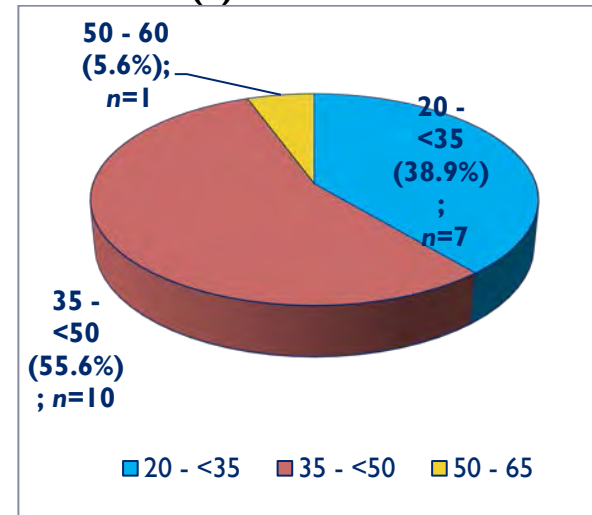
(a) Aswan Governorate



Total Number of CSCs Staff Respondents = 52

Average =39.6
Median=40.0
SD =8.3
Min=22
Max=58

(b) Beheira Governorate



Total Number of CSCs Staff Respondents = 18

Average =37.4
Median=36.0
SD =8.5
Min=25
Max=58

Age Descriptives – Aswan Governorate

			Statistic	Std. Error
Age (In Complete Years)	Mean		39.58	1.151
	95% Confidence Interval for Mean	Lower Bound	37.27	
		Upper Bound	41.89	
	5% Trimmed Mean		39.49	
	Median		40.00	
	Variance		68.837	
	Std. Deviation		8.297	
	Minimum		22	
	Maximum		58	
	Range		36	
	Interquartile Range		10	
	Skewness		.187	.330
	Kurtosis		.094	.650

Categorized Age – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - <35	14	24.6	26.9	26.9
	35 - <50	32	56.1	61.5	88.5
	50 - 60	6	10.5	11.5	100.0
	Total	52	91.2	100.0	
Missing	System	5	8.8		
Total		57	100.0		

Age Descriptives – Beheira Governorate

			Statistic	Std. Error
Age (In Complete Years)	Mean		37.44	1.992
	95% Confidence Interval for Mean	Lower Bound	33.24	
		Upper Bound	41.65	
	5% Trimmed Mean		36.99	
	Median		36.00	
	Variance		71.438	
	Std. Deviation		8.452	
	Minimum		25	
	Maximum		58	
	Range		33	
	Interquartile Range		13	
	Skewness		.802	.536
	Kurtosis		.549	1.038

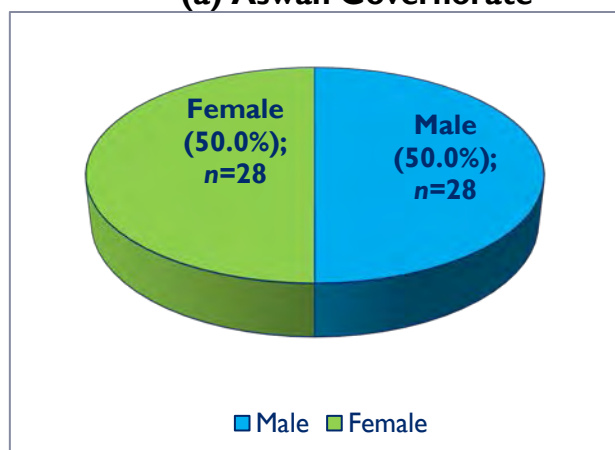
Categorized Age – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - <35	7	38.9	38.9	38.9
	35 - <50	10	55.6	55.6	94.4
	50 - 60	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Figure (3) shows the staff distribution by gender in both Aswan and Beheira governorates. Due to limited number of females, comparing with the number of males, especially in Beheira, the gender-based analysis is restricted on providing tables in annexes.

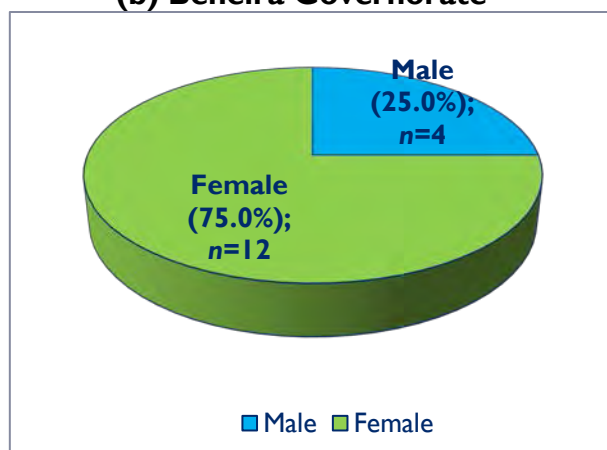
Figure (3): Distribution of CSCs staff by gender:

(a) Aswan Governorate



Total Number of CSCs Staff Respondents = 56

(b) Beheira Governorate



Total Number of CSCs Staff Respondents = 16

Gender of CSC Staff – Aswan Governorate

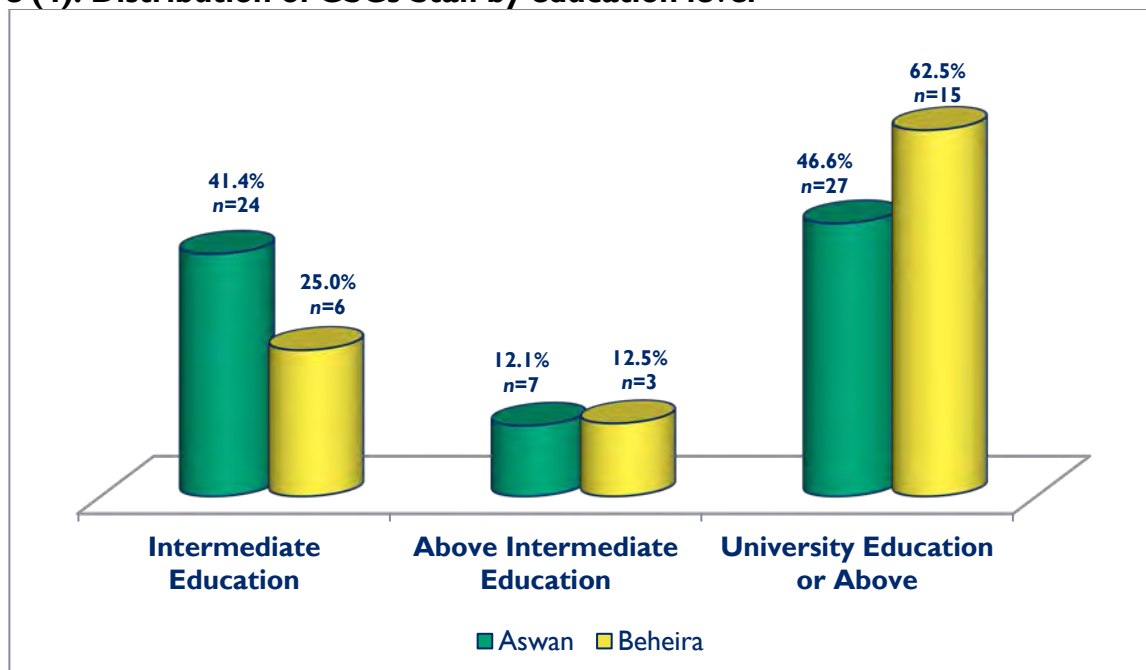
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Male	28	49.1	50.0	50.0
	Female	28	49.1	50.0	100.0
	Total	56	98.2	100.0	
Missing	System	1	1.8		
Total		57	100.0		

Gender of CSC Staff – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Male	4	22.2	25.0	25.0
	Female	12	66.7	75.0	100.0
	Total	16	88.9	100.0	
Missing	System	2	11.1		
Total		18	100.0		

Figure (4) shows the CSCs staff distribution by education level in both Aswan and Beheira governorates. The “University Education” and “Above University Education” were merged, as the latter category has a very small number of observations.

Figure (4): Distribution of CSCs Staff by education level



Total Number of CSCs Staff Respondents: Aswan=58; Beheira = 24

Education – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Intermediate Education	23	40.4	43.4	43.4
	Above Intermediate Education	7	12.3	13.2	56.6
	University Education or Above	23	40.4	43.4	100.0
	Total	53	93.0	100.0	
Missing	System	4	7.0		
Total		57	100.0		

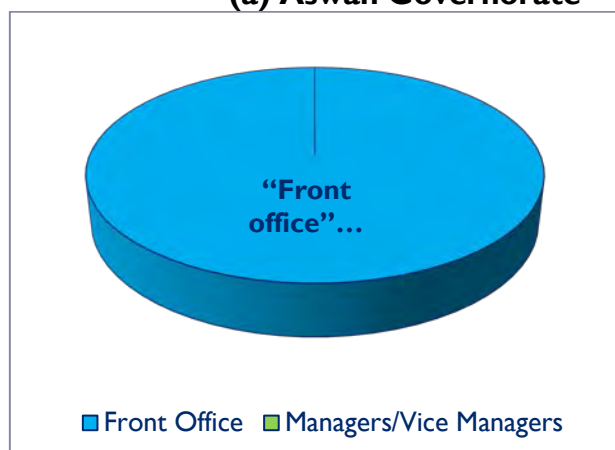
Education - -- Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Intermediate Education	4	22.2	23.5	23.5
	Above Intermediate Education	3	16.7	17.6	41.2
	University Education or Above	10	55.6	58.8	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

Figure (5) shows the CSCs staff distribution by their position in the CSC in both Aswan and Beheira governorates. As shown all staff interviewed in Aswan were from the “front office.” Note that the positions were recoded to be classified into either Managers/Vice Managers or “front office.”

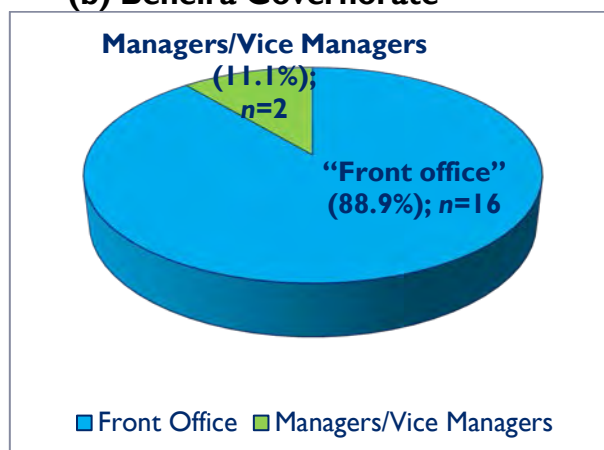
Figure (5): Distribution of CSCs staff by position in CSC

(a) Aswan Governorate



Total Number of CSCs Staff Respondents = 57

(b) Beheira Governorate



Total Number of CSCs Staff Respondents = 18

Position - -- Aswan Governorate

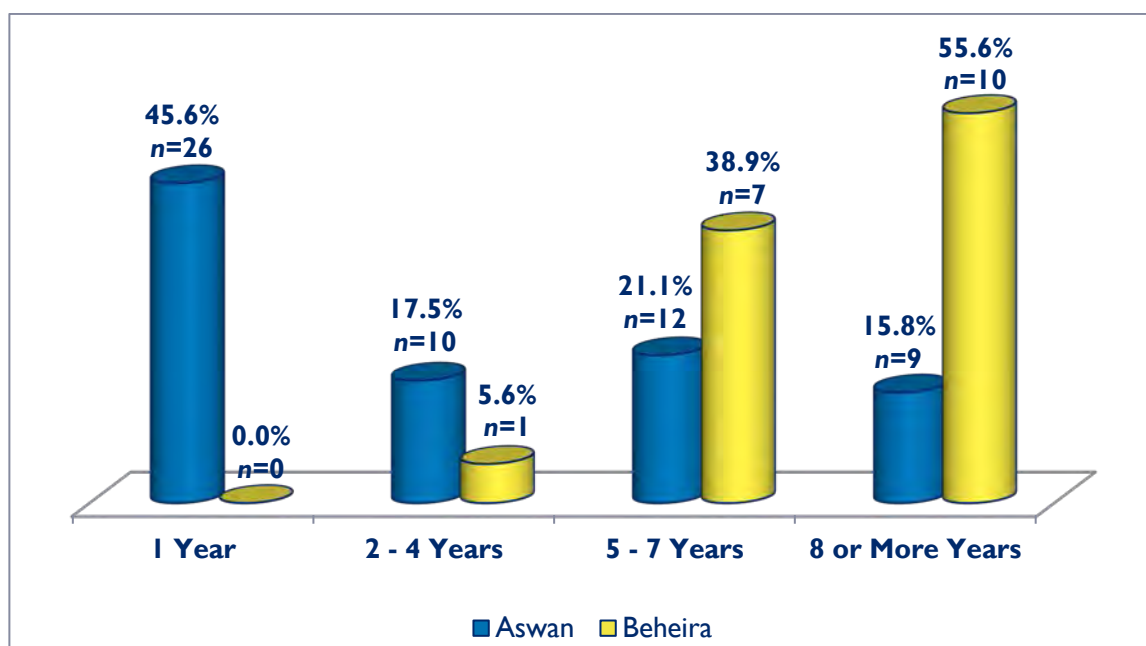
	Fre- quency	Per- cent	Valid Per- cent	Cumulative Percent
Valid “front office”	57	100.0	100.0	100.0

Position – Beheira Governorate

	Fre- quency	Per- cent	Valid Per- cent	Cumulative Percent
Valid “front office”	16	88.9	88.9	88.9
Managers/Vice Managers	2	11.1	11.1	100.0
Total	18	100.0	100.0	

Figure (6) shows the CSCs staff distribution by the number of years they have been working in the center in each of Aswan and Beheira governorates.

Figure (6): Distribution of CSCs staff according to the number of working years in the center by governorate



Total Number of CSCs Staff Respondents: Aswan=57; Beheira = 18

Number of years working in CSC - – Aswan Governorate

	Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid 1 Year	26	45.6	45.6	45.6
2-4 Years	10	17.5	17.5	63.2
5-7 Years	12	21.1	21.1	84.2
8 or More years	9	15.8	15.8	100.0
Total	57	100.0	100.0	

Number of years working in CSC - – Beheira Governorate

	Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid 2 - 4 Years	1	5.6	5.6	5.6
5 - 7 Years	7	38.9	38.9	44.4
8 or More years	10	55.6	55.6	100.0
Total	18	100.0	100.0	

Also, CSCs staff were asked if they are familiar with all the services provided by the center they are working at. About 94% of each of Aswan's staff respondents and Beheira's staff respondents confirmed their familiarity and knowledge.

Are you familiar with all the services provided by this center? – Aswan Governorate

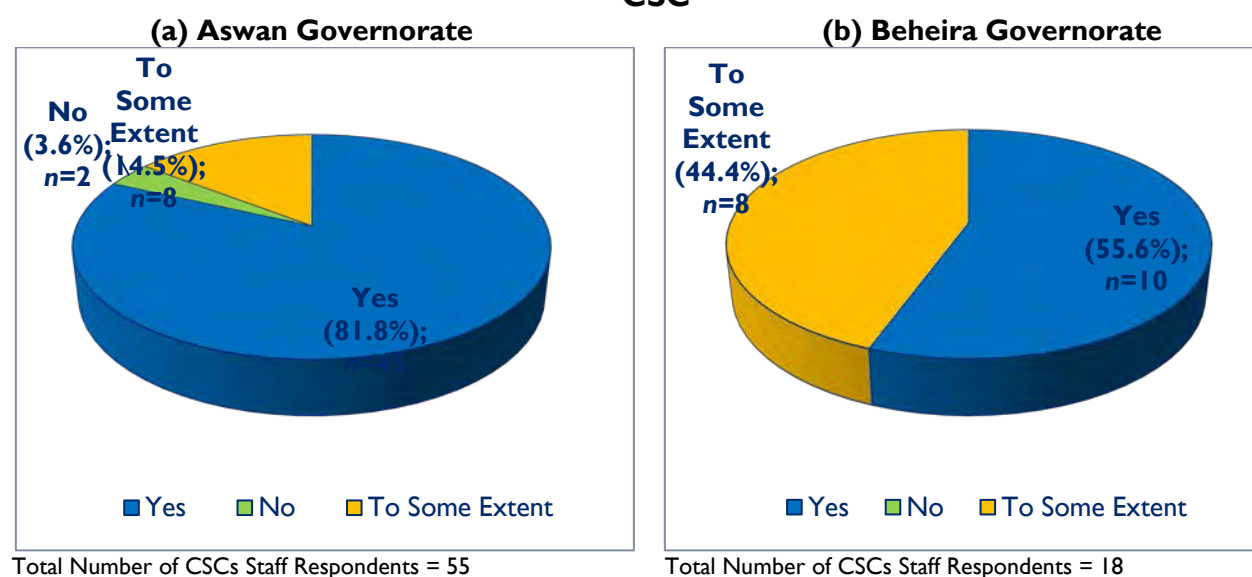
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	51	89.5	94.4	94.4
	No	3	5.3	5.6	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Are you familiar with all the services provided by this center? – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	88.9	94.1	94.1
	No	1	5.6	5.9	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

The CSCs staff were also asked if they feel their working space is appropriate enough (e.g., adequate space, sufficiently ventilated, has clean bathroom facilities, etc.). As shown in Figure (8), the majority of staff respondents in both governorates think it is adequate.

Figure (8): CSCs staff satisfaction level with the adequacy of their working space in the CSC



Is your work space appropriate (e.g., adequate space, sufficiently ventilated, clean bathroom facilities, etc.)? – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	78.9	81.8	81.8
	No	2	3.5	3.6	85.5
	To Some Extent	8	14.0	14.5	100.0
	Total	55	96.5	100.0	
Missing	System	2	3.5		
Total		57	100.0		

Is your work space appropriate (e.g., adequate space, sufficiently ventilated, clean bathroom facilities, etc.)? – Beheira Governorate

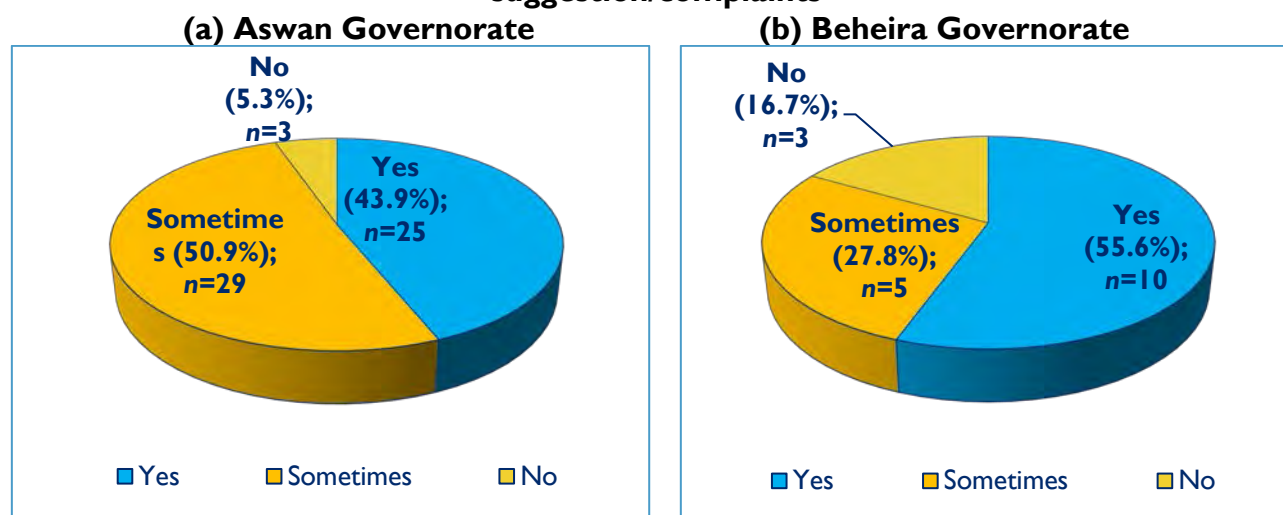
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	55.6	55.6	55.6
	To Some Extent	8	44.4	44.4	100.0
	Total	18	100.0	100.0	

(2) Evaluation Question (2): Effectiveness of CSCs

2 (a) Creating More Responsive Government

Sampled CSCs staff were asked if they participate in processing customer suggestions/ complaints regarding the CSCs services. As shown in Figure (2.1), about 95% of Aswan's staff respondents and 83% of Beheira's confirmed their participation, either continuously or occasionally.

Figure (2.1): Distribution of CSCs staff by their participation in processing customer suggestion/complaints



Total Number of CSCs Staff Respondents = 57

Total Number of CSCs Staff Respondents = 18

Do you participate in processing customer suggestions/ complaints regarding the CSC services? – Aswan Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	25	43.9	43.9	43.9
Sometimes	29	50.9	50.9	94.7
No	3	5.3	5.3	100.0
Total	57	100.0	100.0	

Do you participate in processing customer suggestions/ complaints regarding the CSC services? – Beheira Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	10	55.6	55.6	55.6
Sometimes	5	27.8	27.8	83.3
No	3	16.7	16.7	100.0
Total	18	100.0	100.0	

Those who participate in processing customer suggestions/complaints were further asked about the time usually taken to respond to complaints and the approach followed in re-contacting citizens to respond to their complaints.

Results for the time (in days) spent to respond to citizens' complaints show different patterns between Aswan and Beheira CSCs. That is, in Beheira, the number of days mentioned ranges between one day to seven days at most. The highest frequencies go to either 3 or 7 days. In Aswan, however, the number of days mentioned ranges between 2 days to 15 days at most with only one respondent mentioning 25 days. The highest frequencies go to 7, 10, and 15 days.

