



ANSA-EAP

**AFFILIATED NETWORK FOR SOCIAL
ACCOUNTABILITY-EAST ASIA AND THE PACIFIC
(ANSA-EAP)**

End-of-Project Evaluation Report

2008-2011

**Cristina M. Liamzon, PhD
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Acronyms

ANSA-EAP	Affiliated Network for Social Accountability – East Asia and the Pacific
ANSA-SAR	Affiliated Network for Social Accountability – South Asia Region
ASoG	Ateneo University School of Government
ASPAP	Association of Public Administration Schools in the Philippines
BoD	Board of Directors
CASA	Civic Alliance for Social Accountability
CISA	Coalition for Integrity and Social Accountability
CMP	Check My Peace
CMS	Check My School
CRC	Community Report Card
CSC	Community Score Card
CSO	Civil Society Organizations
DEMO	Democracy Education Center
DGF	Development Grant Facility
DSWD	Department of Social Welfare and Development
ED	Executive Director
EICG	East Indonesia Conveners Group
ExCo	Executive Committee
FGD	Focus Group Discussion
GAC	Governance and Anti-Corruption
GP3I	Government Procurement Professionals of the Philippines
GPSA	Global Partnership for Social Accountability
HEI	Higher Educational Institutions
JCG	Java Conveners Group
JSDF	Japan Social Development Fund
KM	Knowledge Management
KP	Knowledge Products
MCEV	Mentoring-Coaching-Exposure Visits
M&E	Monitoring and Evaluation
NF	Network Fellows
NLCGG	Northern Luzon Coalition for Good Governance
OGP	Open Government Partnership
OGB-EA	Oxfam Great Britain-East Asia
OSF	Open Societies Foundation
PECSA	Program for the Enhancement of Capacity for Social Accountability
PfSAN	Partnership for Social Accountability Network
PFMP	Philippines-Australia Public Financial Management Program
P2N	Philippine Procurement Network
QAG	Quality Assurance Group
RWI	Revenue Watch Institute
SAC	Social Accountability
SACLAP	Social Accountability Learning In Action Program
SAS	Social Accountability Schools
TAN	Transparency Accountability Network
TI	Transparency International
WB	World Bank
WBI	World Bank Institute
YMN	Young Moro Network for Social Accountability
YUCD	Youth Committee for Unity and Development

Executive Summary

This end-of-the project evaluation of ANSA-EAP had the following objectives:

- explore the level of progress made by the project and analyze the extent to which the achievements have supported ANSA-EAP's goal,
- evaluate the project effectiveness in terms of mainstreaming agenda, sustainability and the extent of the institutionalization of the project,
- identify the target and level of achievements as specified in the project agreement, ,
- assess the good lessons to be replicated in other projects; and
- recommend next steps for sustainability and enhancing project effectiveness.

The evaluation used the ANSA-EAP Results Framework, M&E Framework and grant deliverables as areas for assessment. The following criteria: **Effectiveness, Relevance, Efficiency and Mainstreaming, Institutionalization and Sustainability** have been used to assess the achievement of the outputs, outcomes and the extent to which the purpose and goal of ANSA-EAP have been reached.

Effectiveness of ANSA-EAP

ANSA-EAP's effectiveness can be assessed in terms of its degree of achievements of the five (5) objectives set out by the DGF under its Grant Agreement for 2008-2010.

1. Support the consolidation of and ongoing operations of the ANSA-EAP
An Executive Committee (ExCo) with six (6) members served as the initial steering and advisory body for ANSA-EAP. A Secretariat was set up from the beginning composed of a lean, competent and committed operations team responsible for the regional component activities of the ANSA-EAP work: networking, communications, knowledge management, capacity building/research, finance and administration. The Secretariat is led by the Executive Director who with her staff drives the operations of ANSA-EAP under the guidance of the ExCo/BoD. The Ateneo School of Government (ASoG), which was the original project grantee, hosted the ANSA-EAP Secretariat. As ANSA-EAP is now an independently operating foundation, the BOD has to clarify the terms of agreement to guide its continuing link and working relationship with the ASoG. It should also maintain regional representativeness in BOD membership and ensure staff well-being.