Days usually taken to respond to a complaint – Aswan Governorate

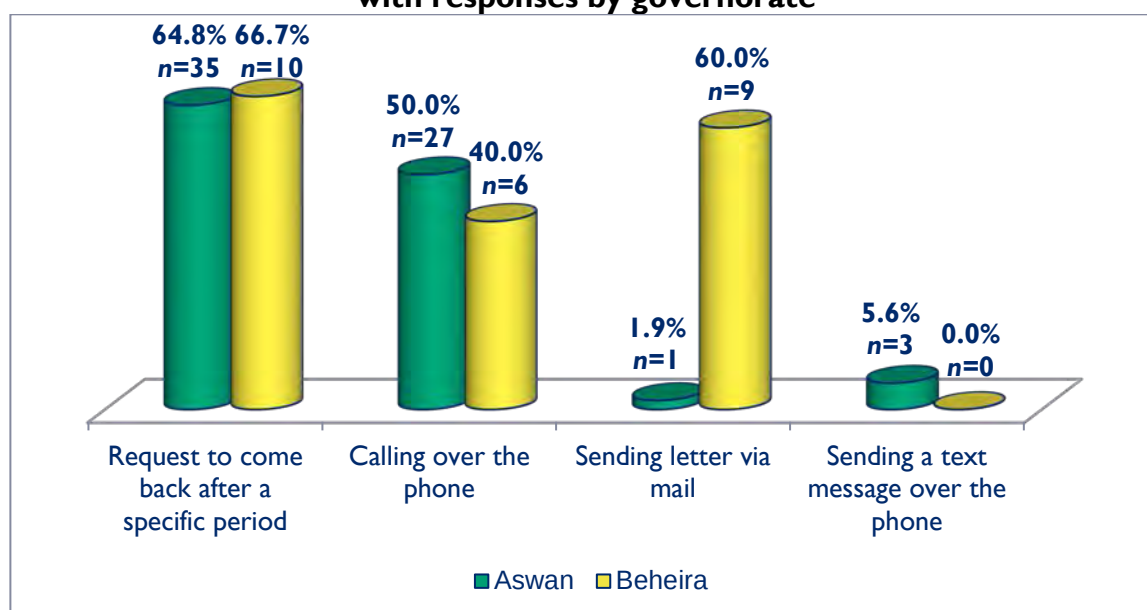
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	1.8	1.9	1.9
5	2	3.5	3.7	5.6
7	12	21.1	22.2	27.8
10	16	28.1	29.6	57.4
14	2	3.5	3.7	61.1
15	20	35.1	37.0	98.1
25	1	1.8	1.9	100.0
Total	54	94.7	100.0	
Missing System	3	5.3		
Total	57	100.0		

Days usually taken to respond to a complaint – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	5.6	6.7	6.7
	2	2	11.1	13.3	20.0
	3	5	27.8	33.3	53.3
	5	1	5.6	6.7	60.0
	7	6	33.3	40.0	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

As for the ways CSC staff follow to re-contact the citizens to inform them how their complaints were responded. Figure (2.2) shows that the most common method in both governorates is to ask the citizen to come back after a specific period of time to check the response for his/her complaint. In Aswan, the second highest method is to call them over the phone. In Beheira, however, the second highest method used is to send them letters via mail, followed by calling them over the phone, as shown in Figure (2.2).

Figure (2.2): Approaches for re-contacting citizens who filed complaints to inform them with responses by governorate



Total Number of CSCs Staff Respondents: Aswan=54; Beheira = 15

Citizen is usually contacted to provide him/her with a response to his/her complaint through sending letter via mail – Aswan

Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	53	93.0	98.1	98.1
	Yes	1	1.8	1.9	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through sending an e-mail – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	54	94.7	100.0	100.0
Missing	System	3	5.3		
Total		57	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through calling him/her over the phone – Aswan

Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	27	47.4	50.0	50.0
	Yes	27	47.4	50.0	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through Sending a text message over the phone –

Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	51	89.5	94.4	94.4
	Yes	3	5.3	5.6	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through asking him/her to come back after a specific period – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	19	33.3	35.2	35.2
	Yes	35	61.4	64.8	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through: Other – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	54	94.7	100.0	100.0
Missing	System	3	5.3		
Total		57	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through sending letter via mail – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	6	33.3	40.0	40.0
	Yes	9	50.0	60.0	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through sending an e-mail – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	15	83.3	100.0	100.0
Missing	System	3	16.7		
Total		18	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through calling him/her over the phone – Beheira

Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	9	50.0	60.0	60.0
	Yes	6	33.3	40.0	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through sending a text message over the phone –

Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	15	83.3	100.0	100.0
Missing	System	3	16.7		
Total		18	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through asking him/her to come back after a specific period – Beheira Governorate

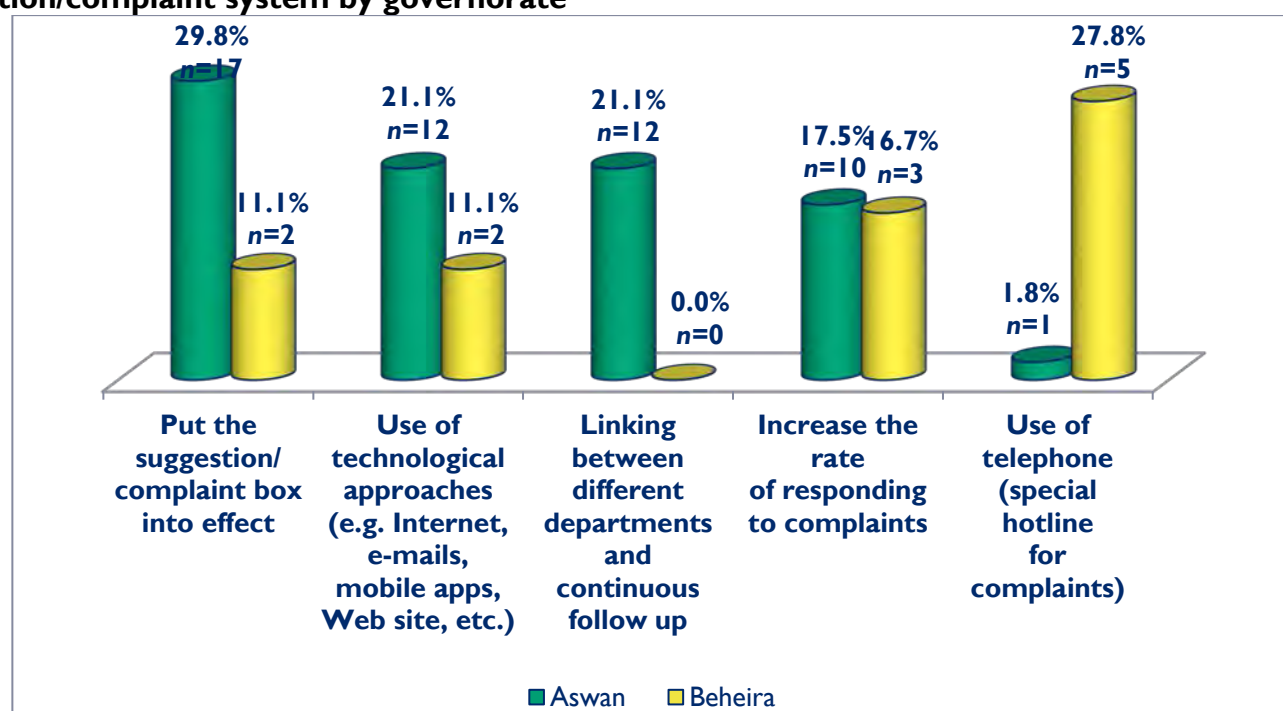
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	5	27.8	33.3	33.3
	Yes	10	55.6	66.7	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Citizen is usually contacted to provide him/her with a response to his/her complaint through: Other – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	15	83.3	100.0	100.0
Missing	System	3	16.7		
Total		18	100.0		

CSCs staff were asked to provide some recommendations for improving the current system for citizens' suggestion/complaint regarding the CSC services. Figure (2.3) presents the highly mentioned recommendations in both governorates.

Figure (2.3): CSCs staff recommendations for improving the current citizens; suggestion/complaint system by governorate



Total Number of CSCs Staff Respondents: Aswan=57; Beheira = 18

Do you use technological tools (e.g., e-mails, Web sites, mobile phone applications, etc.) to provide services to citizens? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	10	17.5	18.5	18.5
	No	20	35.1	37.0	55.6
	Sometimes	4	7.0	7.4	63.0
	Not Availa- ble	20	35.1	37.0	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Use of telephone (special hotline for complaints) – Aswan Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	56	98.2	98.2	98.2
Yes	1	1.8	1.8	100.0
Total	57	100.0	100.0	

Use of technological approaches (e.g., Internet, e-mails, mobile apps, Web site, etc.) – Aswan Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	45	78.9	78.9	78.9
Yes	12	21.1	21.1	100.0
Total	57	100.0	100.0	

Increase the rate of responding to complaints – Aswan Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	47	82.5	82.5	82.5
Yes	10	17.5	17.5	100.0
Total	57	100.0	100.0	

Put the suggestion/complaint box into effect – Aswan Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	40	70.2	70.2	70.2
Yes	17	29.8	29.8	100.0
Total	57	100.0	100.0	

linking between different departments and continuous follow up – Aswan Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	45	78.9	78.9	78.9
Yes	12	21.1	21.1	100.0
Total	57	100.0	100.0	

Use of telephone (special hotline for complaints) – Beheira Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	13	72.2	72.2	72.2
Yes	5	27.8	27.8	100.0
Total	18	100.0	100.0	

Use of technological approaches (e.g., Internet, e-mails, mobile apps, Web site, etc.) – Beheira Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	16	88.9	88.9	88.9
Yes	2	11.1	11.1	100.0
Total	18	100.0	100.0	

increase the rate of responding to complaints – Beheira Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	15	83.3	83.3	83.3
Yes	3	16.7	16.7	100.0
Total	18	100.0	100.0	

Put the suggestion/complaint box into effect – Beheira Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	16	88.9	88.9	88.9
Yes	2	11.1	11.1	100.0
Total	18	100.0	100.0	

Linking between different departments and continuous follow-up – Beheira Governorate

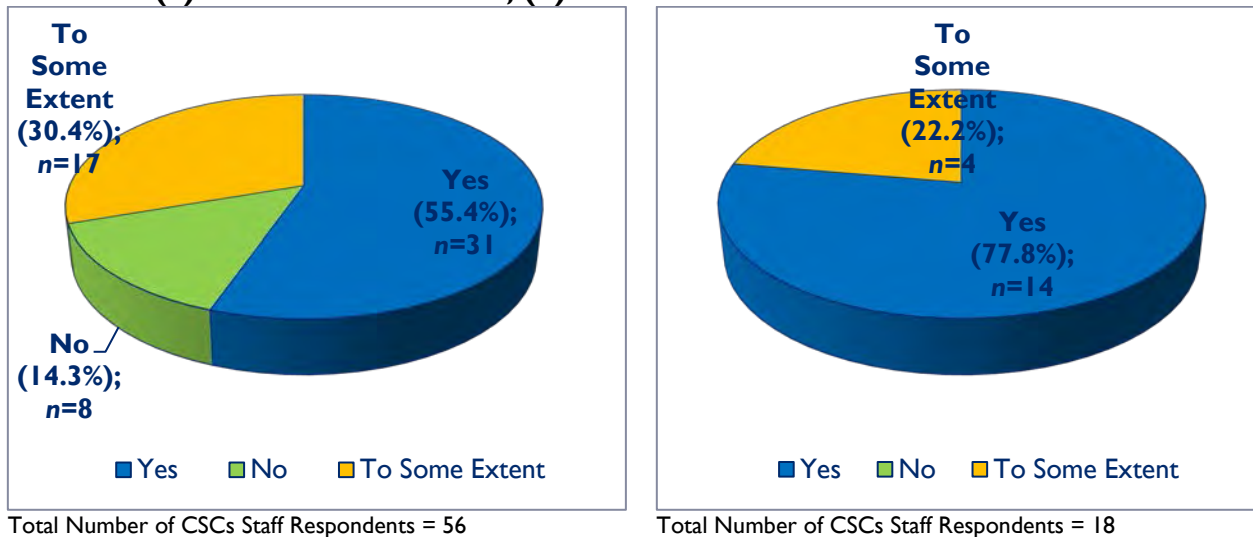
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	18	100.0	100.0	100.0

2 (b) Changing Local Communities Attitudes Toward the Government

Generally, in order to support the CSC effectiveness, the CSC working environment should be supported sufficiently for the CSC staff. This would guarantee that the CSC staff would work efficiently

and comfortably which by turn allow them to fully satisfy citizens' services requests. This has an undeniable indirect role in changing local communities' attitude towards the governments. CSCs selected staff were asked if, from their point of view, they think that the number of staff members working in the CSC is sufficient enough such that it can support accomplishing most or all daily requested services. As shown in Figure (2.4), slightly above half of the CSCs staff sampled in Aswan think their number is sufficient and about 30% think however that it is sufficient to some extent. About 14% think it is not sufficient at all. In Beheira, on the other hand, slightly above three quarters think the number of staff members in CSCs is completely sufficient.

Figure (2.4): CSCs staff satisfaction level with the sufficiency of the number of staff members: (a) Aswan Governorate, (b) Beheira Governorate



In your opinion, is the number of staff members sufficient to accomplish most or all daily requested services? – Aswan Governorate

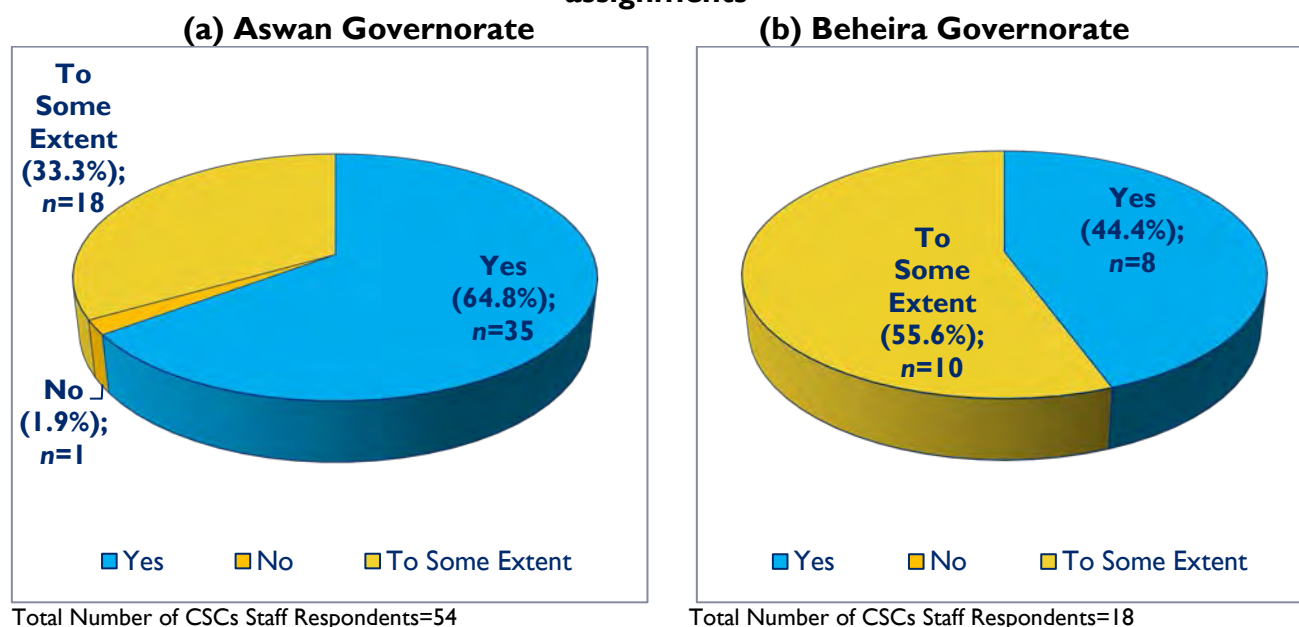
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	31	54.4	55.4	55.4
	No	8	14.0	14.3	69.6
	To Some Ex- tent	17	29.8	30.4	100.0
	Total	56	98.2	100.0	
Missing	System	1	1.8		
Total		57	100.0		

In your opinion, is the number of staff members sufficient to accomplish most or all daily requested services? – Beheira Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	77.8	77.8	77.8
	To Some Extent	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

Figure (2.5) presents the distribution of the CSCs staff based on the availability of appropriate equipment (e.g. computers, printers, scanners, etc.) that help them accomplish their work assignments. As shown in both governments, all respondents except one in Aswan confirmed the availability of these equipment; either completely or to some extent.

Figure (2.5): Availability of appropriate equipment for CSCs staff to accomplish work assignments



Do you have the appropriate equipment (e.g., computers, printers, scanners, etc.) to enable you to accomplish your work assignments? – Aswan Governorate

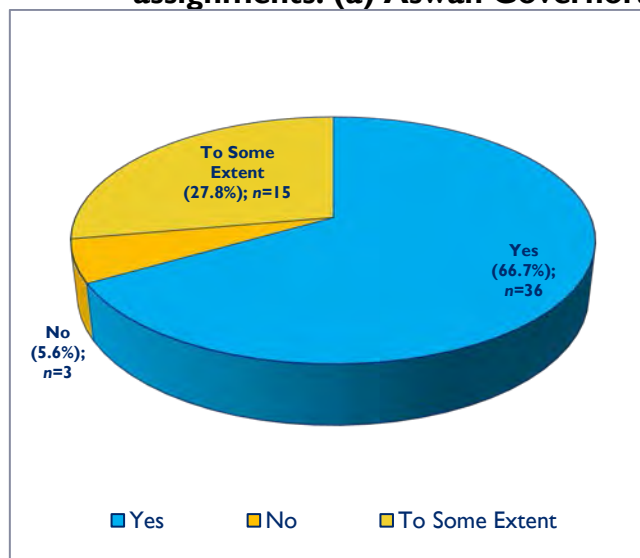
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	35	61.4	64.8	64.8
	No	1	1.8	1.9	66.7
	To Some Extent	18	31.6	33.3	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Do you have the appropriate equipment (e.g., computers, printers, scanners, etc.) to enable you to accomplish your work assignments? – Beheira Governorate

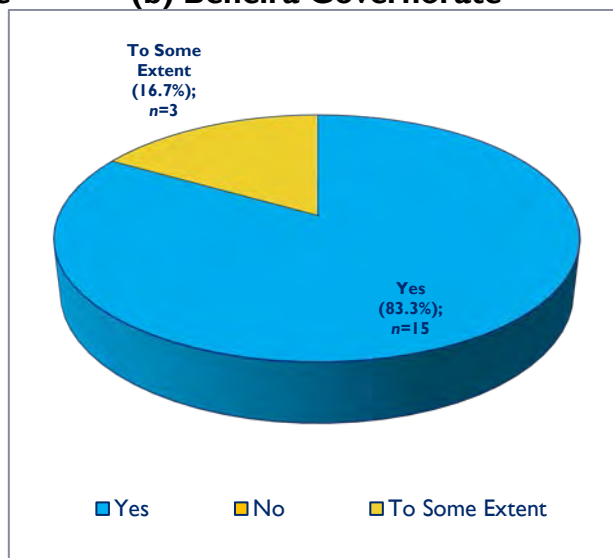
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	44.4	44.4	44.4
	To Some Extent	10	55.6	55.6	100.0
	Total	18	100.0	100.0	

Those who confirmed the availability of these equipment were further asked to qualify whether this equipment are efficient or not. As shown in Figure (2.6), the vast majority confirmed its efficiency. Only three CSCSs staff respondents in Aswan stated that this equipment is not efficient at all.

Figure (2.6): Efficiency of the equipment of the CSCs staff assigned to accomplish work assignments: (a) Aswan Governorate (b) Beheira Governorate



Total Number of CSCs Staff Respondents = 54



Total Number of CSCs Staff Respondents = 18

Would you qualify this equipment as efficient? – Aswan Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	36	63.2	66.7	66.7
	No	3	5.3	5.6	72.2
	To Some Extent	15	26.3	27.8	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

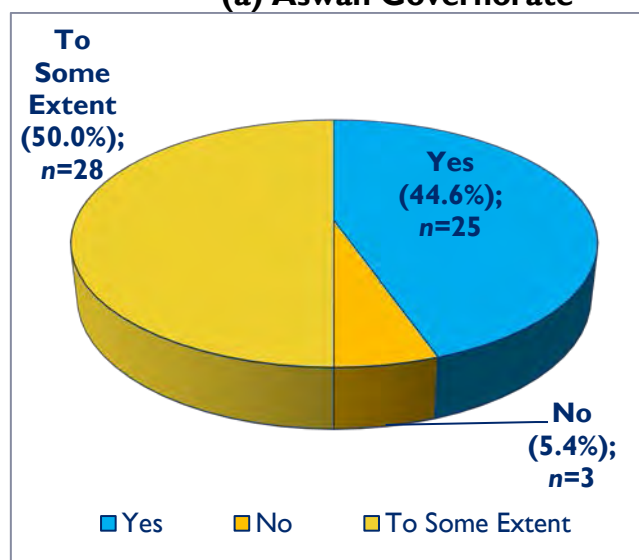
Would you qualify this equipment as efficient? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	15	83.3	83.3	83.3
	To Some Ex- tent	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

CSC staff were asked to state their opinion whether the CSCs have succeeded in changing citizens' willingness to use governmental services (i.e., attitudes toward the government). As shown in Figure (2.7), in Aswan the highest percent (50%) is for the staff respondents who think it has changed their willingness to some extent. In Beheira, all respondents think it has changed their willingness for sure.

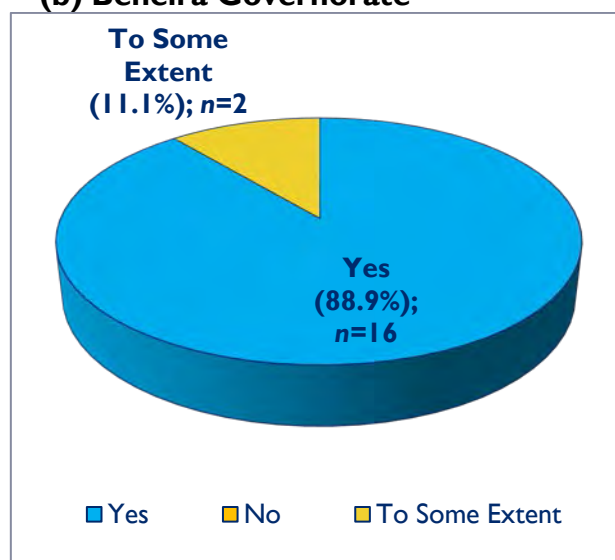
Figure (2.7): Distribution of CSCs staff based on their opinion on the success of CSCs in changing citizens' willingness to use governmental services:

(a) Aswan Governorate



Total Number of CSCs Staff Respondents = 56

(b) Beheira Governorate



Total Number of CSCs Staff Respondents = 18

In your opinion, have the CSCs succeeded in changing citizens' willingness to use governmental services (i.e. attitudes toward the government)? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	25	43.9	44.6	44.6
	No	3	5.3	5.4	50.0
	To Some Ex- tent	28	49.1	50.0	100.0
	Total	56	98.2	100.0	
Missing	System	1	1.8		
Total		57	100.0		

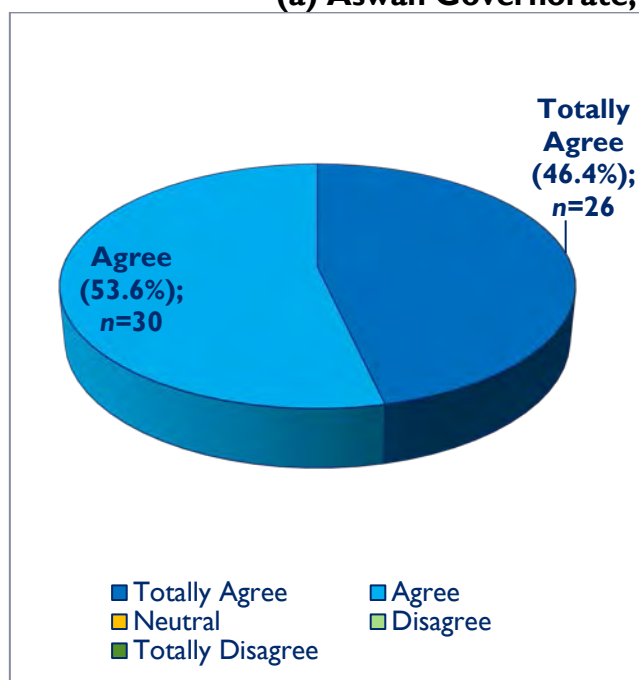
In your opinion, have the CSCs succeeded in changing citizens' willingness to use governmental services (i.e. attitudes toward the government)? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	16	88.9	88.9	88.9
	To Some Ex- tent	2	11.1	11.1	100.0
	Total	18	100.0	100.0	

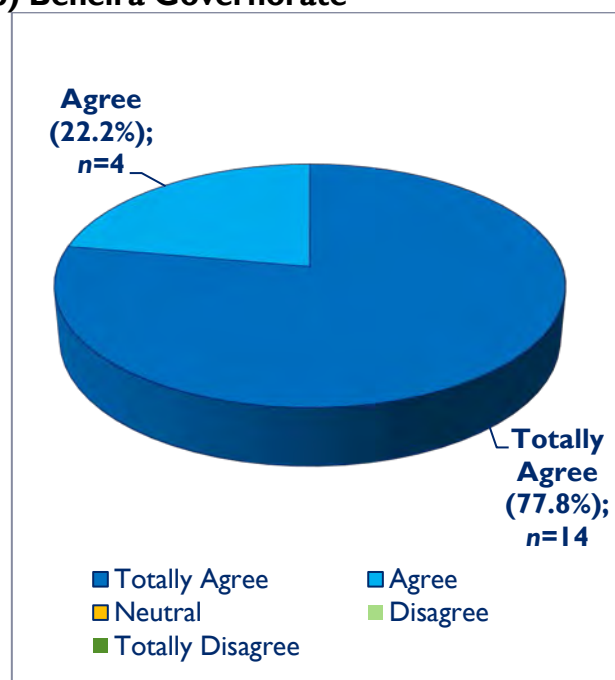
CSC staff were generally asked to state the extent they agree with the following statement: “*The CSC model is successful and it should be replicated in other different districts.*” As shown in Figure (2.8), all respondents in both governorates agree with this statement. None has disagreed with it.

Figure (2.8): Extent of agreement with the statement “*This CSC is a successful model and it should be replicated in other districts*”

(a) Aswan Governorate, (b) Beheira Governorate



Total Number of CSCs Staff Respondents = 56



Total Number of CSCs Staff Respondents = 18

To what extent do you agree with the following statement: "The CSC model is successful and it should be replicated in other different districts"

– Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Totally Agree	26	45.6	46.4	46.4
	Agree	30	52.6	53.6	100.0
	Total	56	98.2	100.0	
Missing	System	1	1.8		
Total		57	100.0		

To what extent do you agree with the following statement: "The CSC model is successful and it should be replicated in other different districts"

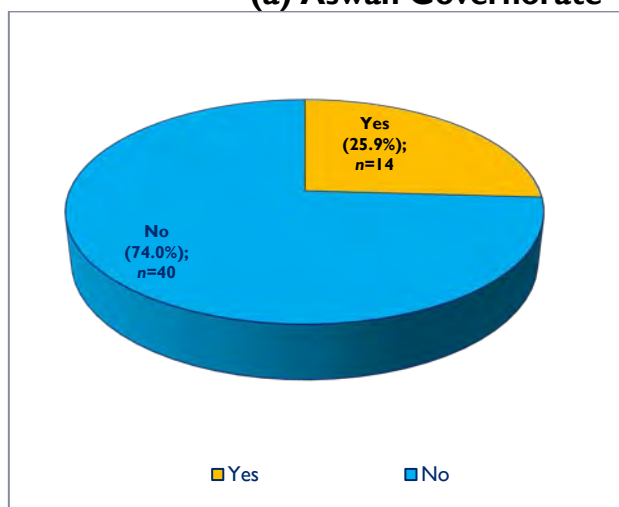
– Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Totally Agree	14	77.8	77.8	77.8
	Agree	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

2 (c) Helping Public Utilize Services Better

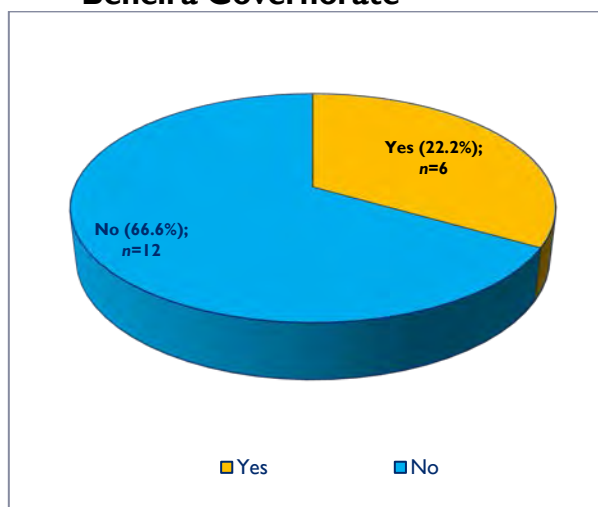
About the technological tools (e.g., e-mails, Web sites, mobile phone applications, etc.) used by the CSCs' staff to provide services to citizens, Figure (2.9) shows that a considerable portion of staff responses indicate that such methods are not available already (74% in Aswan and 67% in Beheira). About 44% of the staff respondents in Beheira and 37% in Aswan disconfirmed their use.

Figure (2.9): CSCs staff use of technological tools to provide services to citizens:
(a) Aswan Governorate



Total Number of CSCs Staff Respondents = 54

Beheira Governorate



Total Number of CSCs Staff Respondents = 18

Do you use technological tools (e.g., e-mails, Web sites, mobile phone applications, etc.) to provide services to citizens?

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	10	17.5	18.5	18.5
	No	20	35.1	37.0	55.6
	Sometimes	4	7.0	7.4	63.0
	Not Availa- ble	20	35.1	37.0	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Do you use technological tools (e.g., e-mails, Web sites, mobile phone applications, etc.) to provide services to citizens? – Beheira

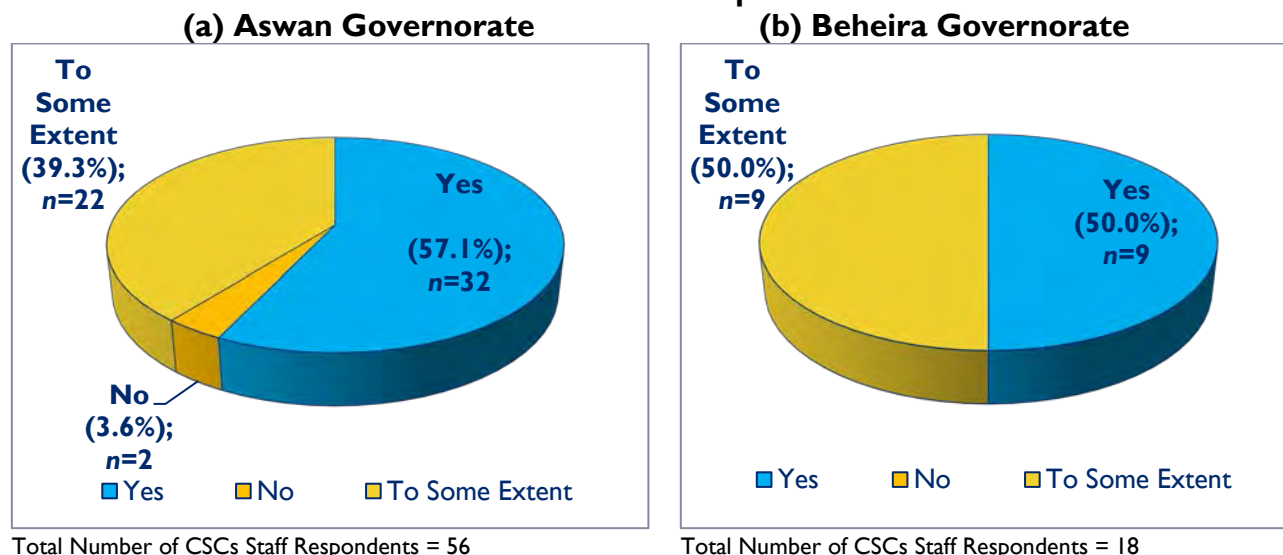
Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	4	22.2	22.2	22.2
	No	8	44.4	44.4	66.7
	Sometimes	2	11.1	11.1	77.8
	Not Availa- ble	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

2 (d) Reducing Corruption

Figure (2.10) reflects the extent the CSCs staff believe that the CSC model minimizes opportunities for corruption. As shown, all staff respondents in both governorates agree with that except two respondents in Aswan.

Figure (2.10): Distribution of CSCs staff according to their belief that the CSC model minimizes corruption:



Do you believe that the CSC model minimizes opportunities for corruption?

– Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	32	56.1	57.1	57.1
	No	2	3.5	3.6	60.7
	To Some Ex- tent	22	38.6	39.3	100.0
	Total	56	98.2	100.0	
Missing	System	1	1.8		
Total		57	100.0		

Do you believe that the CSC model minimizes opportunities for corruption? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	9	50.0	50.0	50.0
	To Some Ex- tent	9	50.0	50.0	100.0
Total		18	100.0	100.0	

(3) Evaluation Question (3): Capacity Development

3 (a) Improving Knowledge

Results show that 94.7% (n=54) of Aswan CSCs sampled staff and 83.3% (n=18) of Beheira's have received on-the-job training at the CSC.

Have you received on-the-job training at the CSC? – Aswan Governorate

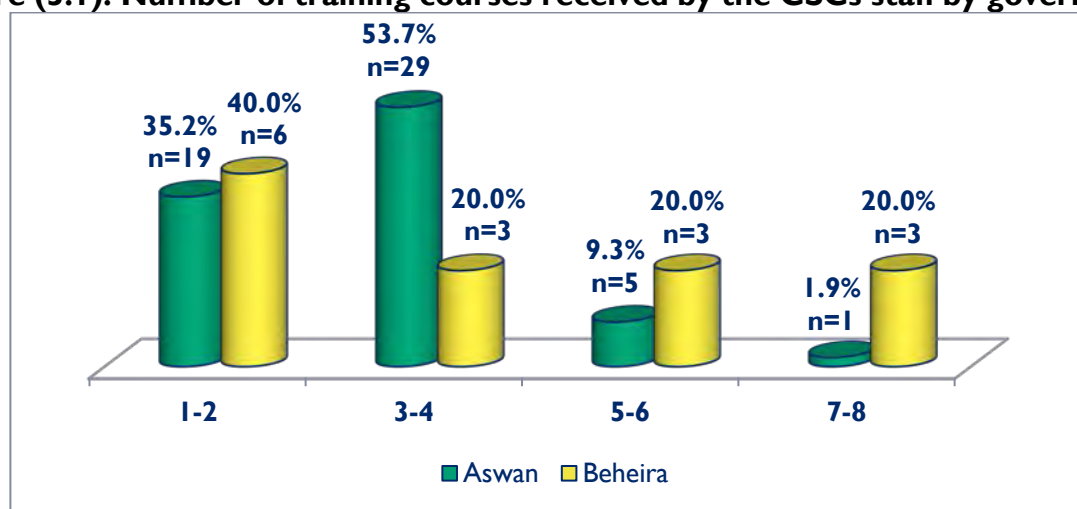
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	54	94.7	94.7	94.7
No	3	5.3	5.3	100.0
Total	57	100.0	100.0	

Have you received on-the-job training at the CSC? – Beheira Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	15	83.3	83.3	83.3
No	3	16.7	16.7	100.0
Total	18	100.0	100.0	

Those who have received a training were asked about the number of courses they have taken. Figure (3.1) presents the percent distribution of the CSCs staff based on the number of training courses they received in both governorates.

Figure (3.1): Number of training courses received by the CSCs staff by governorate



Total Number of CSCs Staff Respondents: Aswan=54; Beheira = 15

Number of training courses received by the CSCs staff – Aswan
Governorate

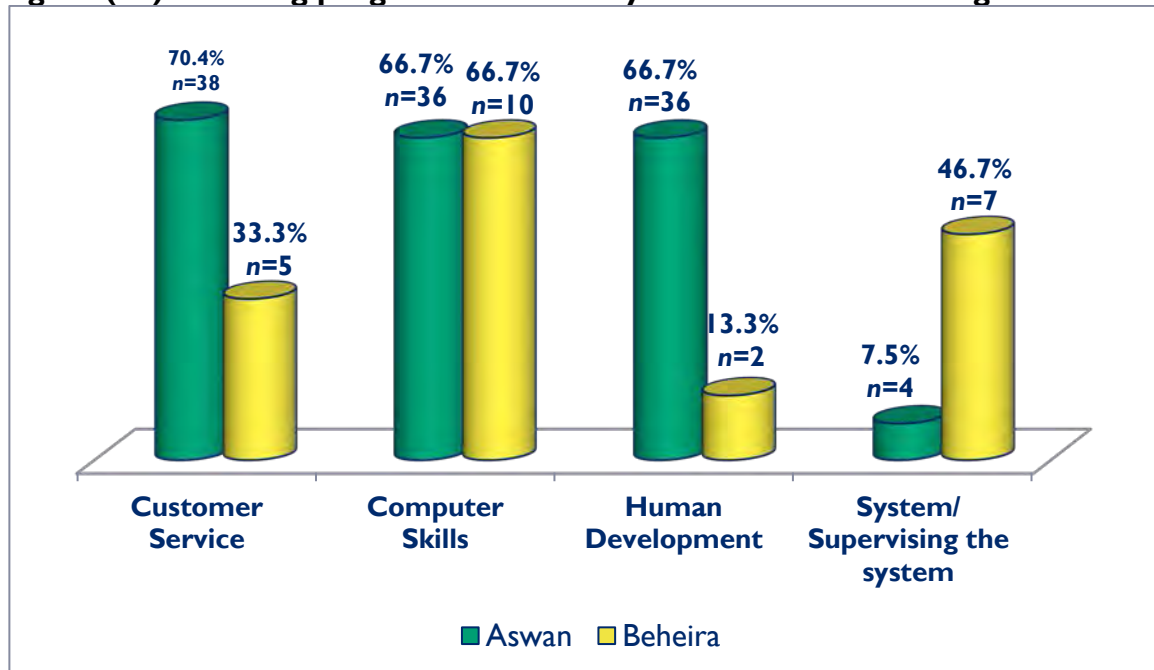
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	1-2	19	33.3	35.2	35.2
	3-4	29	50.9	53.7	88.9
	5-6	5	8.8	9.3	98.1
	7-8	1	1.8	1.9	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Number of training courses received by the CSCs staff – Beheira
Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	1-2	6	33.3	40.0	40.0
	3-4	3	16.7	20.0	60.0
	5-6	3	16.7	20.0	80.0
	7-8	3	16.7	20.0	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

And by asking about the names of the courses received, their answers were as presented in Figure (a1) below.

Figure (a1): Training programs received by the CSC staff in both governorates



Total Number of CSCs Staff Respondents: Aswan=54; Beheira = 15

Received a customer service training – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	16	28.1	29.6	29.6
	Yes	38	66.7	70.4	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Received a computer skills training – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	18	31.6	33.3	33.3
	Yes	36	63.2	66.7	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Received a human development training – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	18	31.6	33.3	33.3
	Yes	36	63.2	66.7	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Received a system/supervising the system training – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	49	86.0	92.5	92.5
	Yes	4	7.0	7.5	100.0
	Total	53	93.0	100.0	
Missing	System	4	7.0		
Total		57	100.0		

Received a customer service training – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	10	55.6	66.7	66.7
	Yes	5	27.8	33.3	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Received a computer skills training– Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	5	27.8	33.3	33.3
	Yes	10	55.6	66.7	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Received a human development training– Beheira Governorate

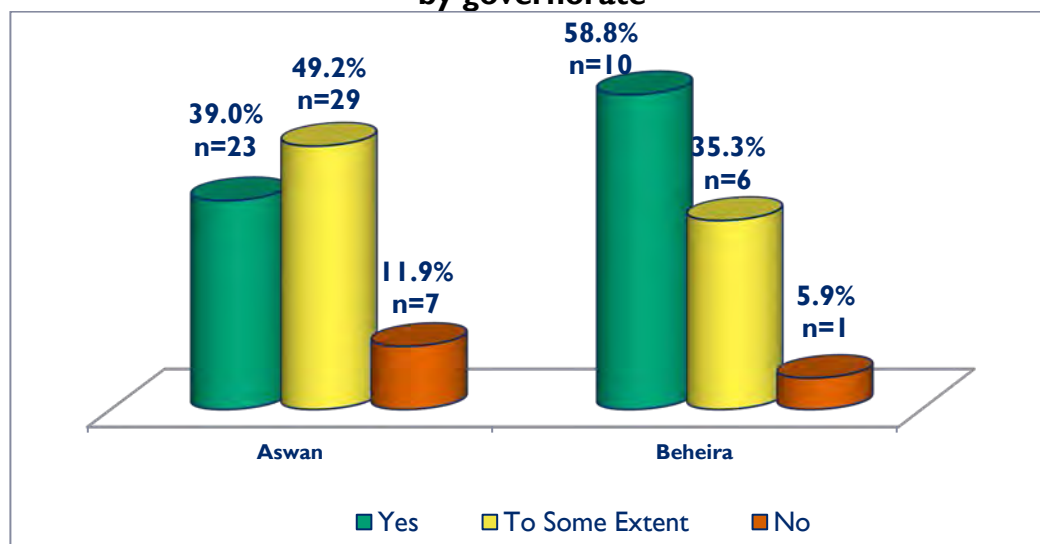
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	13	72.2	86.7	86.7
	Yes	2	11.1	13.3	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Received a system/supervising the system training– Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	8	44.4	53.3	53.3
	Yes	7	38.9	46.7	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Among those who were trained, 49.2% in Aswan believed that these training courses were sufficient for them, while 58.8% in Beheira believed they were sufficient, however to some extent, as shown in Figure (3.2).

Figure (3.2): CSCs staff belief regarding the sufficiency of the received training courses by governorate



Total Number of CSCs Staff Respondents: Aswan=59; Beheira = 17

Do you believe that the training courses received are sufficient for you? –
Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	22	38.6	41.5	41.5
	No	6	10.5	11.3	52.8
	To Some Ex- tent	25	43.9	47.2	100.0
	Total	53	93.0	100.0	
Missing	System	4	7.0		
Total		57	100.0		

Do you believe that the training courses received are sufficient for you? –
Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	8	44.4	53.3	53.3
	No	1	5.6	6.7	60.0
	To Some Ex- tent	6	33.3	40.0	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

About 94.0% of CSCs staff respondents in Aswan and all the CSCs staff respondents in Beheira to-
tally agreed that the received courses have improved their job performance.

Have the training courses received to date improved your job performance?

– Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	51	89.5	94.4	94.4
	No	1	1.8	1.9	96.3
	To Some Ex- tent	2	3.5	3.7	100.0
	Total	54	94.7	100.0	
Missing	System	3	5.3		
Total		57	100.0		

Have the training courses received to date improved your job performance? – Beheira Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	15	83.3	100.0	100.0
Missing System	3	16.7		
Total	18	100.0		

A large portion of CSCs staff showed their willingness to take additional training courses in order to improve their job performance (76.0% in Aswan and 85.7% in Beheira).