A Monitoring and Evaluation (M&E) Framework and Systems was drafted and revised subsequently in 2010, using the ANSA-EAP Results Framework as its base. It must be noted that the delay in developing the M&E Framework is largely due to the lack of clarity in the beginning as to exactly what the program intended to do. The concept and practice of SAc itself had yet to be developed by ANSA-EAP in the context of the EAP region. At the same time, it must be noted that no staff was assigned to focus on the M&E. The implementation of the M&E Framework and Systems needs to be more fully addressed and prioritized in the next phase of ANSA-EAP's operations to credibly evaluate its impact in the countries/region.

2. Develop Cross-country Collaboration on Social Accountability and Support Initiatives to Strengthen the Demand for Good Governance

An ANSA-EAP Fund for Support of Strategic SAc Initiatives to jump-start small, innovative SAc activities at country or regional levels funded 33 projects from 25 regional or local CSOs

from the four priority countries: Cambodia, Indonesia, Mongolia and the Philippines over the program period. Both regional SAc events (e.g., 2009 Open Doors Conference on Procurement Monitoring) and inter-country peer learning activities (e.g., Monitoring-Coaching-Exposure-Visits of selected Cambodian participants to the Philippines and the SAc Learning in Action Program in Mongolia) were led by ANSA-EAP. Various assessment meetings among NFs, or the small fund grantees likewise provided these peer learning opportunities. In-country SAc initiatives are undertaken by the ANSA-EAP networks embodied by the Convener Groups (CGs) supported by the Network Fellows (NFs) as with the Thematic network CGs and NFs.

3. Provide technical assistance to different countries so the quality of social accountability initiatives is greatly enhanced

ANSA-EAP has provided advice and technical assistance to its various stakeholders, especially its network CG members and NFs, as well as regional partners, which included among others, project conceptualization and preparation, and strategic planning, through frameworks and guidelines; peer reviews of the KPs; evaluation of SAc initiatives; and integration of higher education courses on SAc into ongoing accredited degree programs.

4. Deliver training programs on specific social accountability tools and techniques

Studies were commissioned in the four countries to do a Stocktaking and Scoping Study of SAc Initiatives, as with the Youth sector and the thematic areas: PM and EI. Other studies and papers were commissioned to explore other areas where SAc can be explored and adopted.

Different regional as well as in-country training programs on basic as well as specific social accountability tools and methodologies were conducted. Among the most appreciated SAc tools were the Community Score Cards (CSC) and the Citizens Report Cards (CRC). Small grants were given to several CSOs for the basic training of SAc tools and approaches, targeting different groups, including the youth. The basic SAc Module or SAc 101 has been tried and tested with many groups that have no previous understanding on the concept and practice of SAc. The thematic areas of Procurement Monitoring and EI have had more specialized training workshops on the specific tools for PM or EI.

5. Share country experiences and lessons from social accountability and demand-side governance initiatives regionally and globally

ANSA-EAP has produced numerous KPs, far beyond the deliverables expected in this component. A learning arising from the production of learning modules and KPs is the need to contextualize the content of these materials to reflect the local realities and thus make these more relevant to citizens.

6. Unintended outcomes of ANSA-EAP

Unintended outcomes include the following:

- Number of country and multi-country SAc initiatives that have exceeded original deliverables, which were actively encouraged and promoted by the ANSA-EAP;
- Research and policy studies, numerous resources on learning, training and KPs have been developed/commissioned by the Secretariat that have gone over those specified, building ANSA-EAP's image and reality as a credible resource facility on SAc

Positive unintended outcomes have been reported for ANSA-EAP's various interventions particularly at the country level. A negative outcome of the rise in the number of SAc

programs involving regional, in-country activities has resulted in more demands from staff who are themselves taken up with ongoing tasks and concerns.