Do you think you would like to take additional training courses to improve your job performance? – Aswan Governorate

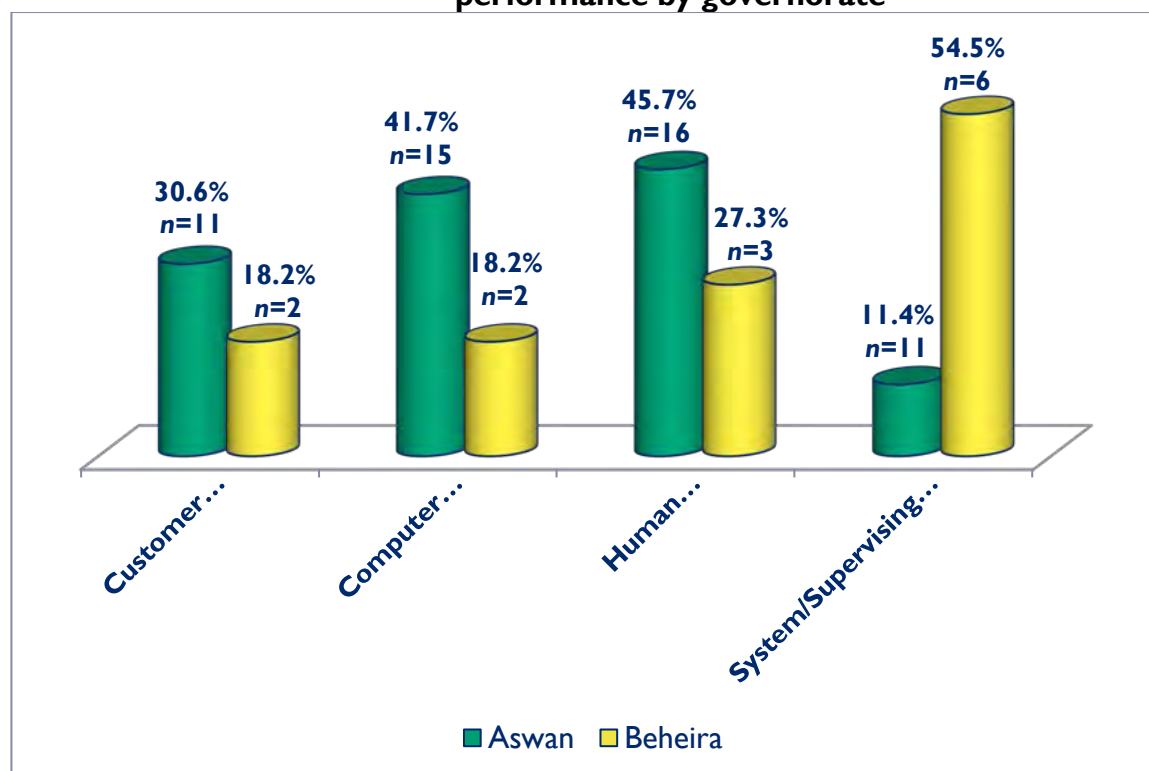
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	41	71.9	75.9	75.9
No	13	22.8	24.1	100.0
Total	54	94.7	100.0	
Missing System	3	5.3		
Total	57	100.0		

Do you think you would like to take additional training courses to improve your job performance? – Beheira Governorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	12	66.7	85.7	85.7
No	2	11.1	14.3	100.0
Total	14	77.8	100.0	
Missing System	4	22.2		
Total	18	100.0		

By asking the CSCs staff about the names of the required additional courses, their answers were as presented in Figure (1b).

Figure (1b): Additional training courses requested by the CSC staff to improve their job performance by governorate



Total Number of CSCs Staff Respondents: Aswan=35; Beheira = 11

Need to take customer service course – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	25	43.9	69.4	69.4
	Yes	11	19.3	30.6	100.0
	Total	36	63.2	100.0	
Missing	System	21	36.8		
Total		57	100.0		

Need to take computer skills course – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	21	36.8	58.3	58.3
	Yes	15	26.3	41.7	100.0
	Total	36	63.2	100.0	
Missing	System	21	36.8		
Total		57	100.0		

Need to take human development course – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	19	33.3	54.3	54.3
	Yes	16	28.1	45.7	100.0
	Total	35	61.4	100.0	
Missing	System	22	38.6		
Total		57	100.0		

Need to take system/supervising the system course – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	31	54.4	88.6	88.6
	Yes	4	7.0	11.4	100.0
	Total	35	61.4	100.0	
Missing	System	22	38.6		
Total		57	100.0		

Need to take customer service course– Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	9	50.0	81.8	81.8
	Yes	2	11.1	18.2	100.0
	Total	11	61.1	100.0	
Missing	System	7	38.9		
Total		18	100.0		

Need to take computer skills course– Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	9	50.0	81.8	81.8
	Yes	2	11.1	18.2	100.0
	Total	11	61.1	100.0	
Missing	System	7	38.9		
Total		18	100.0		

Need to take human development course– Beheira Governorate

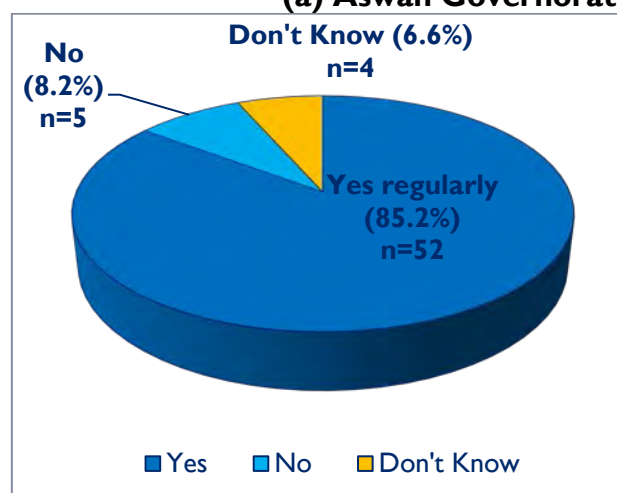
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	8	44.4	72.7	72.7
	Yes	3	16.7	27.3	100.0
	Total	11	61.1	100.0	
Missing	System	7	38.9		
Total		18	100.0		

Need to take system/supervising the system course– Beheira Governorate

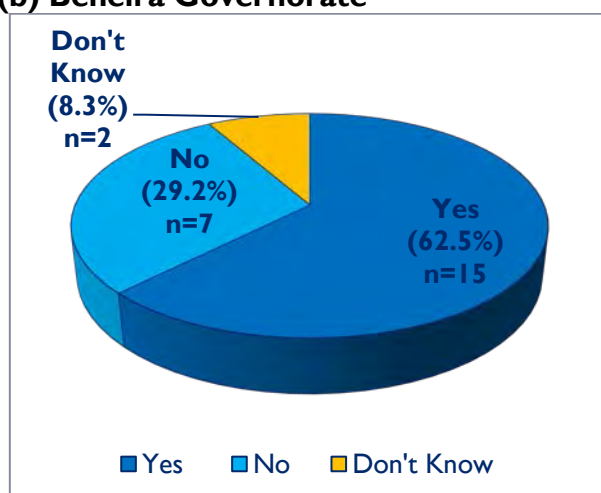
		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	5	27.8	45.5	45.5
	Yes	6	33.3	54.5	100.0
	Total	11	61.1	100.0	
Missing	System	7	38.9		
Total		18	100.0		

Finally, CSCs staff were asked if a training needs assessment is conducted to them continuously to identify targeted training courses. As shown in Figure (3.3), assessment are most probably conducted but commonly not on a regular basis.

Figure (3.3): Regularity of needs assessment conducted to CSCs staff to identify targeted training courses:
(a) Aswan Governorate, (b) Beheira Governorate



Total Number of CSCs Staff Respondents = 61



Total Number of CSCs Staff Respondents = 24

Is a routine training needs assessment conducted to identify targeted training courses? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes, on a regular basis	20	35.1	36.4	36.4
	Yes, but not on a regular basis	26	45.6	47.3	83.6
	No	5	8.8	9.1	92.7
	Don't Know	4	7.0	7.3	100.0
	Total	55	96.5	100.0	
Missing	System	2	3.5		
Total		57	100.0		

Is a routine training needs assessment conducted to identify targeted training courses? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes, on a regular basis	4	22.2	22.2	22.2
	Yes, but not on a regular basis	9	50.0	50.0	72.2
	No	5	27.8	27.8	100.0
	Total	18	100.0	100.0	

Questions Targeting Managers/Supervisors Only

Managers and supervisors in the targeted CSCs were asked if they conduct a regular training assessment for their employees. Table (3.1) shows that managers/supervisors in Aswan tend to conduct it but not on a regular basis. In Beheira, most probably they do not conduct needs assessment analysis and if done it would not be on a regular basis.

Table (3.1): CSCs managers and supervisors rate of conducting regular training assessment to their employees by governorate

Rate Governorate	Yes on regular basis	Yes but not on regular basis	Never	Total
Aswan	4 (30.8%)	9 (69.2%)	0 (0.0%)	13 (100.0%)
Beheira	1 (9.1%)	5 (45.5%)	5 (45.5%)	11 (100.0%)

3 (b) Effective Trainings

A direct question was asked to CSCs staff in the sample to list the name of the training courses that were most effective to them. The following tables present staff assessment.

Table (1a): CSCs Staff assessment for the training program they received by governorate

Gov.	Training Program	Effective	Not Effective	Total
Aswan	Customer Service	28 (73.7%)	10 (26.3%)	38 (100.0%)
	Computer Skills	18 (50.0%)	18 (50.0%)	36 (100.0%)
	Human Development	28 (77.8%)	8 (22.2%)	36 (100.0%)
	System/Supervising the system	4 (100.0%)	0 (0.0%)	4 (100.0%)
Be-heira	Customer Service	3 (60.0%)	2 (40.0%)	5 (100.0%)
	Computer Skills	7 (70.0%)	3 (30.0%)	10 (100.0%)
	Human Development	2 (100.0%)	0 (0.0%)	2 (100.0%)
	System/Supervising the system	6 (85.7%)	1 (14.3%)	7 (100.0%)

Customer service training was effective – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	23	40.4	45.1	45.1
	Yes	28	49.1	54.9	100.0
	Total	51	89.5	100.0	
Missing	System	6	10.5		
Total		57	100.0		

Computer skills training was effective – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	33	57.9	64.7	64.7
	Yes	18	31.6	35.3	100.0
	Total	51	89.5	100.0	
Missing	System	6	10.5		
Total		57	100.0		

Human development training was effective – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	23	40.4	45.1	45.1
	Yes	28	49.1	54.9	100.0
	Total	51	89.5	100.0	
Missing	System	6	10.5		
Total		57	100.0		

System/supervising the system training was effective – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	47	82.5	92.2	92.2
	Yes	4	7.0	7.8	100.0
	Total	51	89.5	100.0	
Missing	System	6	10.5		
Total		57	100.0		

Customer service training was effective– Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	11	61.1	78.6	78.6
	Yes	3	16.7	21.4	100.0
	Total	14	77.8	100.0	
Missing	System	4	22.2		
Total		18	100.0		

Computer skills training was effective– Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	7	38.9	50.0	50.0
	Yes	7	38.9	50.0	100.0
	Total	14	77.8	100.0	
Missing	System	4	22.2		
Total		18	100.0		

Human development training was effective– Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	12	66.7	85.7	85.7
	Yes	2	11.1	14.3	100.0
	Total	14	77.8	100.0	
Missing	System	4	22.2		
Total		18	100.0		

System/supervising the system training was effective– Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	No	8	44.4	57.1	57.1
	Yes	6	33.3	42.9	100.0
	Total	14	77.8	100.0	
Missing	System	4	22.2		
Total		18	100.0		

General Questions

Do you have a clear job description? – Aswan Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	42	73.7	73.7	73.7
	No	8	14.0	14.0	87.7
	Don't Know	7	12.3	12.3	100.0
Total		57	100.0	100.0	

Do you have a clear job description? – Beheira Governorate

		Frequency	Percent	Valid Per- cent	Cumulative Percent
Valid	Yes	9	50.0	50.0	50.0
	No	7	38.9	38.9	88.9
	Don't Know	2	11.1	11.1	100.0
Total		18	100.0	100.0	

ANNEX VI: CUSTOMER SATISFACTION SCORECARDS

CSC Customer Satisfaction Scorecards

Customer Satisfaction Scorecard for Aswan Citizen Service Center

Attributes	Variables	Satisfaction Degree	Very Satis- fied	Satisfied	Neutral	Unsatis- fied	Very Unsatis- fied	Total	% Overall Satisfac- tion
		Weight	5	4	3	2	1		
Accessibility	Accessible for El- derly & Disabled People	n	47	11	0	3	0	61	93.4%
		Weight	235	44	0	6	0	285	
	Convenience of CSC Location	n	55	6	0	0	0	61	98.0%
		Weight	275	24	0	0	0	299	
Accessibility Satisfaction									95.7%
Quality	Quality of Services Provided	n	36	21	2	0	0	59	91.5%
		Weight	180	84	6	0	0	270	
	Quality of Waiting Area	n	55	5	1	0	0	61	97.7%
		Weight	275	20	3	0	0	298	
Quality Satisfaction									94.6%
Adequacy	Staff Availability to Attend Requests	n	38	21	0	1	0	60	92.0%
		Weight	190	84	0	2	0	276	
	Operating Hours	n	43	15	1	0	0	59	94.2%
		Weight	215	60	3	0	0	278	
Adequacy Satisfaction									93.1%
Efficiency	Cost of Service	n	40	18	1	0	0	59	93.2%
		Weight	200	72	3	0	0	275	
	Successful Model & Should be Repli- cated	n	37	19	1	0	0	57	92.6%
		Weight	185	76	3	0	0	264	
Efficiency Satisfaction									92.9%
Accountability	Staff Provide Ade- quate Guidance	n	43	12	0	0	0	55	95.6%
		Weight	215	48	0	0	0	263	
Accountability Satisfaction									95.6%
Timeliness	Staff deliver Ser- vices within Legal Time	n	0	52	0	0	0	52	80.0%
		Weight	0	208	0	0	0	208	
Timeliness Satisfaction									80.0%
Transparency	Process to Reduc- ing Corruption	n	38	17	4	0	0	59	91.5%
		Weight	190	68	12	0	0	270	
Transparency Satisfaction									91.5%
Percent of Overall CSC Customer Satisfaction within the CSC									91.9%

Customer Satisfaction Scorecard for Dewan Citizen Service Center

Attributes	Variables	Satisfaction Degree	Very Satis- fied	Satisfied	Neutral	Unsatis- fied	Very Un- satisfied	Total	% Overall Satisfac- tion
		Weight	5	4	3	2	1		
Accessibility	Accessible for El- derly & Disabled People	n	17	0	0	0	0	17	100.0%
		Weight	85	0	0	0	0	85	
	Convenience of CSC Location	n	15	2	0	0	0	17	97.6%
		Weight	75	8	0	0	0	83	
Accessibility Satisfaction									95.7%
Quality	Quality of Services Provided	n	13	2	1	1	0	17	91.8%
		Weight	65	8	3	2	0	78	
	Quality of Waiting Area	n	16	1	0	0	0	17	98.8%
		Weight	80	4	0	0	0	84	
Quality Satisfaction									94.6%
Adequacy	Staff Availability to Attend Requests	n	15	2	0	0	0	17	97.6%
		Weight	75	8	0	0	0	83	
	Operating Hours	n	14	3	0	0	0	17	96.5%
		Weight	70	12	0	0	0	82	
Adequacy Satisfaction									93.1%
Efficiency	Cost of Service	n	9	6	0	2	0	17	85.9%
		Weight	45	24	0	4	0	73	
	Successful Model & Should be Repli- cated	n	6	9	0	0	0	15	88.0%
		Weight	30	36	0	0	0	66	
Efficiency Satisfaction									92.9%
Accountability	Staff Provide Ade- quate Guidance	n	11	3	0	0	0	14	95.7%
		Weight	55	12	0	0	0	67	
Accountability Satisfaction									95.6%
Timeliness	Staff deliver Ser- vices within Legal Time	n	0	16	0	0	0	16	80.0%
		Weight	0	64	0	0	0	64	
Timeliness Satisfaction									80.0%
Transparency	Process to Reduc- ing Corruption	n	7	6	3	0	0	16	85.0%
		Weight	35	24	9	0	0	68	
Transparency Satisfaction									85.0%
Percent of Overall CSC Customer Satisfaction within the CSC									91.3%

Customer Satisfaction Scorecard for Daraw Citizen Service Center

Attributes	Variables	Satisfaction Degree	Very Satis- fied	Satisfied	Neutral	Unsatis- fied	Very Un- satisfied	Total	% Overall Satisfac- tion
		Weight	5	4	3	2	1		
Accessibility	Accessible for El- derly & Disabled People	n	10	3	1	0	0	14	92.9%
		Weight	50	12	3	0	0	65	
	Convenience of CSC Location	n	11	2	0	0	0	13	96.9%
		Weight	55	8	0	0	0	63	
Accessibility Satisfaction									94.9%
Quality	Quality of Services Provided	n	11	1	0	0	0	12	98.3%
		Weight	55	4	0	0	0	59	
	Quality of Waiting Area	n	10	2	1	0	0	13	93.8%
		Weight	50	8	3	0	0	61	
Quality Satisfaction									96.1%
Adequacy	Staff Availability to Attend Requests	n	9	4	1	0	0	14	91.4%
		Weight	45	16	3	0	0	64	
	Operating Hours	n	8	4	1	0	0	13	90.8%
		Weight	40	16	3	0	0	59	
Adequacy Satisfaction									91.1%
Efficiency	Cost of Service	n	7	6	1	0	0	14	88.6%
		Weight	35	24	3	0	0	62	
	Successful Model & Should be Repli- cated	n	9	5	0	0	0	14	92.9%
		Weight	45	20	0	0	0	65	
Efficiency Satisfaction									90.7%
Accountability	Staff Provide Ade- quate Guidance	n	8	4	0	0	0	12	93.3%
		Weight	40	16	0	0	0	56	
Accountability Satisfaction									93.3%
Timeliness	Staff deliver Ser- vices within Legal Time	n	0	13	0	0	0	13	80.0%
		Weight	0	52	0	0	0	52	
Timeliness Satisfaction									80.0%
Transparency	Process to Reduc- ing Corruption	n	8	4	1	0	0	13	90.8%
		Weight	40	16	3	0	0	59	
Transparency Satisfaction									90.8%
Percent of Overall CSC Customer Satisfaction within the CSC									91.0%

Customer Satisfaction Scorecard for Edfu Citizen Service Center

Attributes	Variables	Satisfaction Degree	Very Satis- fied	Satisfied	Neutral	Unsatis- fied	Very Un- satisfied	Total	% Overall Satisfac- tion
		Weight	5	4	3	2	1		
Accessibility	Accessible for El- derly & Disabled People	n	10	3	1	0	0	14	92.9%
		Weight	50	12	3	0	0	65	
	Convenience of CSC Location	n	11	2	0	0	0	13	96.9%
		Weight	55	8	0	0	0	63	
Accessibility Satisfaction									92.8%
Quality	Quality of Services Provided	n	15	15	1	1	0	32	87.5%
		Weight	75	60	3	2	0	140	
	Quality of Waiting Area	n	22	12	0	0	0	34	92.9%
		Weight	110	48	0	0	0	158	
Quality Satisfaction									90.2%
Adequacy	Staff Availability to Attend Requests	n	18	14	1	1	0	34	88.8%
		Weight	90	56	3	2	0	151	
	Operating Hours	n	16	17	0	1	0	34	88.2%
		Weight	80	68	0	2	0	150	
Adequacy Satisfaction									88.5%
Efficiency	Cost of Service	n	11	23	0	0	0	34	86.5%
		Weight	55	92	0	0	0	147	
	Successful Model and Should be Replicated	n	15	13	0	3	0	31	85.8%
		Weight	75	52	0	6	0	133	
Efficiency Satisfaction									86.1%
Accountability	Staff Provide Ade- quate Guidance	n	18	11	0	0	0	29	92.4%
		Weight	90	44	0	0	0	134	
Accountability Satisfaction									92.4%
Timeliness	Staff deliver Ser- vices within Legal Time	n	0	26	0	4	0	30	74.7%
		Weight	0	104	0	8	0	112	
Timeliness Satisfaction									74.7%
Transparency	Process to Reduc- ing Corruption	n	13	17	3	1	0	34	84.7%
		Weight	65	68	9	2	0	144	
Transparency Satisfaction									84.7%
Percent of Overall CSC Customer Satisfaction within the CSC									87.1%

Customer Satisfaction Scorecard for Nasr El-Nuba Citizen Service Center

Attributes	Variables	Satisfaction Degree	Very Satis- fied	Satisfied	Neutral	Unsat- isfied	Very Un- satisfied	Total	% Overall Satisfaction
		Weight	5	4	3	2	1		
Accessibility	Accessible for El- derly & Disabled People	n	4	6	0	0	0	10	88.0%
		Weight	20	24	0	0	0	44	
	Convenience of CSC Location	n	8	1	1	0	0	10	94.0%
		Weight	40	4	3	0	0	47	
Accessibility Satisfaction									91.0%
Quality	Quality of Services Provided	n	8	1	0	1	0	10	92.0%
		Weight	40	4	0	2	0	46	
	Quality of Waiting Area	n	5	3	1	1	0	10	84.0%
		Weight	25	12	3	2	0	42	
Quality Satisfaction									90.2%
Adequacy	Staff Availability to Attend Requests	n	6	2	1	0	0	9	91.1%
		Weight	30	8	3	0	0	41	
	Operating Hours	n	4	5	1	0	0	10	86.0%
		Weight	20	20	3	0	0	43	
Adequacy Satisfaction									88.6%
Efficiency	Cost of Service	n	6	3	0	1	0	10	88.0%
		Weight	30	12	0	2	0	44	
	Successful Model & Should be Repli- cated	n	7	3	0	0	0	10	94.0%
		Weight	35	12	0	0	0	47	
Efficiency Satisfaction									91.0%
Accountabil- ity	Staff Provide Ade- quate Guidance	n	5	4	0	0	0	9	91.1%
		Weight	25	16	0	0	0	41	
Accountability Satisfaction									91.1%
Timeliness	Staff deliver Ser- vices within Legal Time	n	0	9	0	0	0	9	80.0%
		Weight	0	36	0	0	0	36	
Timeliness Satisfaction									80.0%
Transparency	Process to Reduc- ing Corruption	n	8	1	1	0	0	10	94.0%
		Weight	40	4	3	0	0	47	
Transparency Satisfaction									94.0%
Percent of Overall CSC Customer Satisfaction within the CSC									89.1%

Customer Satisfaction Scorecard for Aswan Governorate

Attributes	Variables	Satisfac- tion De- gree	Very Satis- fied	Satisfied	Neutral	Unsat- isfied	Very Un- satisfied	Total	% Overall Satisfaction
		Weight	5	4	3	2	1		
Accessibility	Accessible for Elderly & Disabled People	n	94	37	1	3	0	135	92.9%
		Weight	470	148	3	6	0	627	
	Convenience of CSC Location	n	116	18	1	0	0	135	97.0%
		Weight	580	72	3	0	0	655	
Accessibility Satisfaction									95.0%
Quality	Quality of Services Provided	n	83	40	4	3	0	130	91.2%
		Weight	415	160	12	6	0	593	
	Quality of Waiting Area	n	108	23	3	1	0	135	95.3%
		Weight	540	92	9	2	0	643	
Quality Satisfaction									93.2%
Adequacy	Staff Availability to Attend Requests	n	86	43	3	2	0	134	91.8%
		Weight	430	172	9	4	0	615	
	Operating Hours	n	85	44	3	1	0	133	92.0%
		Weight	425	176	9	2	0	612	
Adequacy Satisfaction									91.9%
Efficiency	Cost of Service	n	73	56	2	3	0	134	89.7%
		Weight	365	224	6	6	0	601	
	Successful Model & Should be Replicated	n	74	49	1	3	0	127	90.6%
		Weight	370	196	3	6	0	575	
Efficiency Satisfaction									90.1%
Accountability	Staff Provide Ade- quate Guidance	n	85	34	0	0	0	119	94.3%
		Weight	425	136	0	0	0	561	
Accountability Satisfaction									94.3%
Timeliness	Staff deliver Services within Legal Time	n	0	116	0	4	0	120	78.7%
		Weight	0	464	0	8	0	472	
Timeliness Satisfaction									78.7%
Transparency	Process to Reducing Corruption	n	74	45	12	1	0	132	89.1%
		Weight	370	180	36	2	0	588	
Transparency Satisfaction									89.1%
Percent of Overall CSC Customer Satisfaction within the CSC									90.3%

Summary Customer Satisfaction Scorecard for Aswan Governorate Citizen Service Centers

Attributes	Variables	Satisfaction Percent					
		Aswan	Dewan	Daraw	Edfu	Nasr El-Nuba	% Overall Satisfaction
Accessibility	Accessible for Elderly & Disabled People	93.4%	100.0%	92.9%	89.7%	88.0%	92.9%
	Convenience of CSC Location	98.0%	97.6%	96.9%	95.9%	94.0%	97.0%
Accessibility Satisfaction		95.7%	98.8%	94.9%	92.8%	91.0%	95.0%
Quality	Quality of Services Provided	91.5%	91.8%	98.3%	87.5%	92.0%	91.2%
	Quality of Waiting Area	97.7%	98.8%	93.8%	92.9%	84.0%	95.3%
Quality Satisfaction		94.6%	95.3%	96.1%	90.2%	88.0%	93.2%
Adequacy	Staff Availability to Attend Requests	92.0%	97.6%	91.4%	88.8%	91.1%	91.8%
	Operating Hours	94.2%	96.5%	90.8%	88.2%	86.0%	92.0%
Adequacy Satisfaction		93.1%	97.1%	91.1%	88.5%	88.6%	91.9%
Efficiency	Cost of Service	93.2%	85.9%	88.6%	86.5%	88.0%	89.7%
	Successful Model & Should be Replicated	92.6%	88.0%	92.9%	85.8%	94.0%	90.6%
Efficiency Satisfaction		92.9%	86.9%	90.7%	86.1%	91.0%	90.1%
Accountability	Staff Provide Adequate Guidance	95.6%	95.7%	93.3%	92.4%	91.1%	94.3%
Accountability Satisfaction		95.6%	95.7%	93.3%	92.4%	91.1%	94.3%
Timeliness	Staff deliver Services within Legal Time	80.0%	80.0%	80.0%	74.7%	80.0%	78.7%
Timeliness Satisfaction		80.0%	80.0%	80.0%	74.7%	80.0%	78.7%
Transparency	Process to Reducing Corruption	91.5%	85.0%	90.8%	84.7%	94.0%	89.1%
Transparency Satisfaction		91.5%	85.0%	90.8%	84.7%	94.0%	89.1%
Percent of Overall CSC Customer Satisfaction within a Given CSC/Governorate		91.9%	91.3%	91.0%	87.1%	89.1%	90.3%

FIGURE 1

General Customer Satisfaction with Each Attribute in Aswan Governorate across CSCs

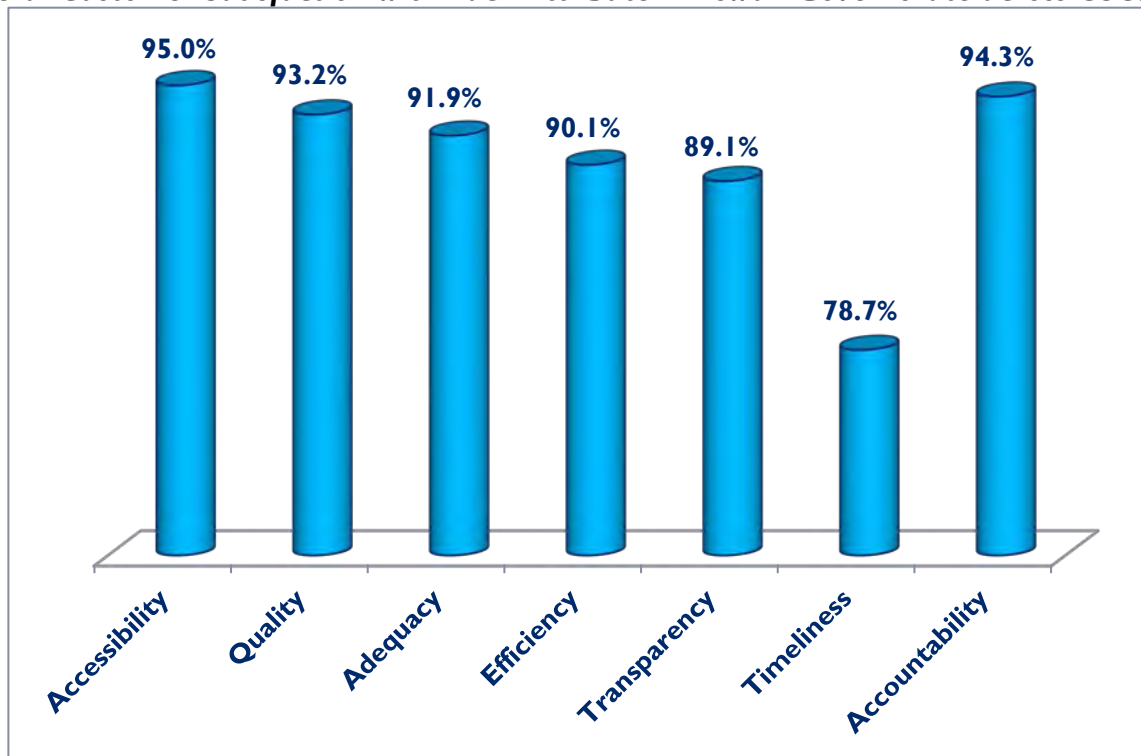
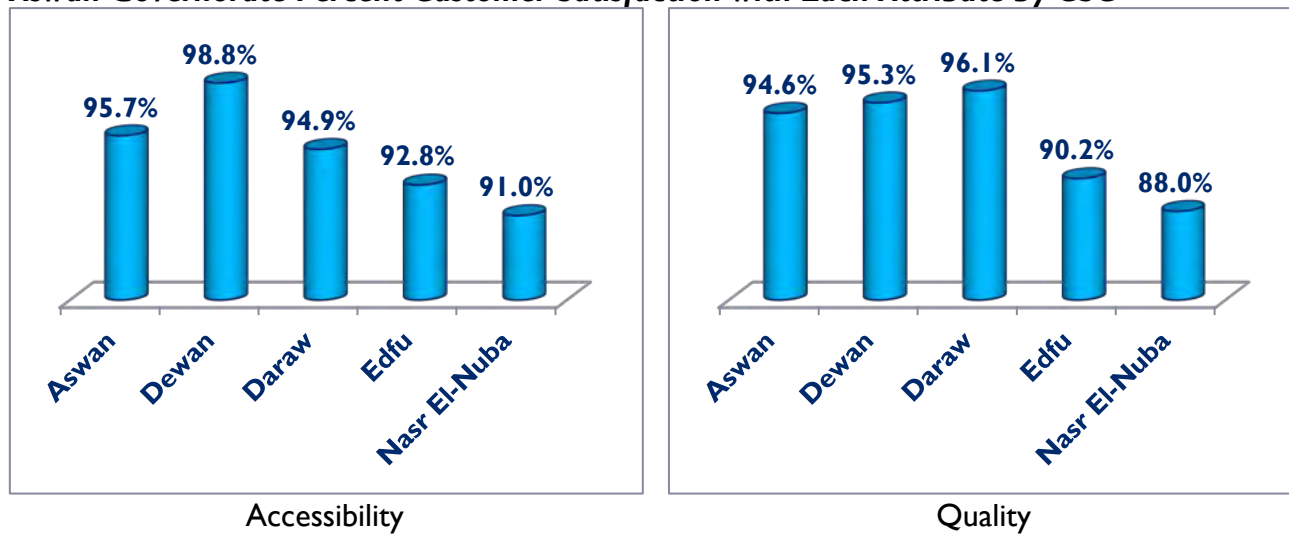
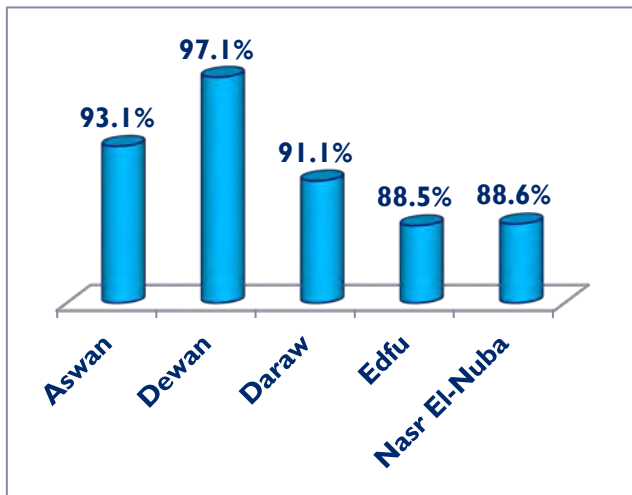


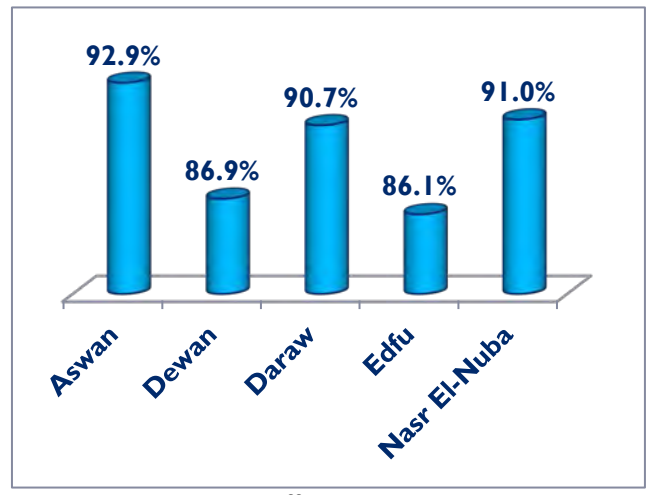
FIGURE 2:

Aswan Governorate Percent Customer Satisfaction with Each Attribute by CSC

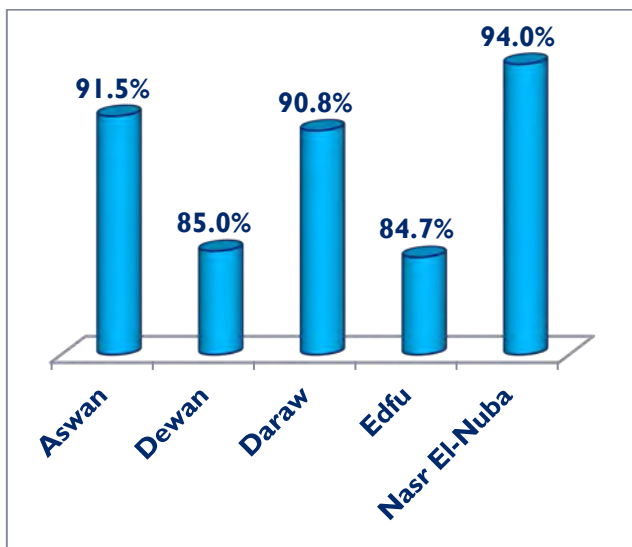




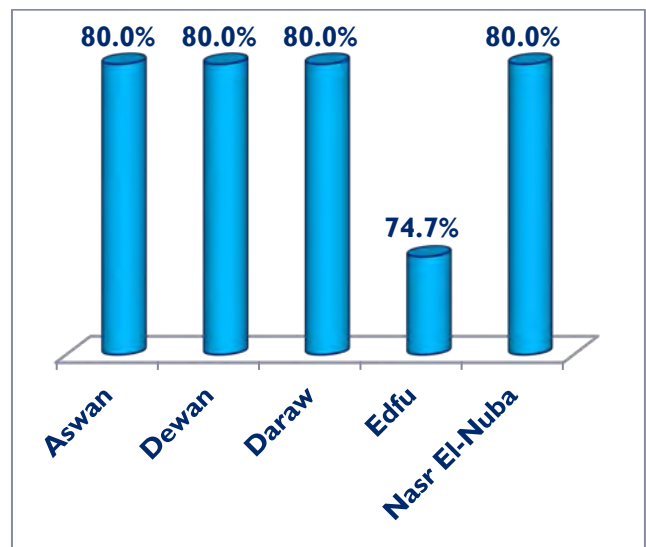
Adequacy



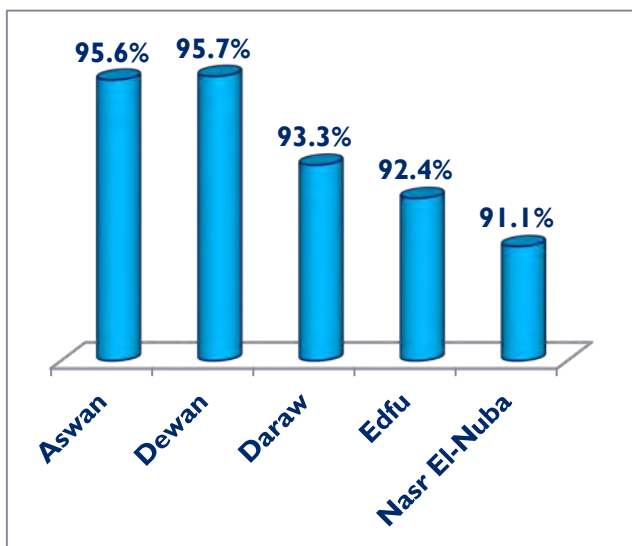
Efficiency



Transparency



Timeliness



Accountability

Beheira Governorate Scorecards

Customer Satisfaction Scorecard for Abu Homous Citizen Service Center

Attributes	Variables	Satisfaction De- gree	Very Satisfied	Satisfied	Neutral	Unsatis- fied	Very Un- satisfied	Total	% Overall Satisfaction
		Weight	5	4	3	2	1		
Accessibility	Accessible for Elderly & Disabled People	n	3	7	10	2	4	26	62.3%
		Weight	15	28	30	4	4	81	
	Convenience of CSC Location	n	14	10	0	1	0	25	89.6%
		Weight	70	40	0	2	0	112	
Accessibility Satisfaction									76.0%
Quality	Quality of Services Provided	n	11	5	4	3	2	25	76.0%
		Weight	55	20	12	6	2	95	
	Quality of Waiting Area	n	9	12	2	2	1	26	80.0%
		Weight	45	48	6	4	1	104	
Quality Satisfaction									78.0%
Adequacy	Staff Availability to Attend Requests	n	9	8	5	2	1	25	77.6%
		Weight	45	32	15	4	1	97	
	Operating Hours	n	6	11	6	2	1	26	74.6%
		Weight	30	44	18	4	1	97	
Adequacy Satisfaction									76.1%
Efficiency	Cost of Service	n	8	10	2	2	3	25	74.4%
		Weight	40	40	6	4	3	93	
	Successful Model & Should be Replicated	n	13	7	2	1	0	23	87.8%
		Weight	65	28	6	2	0	101	
Efficiency Satisfaction									81.1%
Accountability	Staff Provide Ade- quate Guidance	n	5	10	0	3	0	18	78.9%
		Weight	25	40	0	6	0	71	
Accountability Satisfaction									78.9%
Timeliness	Staff deliver Services within Legal Time	n	0	18	0	8	0	26	67.7%
		Weight	0	72	0	16	0	88	
Timeliness Satisfaction									67.7%
Transparency	Process to Reducing Corruption	n	4	9	6	6	1	26	66.9%
		Weight	20	36	18	12	1	87	
Transparency Satisfaction									66.9%
Percent of Overall CSC Customer Satisfaction within the CSC									75.0%

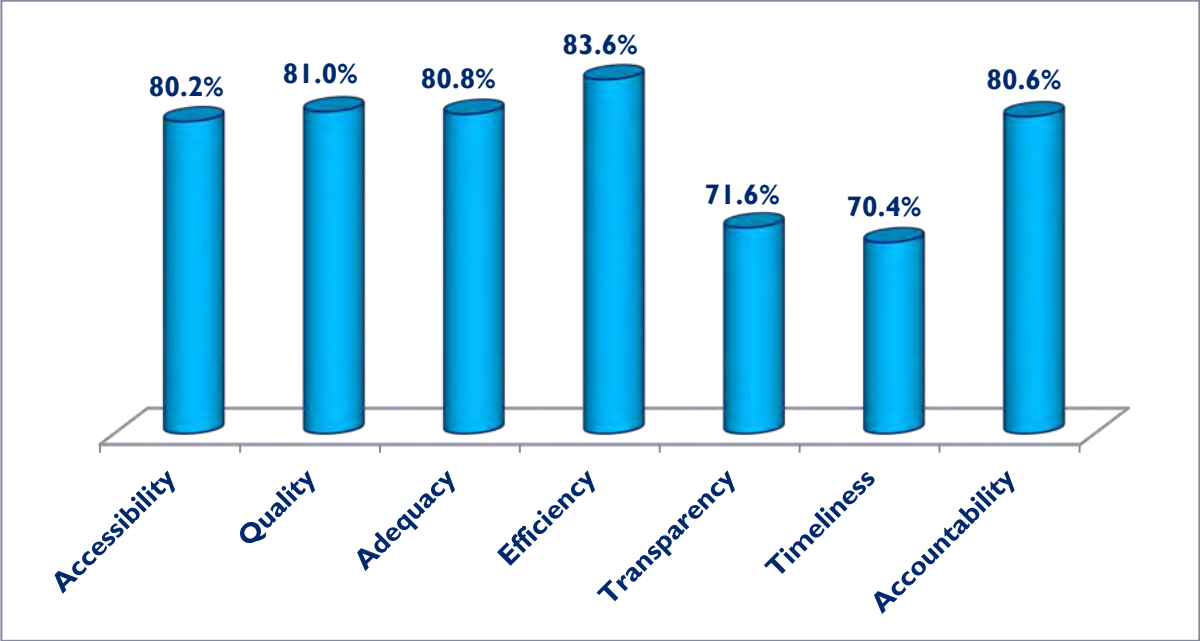
Customer Satisfaction Scorecard for Shobra Kheet Citizen Service Center

Attributes	Variables	Satisfac- tion De- gree	Very Satisfied	Satisfied	Neutral	Unsat- isfied	Very Un- satisfied	Total	% Overall Satisfaction
		Weight	5	4	3	2	1		
Accessibility	Accessible for El- derly & Disabled People	n	6	11	4	4	0	25	75.2%
		Weight	30	44	12	8	0	94	
	Convenience of CSC Location	n	17	7	0	0	0	24	94.2%
		Weight	85	28	0	0	0	113	
Accessibility Satisfaction									84.7%
Quality	Quality of Services Provided	n	9	12	3	0	0	24	85.0%
		Weight	45	48	9	0	0	102	
	Quality of Waiting Area	n	9	12	3	1	0	25	83.2%
		Weight	45	48	9	2	0	104	
Quality Satisfaction									84.1%
Adequacy	Staff Availability to Attend Requests	n	11	12	1	1	0	25	86.4%
		Weight	55	48	3	2	0	108	
	Operating Hours	n	6	18	0	0	0	24	85.0%
		Weight	30	72	0	0	0	102	
Adequacy Satisfaction									85.7%
Efficiency	Cost of Service	n	10	12	2	0	1	25	84.0%
		Weight	50	48	6	0	1	105	
	Successful Model & Should be Replicated	n	13	10	1	1	0	25	88.0%
		Weight	65	40	3	2	0	110	
Efficiency Satisfaction									86.0%
Accountability	Staff Provide Ade- quate Guidance	n	4	8	0	1	0	13	83.1%
		Weight	20	32	0	2	0	54	
Accountability Satisfaction									83.1%
Timeliness	Staff deliver Services within Legal Time	n	0	20	0	4	0	24	73.3%
		Weight	0	80	0	8	0	88	
Timeliness Satisfaction									73.3%
Transparency	Process to Reducing Corruption	n	2	16	6	0	0	24	76.7%
		Weight	10	64	18	0	0	92	
Transparency Satisfaction									76.7%
Percent of Overall CSC Customer Satisfaction within the CSC									81.9%

Customer Satisfaction Scorecard for Beheira Governorate Citizen Service Centers

Attributes	Variables	Satisfaction Degree	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	Total	% Overall Satisfaction
		Weight	5	4	3	2	1		
Accessibility	Accessible for Elderly & Disabled People	n	9	18	14	6	4	51	68.6%
		Weight	45	72	42	12	4	175	
	Convenience of CSC Location	n	31	17	0	1	0	49	91.8%
		Weight	155	68	0	2	0	225	
Accessibility Satisfaction									80.2%
Quality	Quality of Services Provided	n	20	17	7	3	2	49	80.4%
		Weight	100	68	21	6	2	197	
	Quality of Waiting Area	n	18	24	5	3	1	51	81.6%
		Weight	90	96	15	6	1	208	
Quality Satisfaction									81.0%
Adequacy	Staff Availability to Attend Requests	n	20	20	6	3	1	50	82.0%
		Weight	100	80	18	6	1	205	
	Operating Hours	n	12	29	6	2	1	50	79.6%
		Weight	60	116	18	4	1	199	
Adequacy Satisfaction									80.8%
Efficiency	Cost of Service	n	18	22	4	2	4	50	79.2%
		Weight	90	88	12	4	4	198	
	Successful Model & Should be Replicated	n	26	17	3	2	0	48	87.9%
		Weight	130	68	9	4	0	211	
Efficiency Satisfaction									83.6%
Accountability	Staff Provide Adequate Guidance	n	9	18	0	4	0	31	80.6%
		Weight	45	72	0	8	0	125	
Accountability Satisfaction									80.6%
Timeliness	Staff deliver Services within Legal Time	n	0	38	0	12	0	50	70.4%
		Weight	0	152	0	24	0	176	
Timeliness Satisfaction									73.3%
Transparency	Process to Reducing Corruption	n	6	25	12	6	1	50	71.6%
		Weight	30	100	36	12	1	179	
Transparency Satisfaction									71.6%
Percent of Overall CSC Customer Satisfaction within the CSC									78.3%

FIGURE 3
General Customer Satisfaction with Each Attribute Across CSCs in Beheira Governorate.