Mainstreaming, Institutionalization and Sustainability of Social Accountability

Mainstreaming of ANSA-EAP and Its Programs and Activities: Regional and Country-Level

The extent of the outreach of the ANSA-EAP after 4½ years and how far partners have been able to integrate the concepts and practice of SAc within existing practices, programs/network/strategies appears considerable in view of the partners' experiences in implementing various SAc programs and activities.

ANSA-EAP partner groups—citizens and government officials alike—in the four countries have become very familiar with SAc. Furthermore, through SAc activities, the jump in awareness of SAc among the general public has also been reported. Many of the partners (e.g., in Cambodia and in Northern Luzon, Philippines) have been able to draw up strategies to incorporate SAc into their programs and activities. SAc has also been mainstreamed in different areas of citizen monitoring, as in the CMS pilot program in public education, which has the potential to be replicated in other countries.

Institutionalization of ANSA-EAP and Its Programs and Activities: Regional and Country-Level

Network structures have been set up geographically and thematically in Cambodia, Indonesia, Mongolia and the Philippines. These Convener Groups and the Network Fellows are the continuing mechanisms for enhancing SAc initiatives, by both the CGs and the individual members. Another means to institutionalize SAc is to feed the experiences from the practice of SAc into higher learning institutions such as the Ateneo School of Government (ASoG) itself and in the curriculum of ASPAP member schools. While this has not been fully realized, the groundwork in preparing the courses has been done and could be followed up as a future undertaking.

At the same time, it may be critical to determine what institutionalization may really mean in the context of particular socio-political and cultural realities of specific countries.

Sustainability of ANSA-EAP and Its Programs and Activities: Regional and Country-Level

ANSA-EAP's sustainability for its regional and core costs appear more difficult to achieve compared to some of the in-country SAc initiatives in the four priority countries. For some years now, donors view regional activities as less of a priority and importance than programs and projects within the countries. The trend of donors has been minimal or no interest and support for regional work but rather to focus on country activities.

Despite all the demands of a growing and rapidly expanding network ANSA-EAP managed to raise a total of US\$865,357 for nine (9) projects from eight (8) donors other than the WB DGF to support its other priority areas. This amount represents 27 percent of the total DGF funding.

It has also been able to address its short-term financial sustainability by maximizing the DGF grant and thus extending Secretariat operations through its efficiency savings. These savings enabled the Secretariat to operate for another 18 months, thus extending project implementation from three years to 4½ years. Nevertheless, despite these various attempts to do cost-savings and raise additional resources, these are insufficient to fully support the core costs of the Secretariat.

A full-time staff dedicated to seeking opportunities to raise resources by building/maintaining relations with potential and current donors and exploring other non-traditional sources for funds is needed for a regional network as ANSA-EAP. In the long-term, ANSA-EAP should seriously consider undertaking public fund-raising events, in partnership with other good governance champions that will combine public awareness-raising and funds generation.

The ANSA-EAP Secretariat encouraged its partners in Cambodia, Indonesia, Mongolia and the Philippines to submit proposals directly to donors in the countries, after their small grants from the Secretariat had ended. Many donors approached were willing to support in-country programs and activities of CGs and partners rather than support EAP regional activities and the ANSA-EAP Secretariat. Thematic CGs (PM and EI) have more access at this time to funding resources for in-country thematic-related activities which means continued resources for these CGs.

Limitation of resources for many may make it increasingly difficult to continue with the projects or initiatives they have started out with. The challenge for these groups remains on how they can continue to embed and integrate SAc tools and approaches to their current projects or work that they are already doing which may then not need considerable additional resources. This in itself will ensure that SAc can continue to expand and be adopted even in the absence of immediate funding.

Relevance

The relevance of ANSA-EAP for CSOs and its partners/members has emerged from the numerous consultations, meetings, one-on-one discussions by staff, capacity-building opportunities, forums which also serve as the vehicles to determine the particular needs of CSOs/citizen groups to initiate SAc activities and programs in their countries. Such consultative processes allowed CSOs to express their particular needs to be able to carry out their SAc work, which include especially, a clear framework on constructive engagement and SAc and the concrete tools/methodologies to utilize. Also, the need has been brought out to share experiences across countries, and to build a community of practice to strengthen the network and lessen the gaps in knowledge and understanding of SAc. These have been translated into the various SAc training and skills building, knowledge sharing, and knowledge products for the members/partners.