Customer Satisfaction Summary Scorecard for Beheira Governorate Citizen Service Centers

Attributes	Variables	Satisfaction Percent		
		Abu Homous	Shobra Kheet	% Overall Satisfaction Across CSCs
Accessibility	Accessible for Elderly & Disabled People	62.3%	75.2%	68.6%
	Convenience of CSC Location	89.6%	94.2%	91.8%
Accessibility Satisfaction		76.0%		84.7% 80.2%
Quality	Quality of Services Provided	76.0%	85.0%	80.4%
	Quality of Waiting Area	80.0%	83.2%	81.6%
Quality Satisfaction		78.0%		84.1% 81.0%
Adequacy	Staff Availability to Attend Requests	77.6%	86.4%	82.0%
	CSC Operating Hours	74.6%	85.0%	79.6%
Adequacy Satisfaction		76.1%		85.7% 80.8%
Efficiency	Cost of Service	74.4%	84.0%	79.2%
	CSC is a Successful Model and Should be Replicated in Other Districts	87.8%	88.0%	87.9%
Efficiency Satisfaction		81.1%		86.0% 83.6%
Accountability	Staff Provide Adequate Guidance	78.9%	83.1%	80.6%
Accountability Satisfaction		78.9%		83.1% 80.6%
Timeliness	Staff deliver Services within Legal Time	67.7%	73.3%	70.4%
Timeliness Satisfaction		67.7%		73.3% 70.4%
Transparency	Process to Reducing Corruption	66.9%	76.7%	71.6%
Transparency Satisfaction		66.9%		76.7% 71.6%
Percent of Overall CSC Customer Satisfaction within the CSC		75.0%		81.9% 78.3%

FIGURE 4
Weighted Average Customer Satisfaction for each CSC in Beheira Governorate

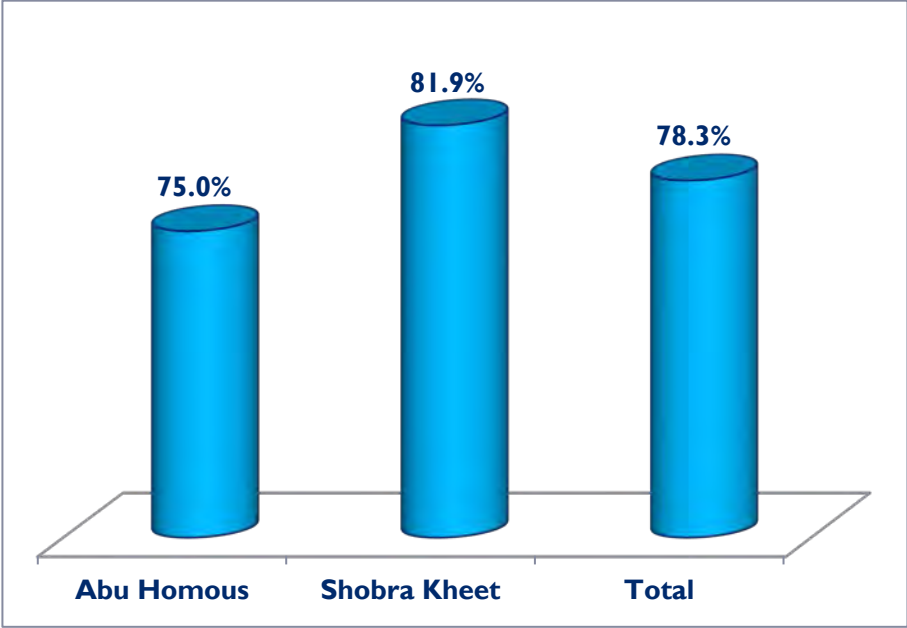
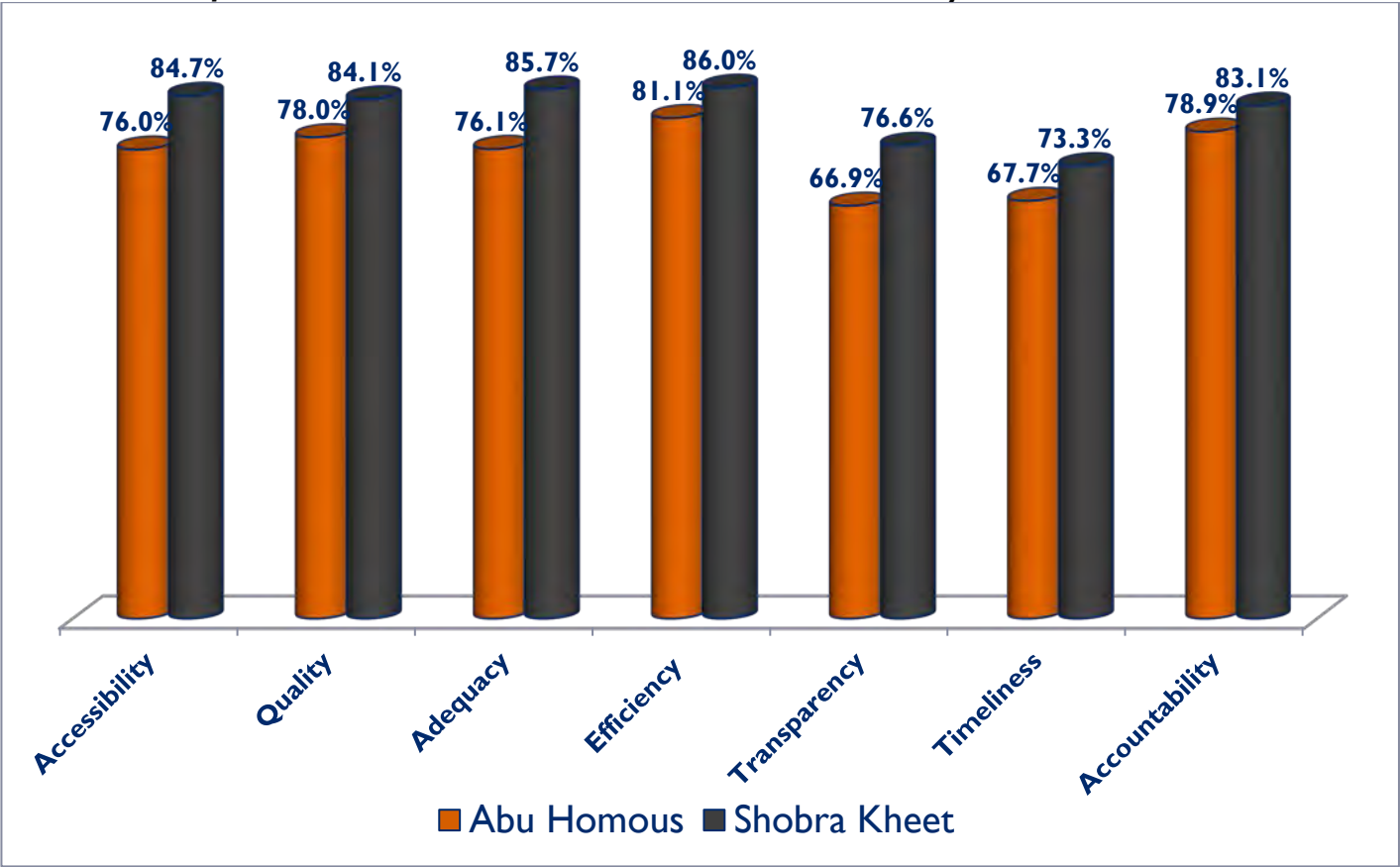


FIGURE 5
Customer Satisfaction with each Attribute in Beheira Governorate by CSC



Comparative Analysis: Aswan and Beheira Governorate Customer Satisfaction Score-cards

Attrib-utes	Varia-bles	Percent Satisfaction Disaggregated by CSC and Attribute									
		Beheira			Aswan						Percent of Overall Customer Satisfaction Across CSCs
		Abu Hom-ous	Shobra Kheet	Sub Total	As-wan	Dewan	Daraw	Edfu	Nasr Nubia	Sub Total	
Accessi-bility	CSC Accom-moda-tions for El-derly and Per-sons with Disabili-ties (EQ12)	62.3%	75.2%	68.6%	93.4%	100.0%	92.9%	89.7%	88.0%	92.9%	85.9%
	Con-venience of CSC Loca-tion (EQ8)	89.6%	94.2%	91.8%	98.0%	97.6%	96.9%	95.9%	94.0%	97.0%	95.2%
Accessibility Satis-faction		76.0%	84.7%	80.2%	95.7%	98.8%	94.9%	92.8%	91.0%	95.0%	90.6%
Quality	Quality of Ser-vices Pro-vided (EQ6A)	76.0%	85.0%	80.4%	91.5%	91.8%	98.3%	87.5%	92.0%	91.2%	88.9%
	Quality of Wait-ing Area (EQ11)	80.0%	83.2%	81.6%	97.7%	98.8%	93.8%	92.9%	84.0%	95.3%	90.1%
Quality Satisfaction		78.0%	84.1%	81.0%	94.6%	95.3%	96.1%	90.2%	88.0%	93.2%	89.5%

Adequacy	CSC Staff Availability to Attend to Customer Ser-	77.6%	86.4%	82.0%	92.0%	97.6%	91.4%	88.8%	91.1%	91.8%	89.3%
----------	---	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

	vice Re- quest (EQ16)										
	CSC Oper- ating Hours (EQ15)	74.6%	85.0%	79.6%	94.2%	96.5%	90.8%	88.2%	86.0%	92.0%	87.9%
Adequacy Satisfaction		76.1%	85.7%	80.8%	93.1%	97.1%	91.1%	88.5%	88.6%	91.9%	88.6%
Efficiency	Cost of Service (EQ9)	74.4%	84.0%	79.2%	93.2%	85.9%	88.6%	86.5%	88.0%	89.7%	85.8%
	CSC is a Successful Model and Should be Replicated in Other Districts (Q23)	87.8%	88.0%	87.9%	92.6%	88.0%	92.9%	85.8%	94.0%	90.6%	89.9%
Efficiency Satisfaction		81.1%	86.0%	83.6%	92.9%	86.9%	90.7%	86.1%	91.0%	90.1%	87.8%
Accounta- bility	CSC Staff- Provide Ad- equate In- struction & Guidance for Applica- tion Pro- cess (EQ14)	78.9%	83.1%	80.6%	95.6%	95.7%	93.3%	92.4%	91.1%	94.3%	90.0%
Accountability Satisfac- tion		78.9%	83.1%	80.6%	95.6%	95.7%	93.3%	92.4%	91.1%	94.3%	90.0%
Timeliness	CSC staff deliver ser- vices within the pre- scribed timeframe (EQ10)	67.7%	73.3%	70.4%	80.0%	80.0%	80.0%	74.7%	80.0%	78.7%	76.5%
Timeliness Satisfaction		67.7%	73.3%	70.4%	80.0%	80.0%	80.0%	74.7%	80.0%	78.7%	76.5%
Transpar- ency	CSC Pro- cess for Re- ducing Cor- ruption (EQ22)	66.9%	76.7%	71.6%	91.5%	85.0%	90.8%	84.7%	94.0%	89.1%	84.2%
Transparency Satisfaction		66.9%	76.7%	71.6%	91.5%	85.0%	90.8%	84.7%	94.0%	89.1%	84.2%

Percent of Overall CSC Customer Satisfac- tion within CSCs/Gover- norates	75.0%	81.9%	78.3%	91.9%	91.3%	91.0%	87.1%	89.1%	90.3%	86.8%
---	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

FIGURE 6

Weighted Average Customer Satisfaction across Seven CSCs in Aswan and Beheira Governorates

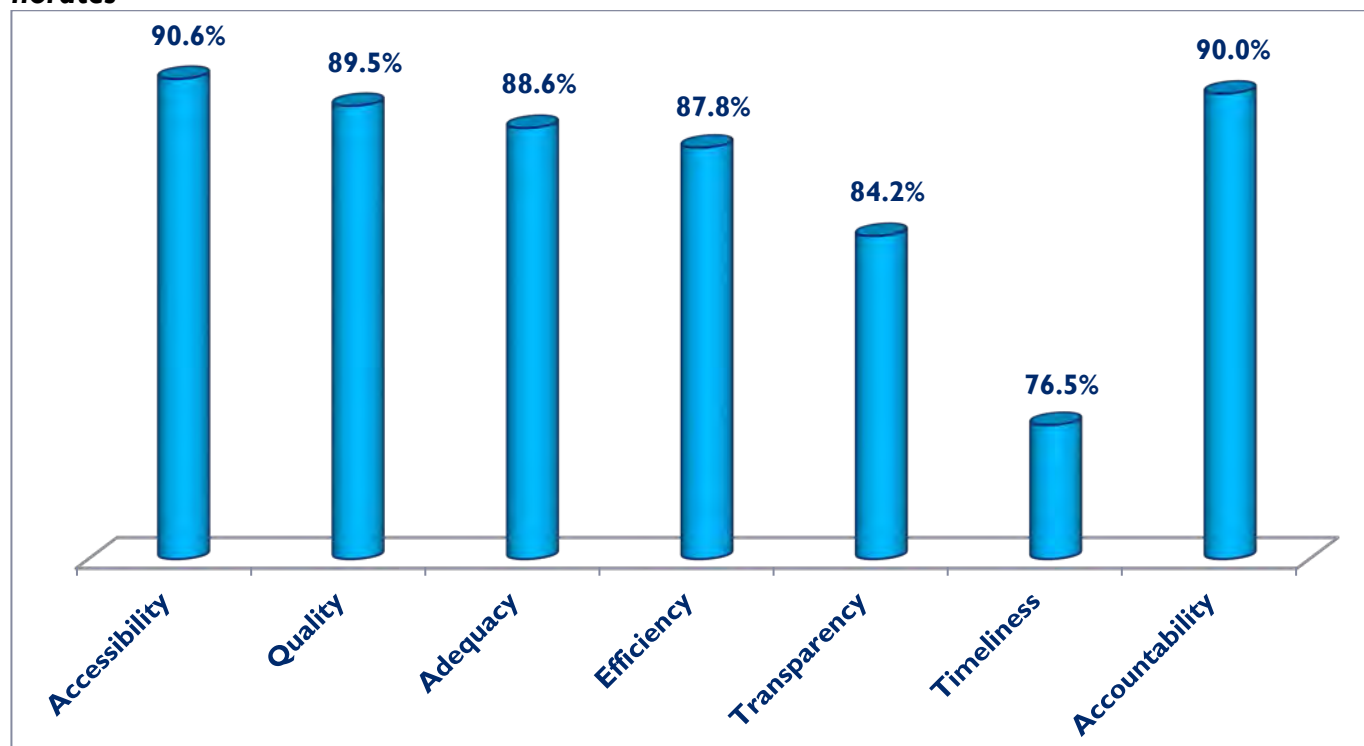


FIGURE 7
Customer Satisfaction with each Attribute, Beheira and Aswan Governorates

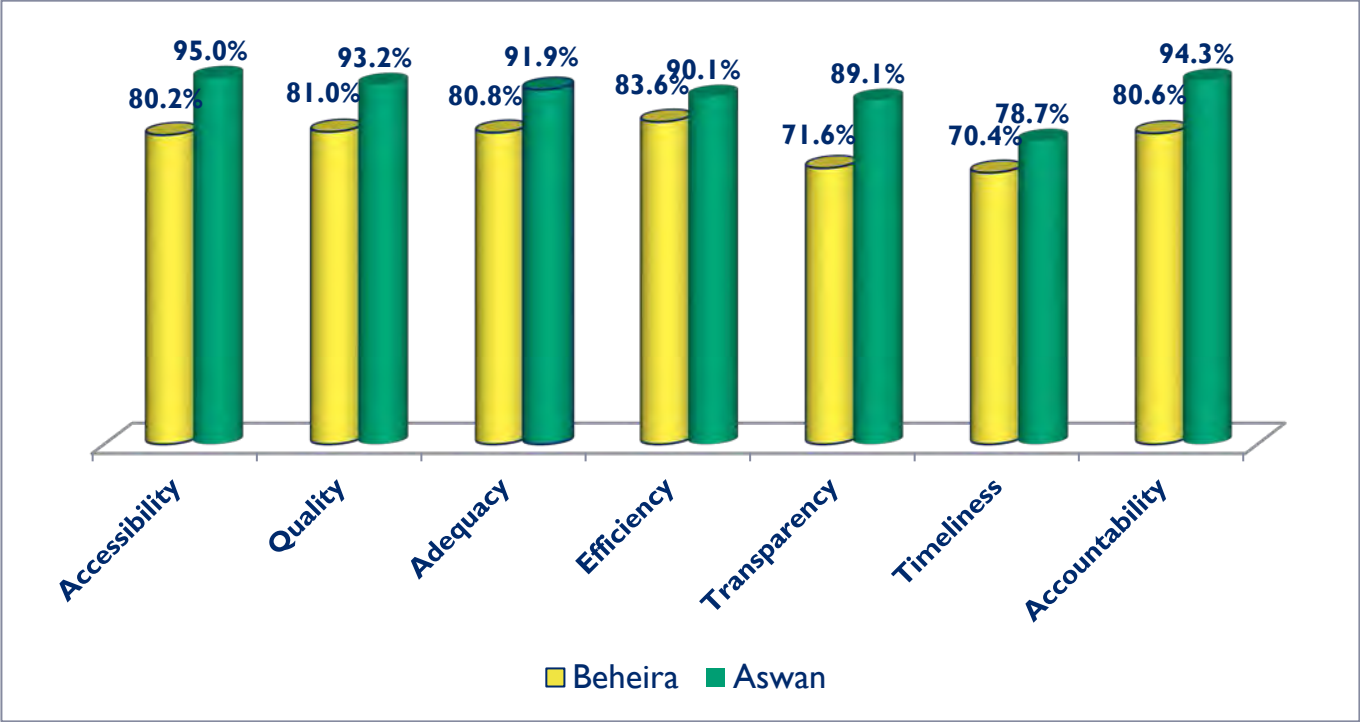
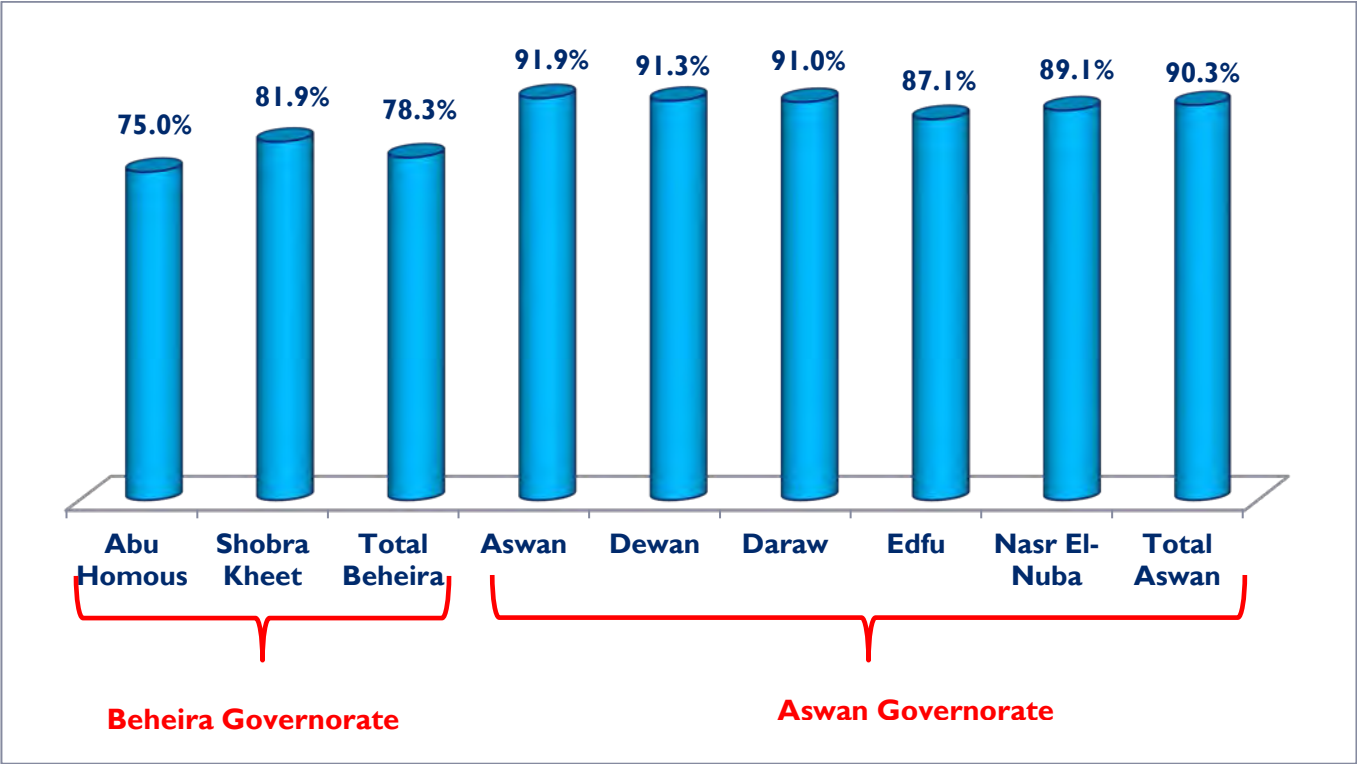