Awareness of and a focus on sensitivity to the cultural contexts within the four priority countries enabled the ANSA-EAP to tune into what interventions and products needed to be produced and adapted to these cultural/historical realities for its members and partners. The relevance of the selected themes (particularly Public Finance Management-Procurement Monitoring and Extractive Industries) has resonated with the members and partners of ANSA-EAP who view the importance of these particular themes in their countries.

Additionally, ANSA-EAP's interventions have generally been complementary to that of other activities of its partners/members as demonstrated in the Program to Enhance Capacity for Social Accountability (PECSA), Social Accountability Learning in Action Program (SAcLAP) and Social Accountability School (SAS) initiatives. The programs with Oxfam Great Britain regional and Revenue Watch Institute (RWI) also had partnership and collaboration as the main thrust. Its adherence to the principle of subsidiarity in relating with its members and partners in-country has meant that it seeks to build from and complement whatever is already being done by its partners, not imposing what it sees as the directions to be taken.

Efficiency

While it is difficult to do a cost-benefit analysis of ANSA-EAP for the project time frame, the evaluator has identified the outputs and achievements that ANSA-EAP has managed to bring about, given the resource base that it had.

The DGF deliverables for 2008-2011 were mostly achieved and in several key areas, more was actually done compared to what was mandated, including on capacity building for priority country members and partners, knowledge sharing and knowledge products, and the building of national and sub-national/thematic networks. The one-year no-cost extension of the DGF to 2011 indicates some cost-efficiency that allowed the Secretariat to carry on its administrative and networking functions especially at the regional level beyond the original three-year project period.

Having a lean staff doing multi-tasking was one way to save on personnel costs but maintaining a resource mobilization staff specialist would have been a needed investment for the long-term mobilization of resources of ANSA-EAP. Further, the translation of key ANSA-EAP documents into the local languages of Bahasa, Khmer and Mongolian could have been allotted a bigger budget to address the issue of a lack of translated materials as these could certainly go a longer way in reaching out to a wider audience of concerned citizens' groups for SAc.

Assessment of ANSA-EAP in Reaching its Objectives/Outputs, Purpose and Goal

The ANSA-EAP program formally began in 2008 with a World Bank grant of US\$3.25 million from its Development Grant Facility-Window 2 (DGF). This evaluation report shows that ANSA-EAP has managed to achieve and deliver to a large extent on the outputs as specified in the DGF objectives for 2008 to 2010. ANSA-EAP has accomplished its objectives, its outputs and outcomes going beyond many of the DGF deliverables that have been specified. Most of ANSA-EAP's stakeholders interviewed and consulted expressed satisfaction with the programs of ANSA-EAP in their countries and the services and assistance they had been able to get or continue to avail from the ANSA-EAP network and secretariat.

This evaluation report likewise presents considerable evidence that the objectives defined in the ANSA-EAP Results Framework are largely attained and have contributed to achieving its purpose "to organize a constituency of citizens engaged in the coherent, coordinated, continuing and sustained monitoring of public performance". It is premature at this period of ANSA-EAP operations of 4½ years to evaluate its impact in reaching its goal of "increased government transparency, accountability and the participation of citizens in the allocation and use of public resources".

The ANSA-EAP Results Framework defines several objectives that it views as critical in achieving its goal and purpose.

- *A clear framework for constructive citizen and government engagement, which could then be mainstreamed among its partners.* Social accountability is a relatively new concept particularly in many countries in EAP and it is not an easy concept to understand for many who are not familiar with the term. ANSA-EAP took many steps and efforts to simplify the concept and framework of SAc within the constructive engagement, good governance, anti-corruption and transparency agenda of CSOs, citizen groups and donors interested in these areas as well as open government institutions in the four priority countries. Many of those trained

- appreciated that they didn't need to draw up new programs on SAc but that they could just embed, integrate or mainstream SAc within the work that they were already involved in anti-corruption, monitoring of procurement and other public services, etc.
- *Citizen groups monitoring government's use of public resources.* Many CSOs and citizens' groups through the Convener Groups in the priority countries have emerged, focused on pursuing various types of citizen monitoring of public services using SAc tools and approaches. Continuing commitment and involvement of many of these groups is happening particularly with new openings and opportunities presented by changing political scenes such as in Cambodia and Mongolia. The youth groups that were initiated however, especially with the Mindanao CG, have halted their SAc operations for the time being because of their other engagements. While a number of ANSA-EAP's partners are likely to continue and even move on to new SAc initiatives, it is important that ANSA-EAP continue to take on strong follow-up through networking, mentoring, and TA with its CG members and partners.
 - *An active and linked community of citizen SAc stakeholders.* A community of SAc practitioners and experts, as evidenced by a database and profile of these network stakeholders on the website, has been established. Those who have undergone the many ANSA-EAP-initiated or facilitated training and capacity building events in the four countries or who have participated in ANSA-EAP regional programs and activities as well as those of its regional partners, constitute the community of SAc stakeholders as with the Network Fellows/staff of CG from the geographic and thematic groups.
 - *ANSA-EAP established as a credible resource facility in priority countries.* ANSA-EAP has over its 4½ years been able to build on some of the Ateneo School of Government's work on good governance, such as its program on Government Watch, and developing more fully its capacity to train, build skills, facilitate processes and develop knowledge products on SAc. These services and KPs have been widely appreciated and recognized by its many partners/members as with donors, such as WB country offices, Oxfam-GB, RWI, Open Society Foundation (OSF) who have established partnerships with ANSA-EAP to assist their partners in the priority countries on SAc or to develop a collaborative program.

Lessons that can be Replicated

The ANSA-EAP offers an array of good lessons that can be replicated in other projects at the regional level and in-country level. First lesson has been the networking strategy adopted by ANSA-EAP that has focused on several important principles and values that have been mentioned a few times in this report: the principle of subsidiarity which states that what the local level can do, the higher level need not bother to do. Thus at different stages, ANSA-EAP staff needed to dialogue with its members and partners to ascertain what was already being done at the local/national level which could just be complemented by ANSA-EAP. Another important value was the need to pursue a 'true partnership' that entails listening to partners, gathering their views and inputs and working from there to come up with a joint decision and collaboration, never imposing from the Secretariat end. Coupled with this is a sensitivity to the cultural realities of the region. This has largely worked to make for a relatively dynamic network in the four priority countries. The strategy certainly provides good insights as to what makes a network that is hoped to evolve into a community of SAc practitioners.

A second good lesson has been ANSA-EAP's strategy for capacity building with various interventions to introduce and promote SAc in its goal of mainstreaming SAc. The following key elements of this strategy are: having a clear framework for SAc and constructive engagement; effective training modules and materials; and in cases where it is needed, mentoring and 'hand-holding' of partners.

Similarly, the focus on developing and mastering a few key training modules has been effective rather than diversifying too much especially in the beginning. For example, the SAc (and its particular tools – CSC and CRC) 101 module was meant to be given to a large number of groups not familiar with its concept and framework and thus reach out to as many groups who have potential interest and capacity to initiate SAc activities.