FIGURE 8
Weighted Average General Customer Satisfaction with each CSC in Aswan and Beheira Governorates



Customer Satisfaction Scorecards Disaggregated by Gender

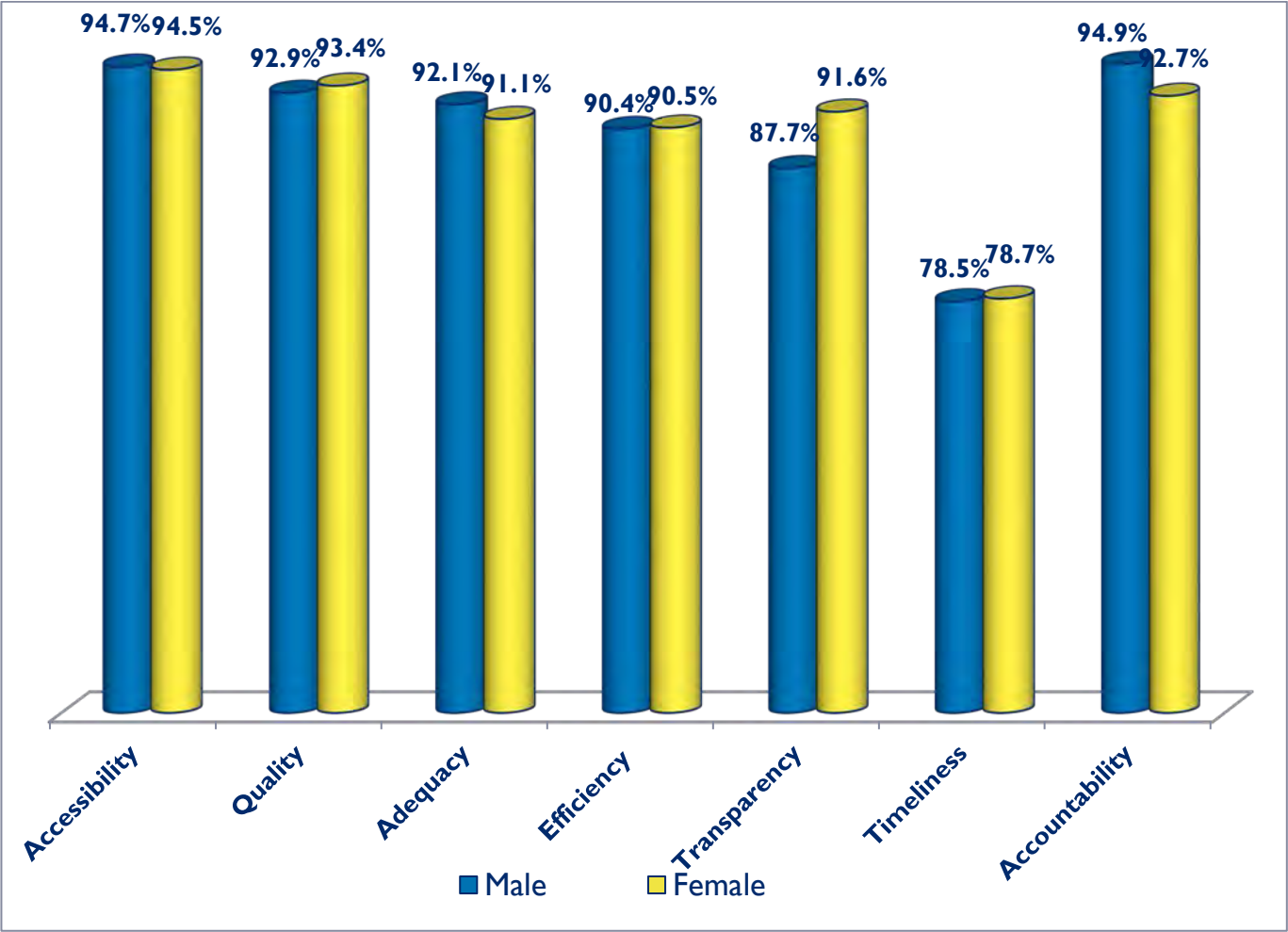
Customer Satisfaction Scorecard for Females Across CSCs in Aswan Governorate

Attributes	Variables	Satisfaction Degree	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	Total	% Overall Satisfaction
		Weight	5	4	3	2	1		
Accessibility	Accessible for Elderly & Disabled People	n	23	10	0	0	0	33	93.9%
		Weight	115	40	0	0	0	155	
	Convenience of CSC Location	n	25	8	0	0	0	33	95.2%
		Weight	125	32	0	0	0	157	
Accessibility Satisfaction									94.5%
Quality	Quality of Services Provided	n	15	14	0	0	0	29	90.3%
		Weight	75	56	0	0	0	131	
	Quality of Waiting Area	n	27	6	0	0	0	33	96.4%
		Weight	135	24	0	0	0	159	
Quality Satisfaction									93.4%
Adequacy	Staff Availability to Attend Requests	n	19	12	1	0	0	32	91.3%
		Weight	95	48	3	0	0	146	
	Operating Hours	n	18	15	0	0	0	33	90.9%
		Weight	90	60	0	0	0	150	
Adequacy Satisfaction									91.1%
Efficiency	Cost of Service	n	17	16	0	0	0	33	90.3%
		Weight	85	64	0	0	0	149	
	Successful Model & Should be Replicated	n	19	12	0	1	0	32	90.6%
		Weight	95	48	0	2	0	145	
Efficiency Satisfaction									90.5%
Accountability	Staff Provide Adequate Guidance	n	19	11	0	0	0	30	92.7%
		Weight	95	44	0	0	0	139	
Accountability Satisfaction									92.7%
Timeliness	Staff Deliver Services within Legal Time	n	0	29	0	1	0	30	78.7%
		Weight	0	116	0	2	0	118	
Timeliness Satisfaction									78.7%
Transparency	Process to Reducing Corruption	n	19	11	1	0	0	31	91.6%
		Weight	95	44	3	0	0	142	
Transparency Satisfaction									91.6%
Percent of Overall CSC Customer Satisfaction within the CSC									90.3%

Customer Satisfaction Scorecard for Males Across CSCs in Aswan Governorate

Attributes	Variables	Satisfaction Degree	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	Total	% Overall Satisfaction
		Weight	5	4	3	2	1		
Accessibility	Accessible for Elderly & Disabled People	n	62	25	1	3	0	91	92.1%
		Weight	310	100	3	6	0	419	
	Convenience of CSC Location	n	80	10	1	0	0	91	97.4%
		Weight	400	40	3	0	0	443	
Accessibility Satisfaction									94.7%
Quality	Quality of Services Provided	n	60	23	4	3	0	90	91.1%
		Weight	300	92	12	6	0	410	
	Quality of Waiting Area	n	72	15	3	1	0	91	94.7%
		Weight	360	60	9	2	0	431	
Quality Satisfaction									92.9%
Adequacy	Staff Availability to Attend Requests	n	61	27	2	2	0	92	92.0%
		Weight	305	108	6	4	0	423	
	Operating Hours	n	61	26	3	1	0	91	92.3%
		Weight	305	104	9	2	0	420	
Adequacy Satisfaction									92.1%
Efficiency	Cost of Service	n	52	35	1	3	0	91	89.9%
		Weight	260	140	3	6	0	409	
	Successful Model & Should be Replicated	n	51	30	1	2	0	84	91.0%
		Weight	255	120	3	4	0	382	
Efficiency Satisfaction									90.4%
Accountability	Staff Provide Adequate Guidance	n	59	20	0	0	0	79	94.9%
		Weight	295	80	0	0	0	375	
Accountability Satisfaction									94.9%
Timeliness	Staff Deliver Services within Legal Time	n	0	79	0	3	0	82	78.5%
		Weight	0	316	0	6	0	322	
Timeliness Satisfaction									78.5%
Transparency	Process to Reducing Corruption	n	48	30	11	1	0	90	87.8%
		Weight	240	120	33	2	0	395	
Transparency Satisfaction									87.8%
Percent of Overall CSC Customer Satisfaction within the CSC									90.2%

FIGURE 9
Customer Satisfaction with each Attribute across CSCs in Aswan Governorate by Gender



Customer Satisfaction Scorecard for Females Across CSCs in Beheira Governorate

Attributes	Variables	Satisfaction Degree	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	Total	% Overall Satisfaction
		Weight	5	4	3	2	1		
Accessibility	Accessible for Elderly & Disabled People	n	1	3	0	1	0	5	76.0%
		Weight	5	12	0	2	0	19	
	Convenience of CSC Location	n	4	1	0	0	0	5	96.0%
		Weight	20	4	0	0	0	24	
Accessibility Satisfaction									86.0%
Quality	Quality of Services Provided	n	3	1	1	0	0	5	88.0%
		Weight	15	4	3	0	0	22	
	Quality of Waiting Area	n	2	3	0	0	0	5	88.0%
		Weight	10	12	0	0	0	22	
Quality Satisfaction									88.0%
Adequacy	Staff Availability to Attend Requests	n	2	2	1	0	0	5	84.0%
		Weight	10	8	3	0	0	21	
	Operating Hours	n	0	5	0	0	0	5	80.0%
		Weight	0	20	0	0	0	20	
Adequacy Satisfaction									82.0%
Efficiency	Cost of Service	n	1	2	2	0	0	5	76.0%
		Weight	5	8	6	0	0	19	
	Successful Model & Should be Replicated	n	2	3	0	0	0	5	88.0%
		Weight	10	12	0	0	0	22	
Efficiency Satisfaction									82.0%
Accountability	Staff Provide Adequate Guidance	n	0	3	0	0	0	3	80.0%
		Weight	0	12	0	0	0	12	
Accountability Satisfaction									80.0%
Timeliness	Staff deliver Services within Legal Time	n	0	4	0	1	0	5	72.0%
		Weight	0	16	0	2	0	18	
Timeliness Satisfaction									72.0%
Transparency	Process to Reducing Corruption	n	0	4	1	0	0	5	76.0%
		Weight	0	16	3	0	0	19	
Transparency Satisfaction									76.0%
Percent of Overall CSC Customer Satisfaction within the CSC									80.9%

Customer Satisfaction Scorecard for Males Across CSCs in Beheira Governorate

Attributes	Variables	Satisfaction Degree	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	Total	% Overall Satisfaction
		Weight	5	4	3	2	1		
Accessibility	Accessible for Elderly & Disabled People	n	6	11	14	5	3	39	66.2%
		Weight	30	44	42	10	3	129	
	Convenience of CSC Location	n	22	14	1	0	0	37	91.4%
		Weight	110	56	3	0	0	169	
Accessibility Satisfaction									78.8%
Quality	Quality of Services Provided	n	17	13	4	2	2	38	81.6%
		Weight	85	52	12	4	2	155	
	Quality of Waiting Area	n	12	18	5	3	1	39	79.0%
		Weight	60	72	15	6	1	154	
Quality Satisfaction									80.3%
Adequacy	Staff Availability to Attend Requests	n	15	17	4	2	0	38	83.7%
		Weight	75	68	12	4	0	159	
	Operating Hours	n	10	21	5	2	0	38	80.5%
		Weight	50	84	15	4	0	153	
Adequacy Satisfaction									82.1%
Efficiency	Cost of Service	n	14	17	1	2	4	38	78.4%
		Weight	70	68	3	4	4	149	
	Successful Model & Should be Replicated	n	20	11	3	2	0	36	87.2%
		Weight	100	44	9	4	0	157	
Efficiency Satisfaction									82.8%
Accountability	Staff Provide Adequate Guidance	n	8	14	0	4	0	26	80.0%
		Weight	40	56	0	8	0	104	
Accountability Satisfaction									80.0%
Timeliness	Staff deliver Services within Legal Time	n	0	30	0	1	0	31	78.7%
		Weight	0	120	0	2	0	122	
Timeliness Satisfaction									78.7%
Transparency	Process to Reducing Corruption	n	5	19	8	6	1	39	70.8%
		Weight	25	76	24	12	1	138	
Transparency Satisfaction									70.8%
Percent of Overall CSC Customer Satisfaction within the CSC									79.1%

FIGURE 10
Customer Satisfaction with each Attribute across CSCs in Beheira Governorate by Gender

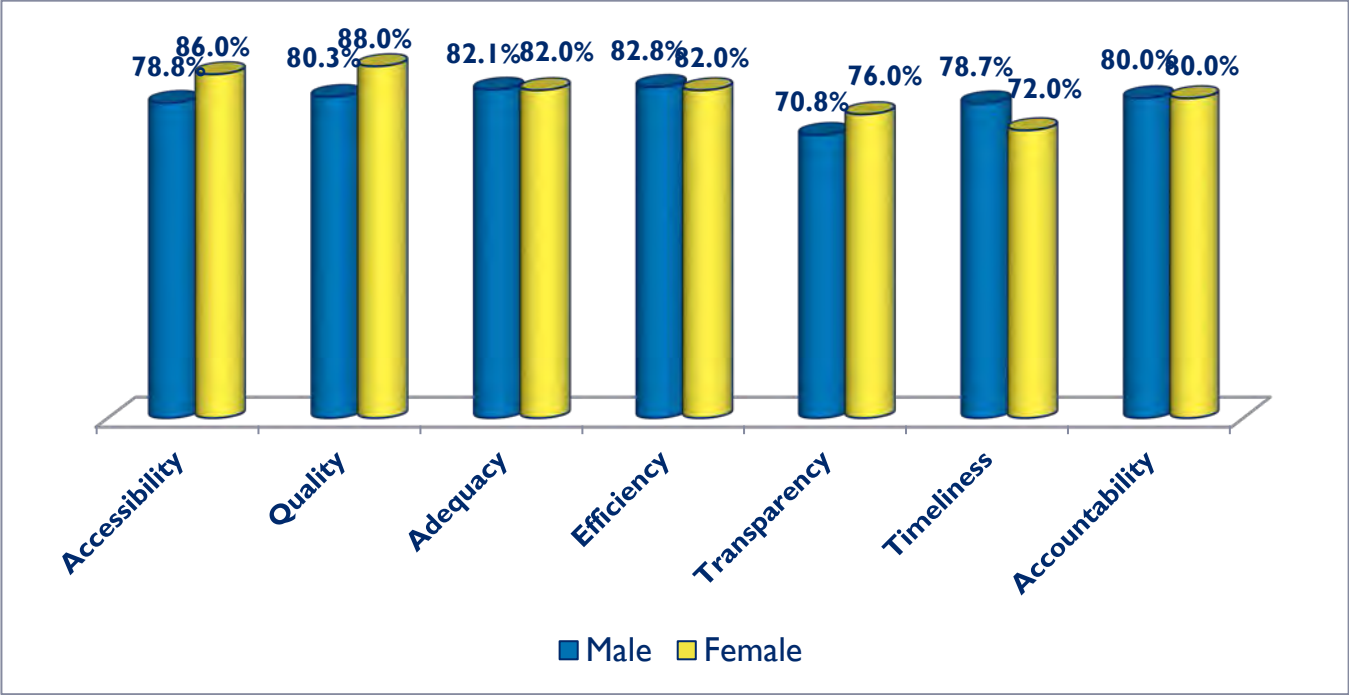
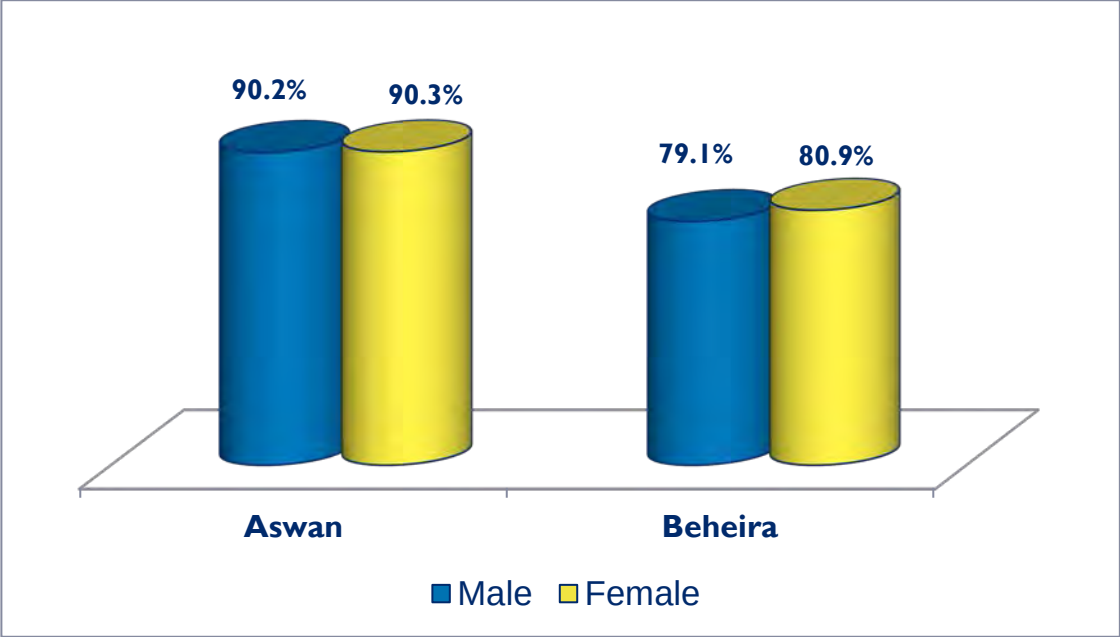


FIGURE 11
Customer Satisfaction across CSCs within Aswan and Beheira Governorates by Gender



ANNEX VII: ANALYSIS OF TRANSACTION TIME

Analysis of Transaction Time for Processing Licenses and Permits Disaggregated by Aswan Governorate Citizen Service Centers (August 1, 2016 – August 23, 2017)

Type of License or Permit	Citizen Service Center	Transaction Legal Time Limit	Number of Transactions Processed	% Transactions Completed within Legal Time
Site Validity Statement	Aswan	7	513	3.3
Building Construction Permit		30	205	0.0
Demolition/Destruction Permit		30	66	4.5
Permanent Facilities		15	0	Not Applicable
Site Validity Statement	Daraw	7	283	23.2
Building Construction Permit		30	181	80.7
Demolition/Destruction Permit		30	3	100.0
Permanent Facilities		15	539	58.3
Site Validity Statement	Nasr El-Nuba	7	229	17.5
Building Construction Permit		30	185	55.6
Demolition/Destruction Permit		30	11	36.4
Permanent Facilities		15	310	31.3
Site Validity Statement	Edfu	7	325	5.8
Building Construction Permit		30	57	36.8
Demolition/Destruction Permit		30	5	20.0
Permanent Facilities		15	113	19.5
Site Validity Statement	Aswan Governorate	7	1329*	10.2
Building Construction Permit		30	610**	41.3
Demolition/Destruction Permit		30	85+	12.9
Permanent Facilities		15	927++	44.6

* A detailed analysis of Aswan Governorate “Site Validity Statement” permit (1329 observations) data for August 1, 2016, to July 31, 2017, reveals that a) 10.5% (n=135) were processed within the legal time limits, b) 43.2% (n=574) were processed within a month of the legal limit, c) 16.3% (n=217) were processed within two months after the legal limit, d) 8.3% (n=110) were processed within

three months of the legal limit, and e) 22.0% (n=293) required more than three months to complete the transaction.

****** A detailed analysis of Aswan Governorate “Building Construction” permit (610 observations) data for August 1, 2016, to July 31, 2017, reveals that a) 41.3% (n=252) were processed within the legal time limits, b) 21.1% (n=129) were processed within a one-month delay of the legal limit, c) 19.8% (n=121) were processed within a two-month delay of the legal limit, d) 6.9% (n=42) were processed within a three-month delay of the legal limit, and e) 10.8% (n=66) required more than three months to complete the transaction.

+ A detailed analysis of Aswan Governorate “Demolition/Destruction” permit (85 observations) data for August 2016 to July 31, 2017, reveals that a) 12.9% (n=11) were processed within the legal time limits, b) 30.6% (n=26) were processed within a month after the legal limit, c) 22.4% (n=19) were processed within two months after the legal limit, d) 12.9% (n=11) were processed within three months after the legal limit, and e) 21.2% (n=18) required more than three months to complete the transaction.

++ A detailed analysis of Aswan Governorate “Permanent Facilities” permit (937 observations) data for August 1, 2016, to July 31, 2017, reveals that a) 44.6% (n=418) were processed within the legal time limits, b) 30.7% (n=288) were processed within a month of the legal limit, c) 13.2% (n=124) were processed within two months after the legal limit, d) 9.3% (n=87) were processed within three months of the legal limit, and e) 2.1% (n=20) required more than three months to complete the transaction.

When aggregating all Aswan Governorate Citizen Service Centers across all 16 licenses and permits on the August 1, 2016-July 31, 2017 transaction time data series, it is observed that, of the 3,328 transactions conducted, a) 28.12% (n=935) were processed within the legal time limits, b) 34.3% (n=1142) were processed within a one-month delay of the legal limit, c) 16.9% (n=561) were processed within a two-month delay of the legal limit, d) 8.0% (n=265) were processed within a three-month delay of the legal limit, and e) 12.8% (n=425) required more than three months to complete the transaction. Services include: 1) Site Validity Statement, 2) Building Construction Permit, 3) Request for Substantial Modification for a Building Permit, 4) Demolition/Destruction Permit, 5) General Store License, 6) Renewing Temporary Store License, 7) Building Elevation, 8) Request to Modify (Change or Add an Activity) to a Store License, 9) Personal License for a Store Manager or Supervisor, 10) Advertising License, 11) Work Permit, 12) Build a Kiosk, 13) Permanent Facilities, 14) Temporary Facilities, 15) Renewing a Building Construction Permit, and 16) Renewal of a Work Permit.

Of the 16 aforementioned services, the sum of 1) Site Validity Statement, 2) Building Construction Permit, 3) Demolition/Destruction Permit and 4) Permanent Facilities licenses/permits represent 88.7% of all transactions processed during the August 1, 2016-July 31, 2017, timeframe.

ANNEX VIII: BIBLIOGRAPHY

	AECOM Reports
	EDI II Progress Reports:
1	Second Quarter FFY 2013 Progress Report, January-March 2013
2	Third Quarter FFY 2013 Progress Report, April-June 2013
	EPSP Progress Reports:
3	First Quarter FFY 2015 Progress Report, October 20, 2014-December 31, 2014
4	Second Quarter FFY 2015 Progress Report, January-March 2015
5	Third Quarter FFY 2015 Progress Report, April-June 2015
6	Fourth Quarter FFY 2015 Progress Report and Year One Annual Report, September 30, 2015
7	First Quarter FFY 2016 Progress Report, October-December 2015
8	Second Quarter FFY 2016 Progress Report, January 2015-March 2016
9	Third Quarter FFY 2016 Progress Report, April-June 2016
10	Fourth Quarter FFY 2016 Progress Report and Year Two Annual Report, September 30, 2016
11	First Quarter FFY 2017 Progress Report, October-December 2016
12	Second Quarter FFY 2017 Progress Report, January-March 2017
	AECOM Other Debriefing Materials
13	Analysis of the Training Needs of Young Employees in the Ministry of Planning. Cairo, October 2016 (Report and PowerPoint)
14	EPSP Gender Assessment and Gender Action Plan, June 30, 2015
15	EPSP Monitoring and Evaluation Plan, June 2015
16	EPSP Organization Chart, August 2017
17	Citizen Service Centers Story: USAID-Funded Effective Planning and Services Project document (Update on CSC roll-out progress)
18	List of all success/impact stories prepared at EPSP and submitted to USAID; list of all success/impact stories prepared at EPSP and published on USAID/Egypt Facebook page
19-20	PowerPoint presentations (2) on Citizen Service Center roll-out progress; and before and after CSCs, March 14, 2017
21-25	CSC Transactions Data Set (5 data sets for CSCs in Aswan)
	AMIDEAST Reports
26-33	Client Progress Reports (8 reports), July-November 2015
34-45	Evaluation Statistics (12 reports), July-October 2015
46	Placement Test Results, June 21, 2015
47	TOEIC Test: Name List and Scores, December 30, 2015
48	AMIDEAST Mid-Program Report: English Language Training for MPMAR. Submitted to AECOM, May 28, 2015
49	AMIDEAST Program Final Report: English Language Training for MPMAR. Submitted to AECOM, December 30, 2015
	AMIDEAST Training Materials
50	English Course Practice Audio Files (290 tracks)
	Center for Development Services (CDS) Reports
51	Leadership Skills Training for the New Employees of the Ministry of Planning, Monitoring & Administrative Reform: Inception Report, submitted to AECOM, March 20, 2016
52	Leadership Skills Training for the New Employees of the Ministry of Planning, Monitoring & Administrative Reform: Final Report, submitted to AECOM, August 31, 2016

	CDS Materials
53-59	Trainer manuals (7 manuals): Time Management, Communication, Negotiation, Report-writing, Basics of Management, Presentation Skills, Leadership Skills
60-66	Trainee manuals (7 manuals): Time Management, Communication, Negotiation, Report-writing, Basics of Management, Presentation Skills, Leadership Skills
	Institute of National Planning (INP) Reports
67	INP Feasibility Study: Preparation & Evaluation Training Program: Report on Pre-assessment, Interviews & Grouping of Candidates. March 29, 2016
68	INP Feasibility Study: Preparation & Evaluation Training Program: End-of-Training Report, July 2016
	INP Training Materials
69	Feasibility Study Training Program materials (Presentations, guidelines, exercises, assessments) (180 files)
	Social Planning, Analysis and Administration Consultants (SPAAC) Reports
70	SPAAC Customer Service Skills Training for Citizen Service Centers: Final Report on Training Workshops In Aswan (September-October 2015) (English and Arabic)
	SPAAC Training Materials
71	Annex I: Suggested Organizational Structure for Citizen Service Centers
72	Trainer Guide
73	Trainee Guide
74-79	PowerPoints (6 presentations)
	Miscellaneous Project Documents
80	EPSP Evaluation Statement of Work (SOW)
81	Egyptian Council for Training and Development list of CSC staff who attended Customer Service Skills Training, July 17, 2017
82	CSCs Contact list
	Contracts and Modifications
83	Contract No. 263-C-12-00003
84	Agreement Modification #8, 2012

ANNEX IX: PROJECT-RELATED PERSONNEL CONSULTED

Ministry of Planning, Monitoring and Administrative Reform (MoPMAR)

- 1 Deputy Minister of Planning, Monitoring and Administrative Reform and Head of EPSP Steering Committee
- 2 Program Manager
- 3 Localities Project Manager
- 4 Different mid-level management positions within MoPMAR
- 5 Head of the Human Development Sector
- 6 Director of the Services Sector
- 7 Director of Governance Center
- 8 Advisor to the Minister for Local Development and National Projects
- 9 Supervisor of Trainees

Institute of National Planning (INP)

- 10 Professor, Institute of National Planning, Trainer
- 11 Professor, Institute of National Planning; Planning Specialist, EPSP
- 12 Institute of National Planning, Trainer

AMIDEAST

- 13 Program Manager, EPSP
- 14 English Language Trainer
- 15 English Language Trainer

Egyptian Council for Training and Development (ECTD)

- 16 Training Program Coordinator
- 17 Consultant, Trainer

Center for Development Services (CDS)

- 18 Program Support Unit Manager
- 19 Consultant, Trainer

AECOM

- 20 Chief of Party
- 21 Crosscutting Team Lead
- 22 Capacity Building Manager
- 23 Program Manager
- 24 Program Coordinator
- 25 IT Manager
- 26 IT Specialist

EIS

- 27 Deputy Manager, Engineering for Integrated Systems Company

USAID

- 28 Deputy Director of the Office of Democracy and Governance, USAID
- 29 Activity Manager of EPSP, USAID
- 30 Assistant Activity Manager of EPSP, USAID

Aswan Governorate and CSCs

- 31 Deputy Secretary-General, Aswan Governorate
- 32 Security Manager, Aswan Governorate
- 33 Head of Aswan City Council
- 34 CSC Manager, Aswan CSC
- 35 Deputy CSC Manager, Aswan CSC
- 36 "Back office" Engineer, Land Surveyors Department, Aswan CSC
- 37 "Back office" Engineer, Land Surveyors Department, Aswan CSC
- 38 "Back office" Officer, Business Licenses Department, Aswan CSC
- 39 Lawyer, Legal Department, Aswan CSC
- 40 "Back office" Officer, Housing Department, Aswan CSC
- 41 "Back office" Engineer, Land Surveyors Department, Aswan CSC
- 42 System Supervisor, Aswan CSC
- 43 CSC Supervisor, Aswan CSC
- 44 Front Window Staff, Aswan CSC
- 45 Front Window Staff, Aswan CSC
- 46 Front Window Staff, Aswan CSC
- 47 Front Window Staff, Aswan CSC
- 48 Front Window Staff, Aswan CSC
- 49 Information System Supervisor, Aswan CSC
- 50 Front Window Staff, Aswan CSC
- 51 Information System Supervisor, Aswan CSC
- 52 Head of Edfu District
- 53 Information System Supervisor, Edfu CSC
- 54 Front Window Staff for People with Disabilities, Edfu CSC
- 55 Front Window Staff, Edfu CSC
- 56 System Supervisor, Edfu CSC
- 57 Front Window Staff, Edfu CSC
- 58 Complaint Window Representative, Edfu CSC
- 59 Front Window Staff, Edfu CSC
- 60 System Supervisor, Edfu CSC
- 61 Cashier, Edfu CSC
- 62 Receptionist, Edfu CSC
- 63 Cashier, Edfu CSC
- 64 Receptionist, Edfu CSC
- 65 Complaint Window Representative, Edfu CSC
- 66 CSC Manager, Edfu CSC
- 67 Deputy CSC Manager, Edfu CSC
- 68 Deputy Head of Edfu District Council
- 69 CSC Manager
- 70 Deputy CSC Manager
- 71 Head of Daraw District
- 72 Front Window Staff, Daraw CSC
- 73 Front Window Staff, Daraw CSC
- 74 Receptionist, Daraw CSC
- 75 Receptionist, Daraw CSC
- 76 Cashier, Daraw CSC
- 77 System Supervisor, Daraw CSC
- 78 Front Window Staff, Daraw CSC
- 79 Lawyer, Legal Department, Daraw CSC

- 80 "Back office" Officer, Engineering Department, Daraw CSC
- 81 CSC Manager, Nasr El-Nuba CSC
- 82 Deputy CSC Manager, Nasr El-Nuba CSC
- 83 "Back office" Staff, Revenue Department, Nasr El-Nuba CSC
- 84 "Back office" Staff, Revenue Department, Nasr El-Nuba CSC
- 85 "Back office" Staff, Shops License Department, Nasr El-Nuba CSC
- 86 "Back office" Staff, Roads Department, Nasr El-Nuba CSC
- 87 Monitoring & Evaluation Officer, Nasr El-Nuba CSC
- 88 Front Window Staff, Naser El-Nuba CSC
- 89 "Back office" Staff, Property Department, Nasr El-Nuba CSC
- 90 "Back office" Staff, Land Surveyor Department, Nasr El-Nuba CSC
- 91 Lawyer, Legal Department, Naser El-Nuba CSC
- 92 "Back office" Staff, Housing Department, Nasr El-Nuba CSC
- 93 "Back office" Staff, Investment Service Department, Nasr El-Nuba CSC
- 94 System Supervisor, Nasr El-Nuba CSC
- 95 Front Window Staff, Nasr El-Nuba CSC
- 96 Front Window Staff, Nasr El-Nuba CSC
- 97 Front Window Staff, Nasr El-Nuba CSC
- 98 Front Window Staff, Nasr El-Nuba CSC
- 99 Front Window Staff, Nasr El-Nuba CSC
- 100 Front Window Staff, Nasr El-Nuba CSC
- 101 Deputy Head of Nasr El-Nuba District, Nasr El-Nuba CSC
- 102 Board Member, Aswan Regional Federation
- 103 Board Member, Aswan Regional Federation
- 104 Investment Department Head, Aswan Governorate
- 105 General Secretary, Aswan Governorate
- 106 Acting CSC Manager, Dewan CSC
- 107 CSC Manager, Dewan CSC
- 108 GIS Department Head, Dewan CSC
- 109 Front Window Staff, Dewan CSC
- 110 Front Window Staff, Dewan CSC
- 111 Front Window Staff, Dewan CSC
- 112 Front Window Staff, Dewan CSC
- 113 Front Window Staff, Dewan CSC
- 114 Front Window Staff, Dewan CSC
- 115 Front Window Staff, Dewan CSC
- 116 Cashier, Dewan CSC

Beheira Governorate and CSCs

- 117 System Supervisor, Abu Homous CSC
- 118 CSC Manger, Abu Homous CSC
- 119 Abu Homous District Head
- 120 Abu Homous District General Secretary
- 121 CSCs Supervisor, Beheira Governorate
- 122 Back-office Staff, Building License Department, Abu Homous CSC
- 123 Back-office Staff, Shop Licenses, Abu Homous CSC
- 124 Front Window Staff, Abu Homous CSC
- 125 Business owner, Abu Homous
- 126 Business owner, Abu Homous
- 127 Front Window Staff, Abu Homous CSC

- I28 Front Window Staff, Abu Homous CSC
- I29 Back-office Staff, Planning Department, Abu Homous CSC
- I30 Community Leader, Abu Homous District
- I31 Shobra Kheet District Head
- I32 Community Leader, Shobra Kheet District
- I33 Back-office Staff, Head of Building Licenses, Shobra Kheet CSC
- I34 Back-office Staff, Head of Property Department, Shobra Kheet CSC
- I35 Back-office Staff, Deputy Manager of Urban Planning, Shobra Kheet CSC
- I36 Back-office Staff, Head of Shops Licenses, Shobra Kheet CSC
- I29 Back-office Staff, Deputy Manager of Project Department Licenses, Shobra Kheet CSC
- I30 Front Window Staff, Shobra Kheet CSC
- I31 Front Window Staff, Shobra Kheet CSC
- I32 Front Window Staff, Shobra Kheet CSC
- I33 Treasury, Shobra Kheet CSC
- I34 System Supervisor, Shobra Kheet CSC
- I35 System Supervisor, Shobra Kheet CSC
- I36 System Supervisor, Shobra Kheet CSC
- I37 System Supervisor, Shobra Kheet CSC
- I38 System Supervisor, Shobra Kheet CSC
- I39 System Supervisor, Shobra Kheet CSC
- I40 Business Owner, Shobra Kheet CSC
- I41 Business Owner, Shobra Kheet CSC
- I42 CSC Manager, Shobra Kheet CSC

Annex X: Disclosure of any Conflicts of Interest

The Disclosure of any Conflict of Interest can be found on file with the COR.

ANNEX XI: EVALUATION TIMELINE

EPSP End-Of-Project Performance Evaluation Timeline, July 2017-January 2018

Tasks/Deliverables	Es timated Date/ Due Date	July					August					September					October					November					December					January				
		2-8	9-15	16-22	23-29	30-5	6-12	13-19	20-26	27-2	3-9	10-16	17-23	24-30	1-7	8-13	15-20	22-27	29-4	5-11	12-18	19-25	26-2	3-9	10-16	17-23	24-30	31-6	7-13	14-20	21-27	28-				
Pre-SOW Meeting	25-May-17																																			
RFTOP Issued to QED	22-Jun-17																																			
QED Submits Technical and Financial Proposals to US AID for Review and Comment (COB US)	12-Jul-17																																			
US AID Submits Request for Revisions to Technical and Financial Proposals to QED/SIMPLE (COB Egypt)	20-Jul-17																																			
QED Submits Revised Technical/Financial Proposals to US AID (COB US)	25-Jul-17																																			
US AID Issues Task Order Award to QED (COB Egypt)	27-Jul-17																																			
QED Contracts International Consultant/Team Leader (Day 1 of 1)	29-Jul-17																																			
SIMPLE Contracts Select Local Consultants/Sub-Contractor Contracts Select Local Consultants (Day 3 of 3)	29-Jul-17																																			
Evaluation Team Desk Review (Day 5 of 5)	3-Aug-17																																			
SIMPLE Evaluation Conducts Team Planning Workshop to Develop Data Collection Instruments, Coordinate Field Visits, Finalize Proposed Work Plan for Presentation at the US AID Team Planning Meeting (Day 7 of 7)	12-Aug-17																																			
Evaluation Team Conducts Team Planning Meeting with US AID	13-Aug-17																																			
Evaluation Team Documents US AID Recommended Revisions and Pilots Revised Data Collection Tools (Day 1 of 1)	14-Aug-17																																			
Data Collection Period (Day 12 of 12)	27-Aug-17																																			
Evaluation Team Conducts Data Analysis Workshop (Day 9 of 9)	11-Sep-17																																			
Evaluation Team Prepares a 6-8 Page Skeletal Report and 15-20 Slide PowerPoint Presentation of Findings, Conclusions and Preliminary Recommendations for US AID Oral Debrief (Day 3 of 3)	14-Sep-17																																			
SIMPLE Forwards 6-8 Page Skeletal Report and 15-20 Slide Presentation of Oral Debrief Findings, Conclusions and Preliminary Recommendations to US AID (COB Egypt)	14-Sep-17																																			
Oral Debrief to US AID on Findings, Conclusions and Preliminary Recommendations Note: Schedule Presentation for 2:00 to 3:30 p.m. to allow for additional US AID review time of presentation materials.	17-Sep-17																																			
QED Contracts Copy Editing and Infographic Third-Party Services and Sub-Contractor Contracts Third-Party Translation Services	23-Sep-17																																			

Effective Planning and Services Project (EPSP) Evaluation Timeline

Tasks/Deliverables	Estimated Date/ Due Date	July					August					September					October					November					December					January				
		2-8	9-15	16-22	23-29	30-5	6-12	13-19	20-26	27-2	3-9	10-16	17-23	24-30	1-7	8-13	15-20	22-27	29-4	5-11	12-18	19-25	26-2	3-9	10-16	17-23	24-30	31-6	7-13	14-20	21-27	28-1				
Team Leader Prepares Draft Report and Submits to QED/SIMPLE for Review and Comment (Day 9 of 9)	23-Sep-17																																			
International Consultant/Team Leader Departs from Egypt for US	24-Sep-17																																			
QED and SIMPLE Engage International Consultant/Team Leader and Copy Editor Requesting Revisions to Draft Report and Submits Final Version of the Draft Results Report to US AID/MOE for Review and Comments (Day 13 of 13)	1-Oct-17																																			
US AID Submits Consolidated Comments on Draft Evaluation Report to QED/SIMPLE for Revision (COB Egypt) (Day 10 of 10)	23-Oct-17																																			
QED Submits Final Revised Version of the Evaluation Results Report to US AID (COB Egypt)	1-Nov-17																																			
US AID Reviews Revised Final Version of the Evaluation Report (Day 5 of 5)	9-Nov-17																																			
SIMPLE's Sub-Contractor Contracts Translation Services for Executive Summary from English to Arabic QED Contracts Service Provider to Generate Infographic (English only) of Evaluation Findings, Conclusions and Recommendations (Day 1 of 1)	11-Nov-17																																			
Translation Sub-Contractor Conduct Translation of Findings, Conclusions and Recommendations from English to Arabic for Stakeholder PowerPoint Presentation (Day 5 of 5)	16-Nov-17																																			
QED Submits Arabic Translation of Executive Summary for US AID Approval and Infographic (English Only) for US AID Review and Comments	23-Nov-17																																			
SIMPLE Submits Anonymized Datasets and Supporting Technical Documentation to US AID for Review and Comment. (COB/Egypt) (Day 1 of 1)	29-Nov-17																																			
QED Submits Revised Infographic (English Version) to US AID for Written Approval	6-Dec-17																																			
US AID Reviews Revised Infographic (English Version) and Provides QED Written Approval for Translation into Arabic (COB Egypt) (Day 3 of 3)	11-Dec-17																																			
QED Submits Arabic Translation of Infographics to US AID for Review and Comment (COB US) (Day 3 of 3)	18-Dec-17																																			
US AID Reviews Arabic Translation of Infographics and Provides Written Approval (COB Egypt) (Day 3 of 3)	21-Dec-17																																			

Effective Planning and Services Project (EPSP) Evaluation Timeline

Tasks/Deliverables	Estimated Date/ Due Date	July					August					September					October					November					December					January				
		2-8	9-15	16-22	23-29	30-5	6-12	13-19	20-26	27-2	3-9	10-16	17-23	24-30	1-7	8-13	15-20	22-27	29-4	5-11	12-18	19-25	26-2	3-9	10-16	17-23	24-30	31-6	7-13	14-20	21-27	28-				
QED Posts Evaluation Report (English), Expanded Executive Summary (English and Arabic) and Infographics (English and Arabic) to the Development Experience Clearinghouse and forwards Hyperlink to US AID (Day 1 of 1)	28-Dec-17																																			
Evaluation Team Conducts Oral Debriefing of Findings, Conclusions and Recommendations to Stakeholders as per US AID Dissemination Plan (Day 1 of 1)	14-Jan-18																																			
US AID Conducts Review and Comments on Anonymized Datasets and Supporting Technical Documentation (Day 10 of 10)	11-Feb-18																																			
US AID Provides Written Authorization to QED/SIMPLE to Post Anonymized Datasets and Supporting Technical Documentation to the Development Data Library (DDL) (Day 1 of 1)	12-Feb-18																																			
QED Posts Anonymized Datasets and Supporting Technical Documentation to the Development Data Library (DDL) (Day 4 of 4)	19-Feb-18																																			

U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523