Recommendations and Directions for the Future

The following shows the directions for ANSA-EAP's future that have been identified by the different stakeholders, including the evaluator:

1. ANSA-EAP needs to continue to function and consolidate itself as a network of networks and expand its networking and outreach beyond the four priority countries.
2. ANSA-EAP should continue to build up its resource on various SAc tools, techniques and approaches, e.g., on procurement monitoring for which they have become known. ANSA could also become more of a coach/consultant organization and be able to offer to different groups on a fee-paying basis so as not to be donor-dependent.
3. ANSA-EAP can work as an intermediary at regional level vis-à-vis donors and its network partners in countries wherein programs and projects need to have partnerships at the very local level.
4. ANSA-EAP should address communications and bring its products and key messages to the rest of the EAP, using a variety of means, maximizing the use of social networking and the web and translating these into the languages at least of the priority countries.
5. As an independent foundation now operating outside of the aegis of the ASoG but with a regional mandate, ANSA-EAP must define what is the nature of an Asian regional foundation based in the Philippines taking the following, among others, into consideration: the need to move away from looking at projects, but rather focus on building the networks; strengthening the membership in the BoD and widening its regional representativeness, for example, including a trustee from the private sector who could tap and mobilize foundation funds. Its new entity as a foundation requires redefining and clarifying the role with ASoG which has served as an important bridge in the beginnings of ANSA-EAP and can continue to do so in some form or other. Also, to prevent any further potential for a confused public perception of roles or even conflict of interest, the terms of agreement between ASoG and ANSA-EAP needs to be spelled out in greater detail based on the previous years' experience;
6. The need to strengthen the work in resource mobilization on a full-time basis has been substantially discussed in another section of this report to ensure the short-term, medium-term and long-term financial sustainability of the regional programs and activities of coordination, linkage and network building and knowledge management. This should also allow the ANSA-EAP to transition from reliance on donor funding to becoming a CSO/foundation that is able to support itself to some extent with its products and services and a trust fund that could address some of its core costs.
7. ANSA-EAP needs to build and develop more new experts/expertise particularly in the highly technical areas such as Public Finance Management so that it can continue to have a competitive edge in these areas.
8. There is a big potential to closely coordinate and collaborate with other ANSAs not only through the Secretariat but finding ways to involve the BoD members and other partners and move towards becoming a global player and resource facility on SAc.
9. ANSA-EAP needs to continue and enlarge its engagement at regional level with regional institutions, particularly vis-à-vis ASEAN that will formalize its union in 2015 and its three pillars (political, economic and socio-cultural).

10. ANSA-EAP staff envisions building a bigger and stronger network – a community of practice beyond the organizational form that ANSA-EAP is at present, where collaboration between CSOs and governments is stronger at the country level and where there could be stronger inter-country linkages.

Scenarios for Resource Mobilization for ANSA-EAP

1. Continue and enhance the resource mobilization efforts jointly by WBI management and the ANSA-EAP ED with major bilateral donors that have a big interest in good governance. These efforts may however not be able to generate the resources to meet the immediate need for resources to cover costs of the core staff of the Secretariat.
2. Hire a full-time resource mobilization staff member to draw up a strategy and systematically implement this on a continuing basis and to be responsible within the Secretariat, aside from the ED. The major task of this resource mobilization specialist is among others, to build and manage donor relations aside from the ED to ensure a steady flow of information/and materials to donors that demonstrate the work of ANSA-EAP and how it can complement the work of donors in various areas. Additional task would be to explore non-traditional forms of resource mobilization including raising funds from the public.
3. In view of the ANSA-EAP Secretariat presence in Manila, it has been able to obtain support from donors for Philippine-based work, such as the AusAID projects mentioned previously. Given the open and conducive political environment for constructive engagement between Philippine government institutions and CSOs, many more opportunities can be explored for involvement in Philippine-based programs and activities.
However, increasing and expanding ANSA-EAP engagement in country activities which is already happening with the current Secretariat staff who are being paid through their involvement in Philippine-related projects, could lead to competition with other Filipino CSOs doing similar work. This has been raised as a concern for ANSA-EAP, which considers itself a network of networks in the Philippine context
4. Consider various revenue generating models, one of the more viable options would be charging of fees for products and services that ANSA-EAP offers.
5. For ANSA EAP Foundation to receive funding from the WB, there is a need to address vendor registration with the Bank, which is a big challenge at the moment.
6. As ANSA-EAP enters the next phase of its operations, it should seriously consider fund-raising possibilities other than the traditional grant seeking or contracting of services/consultancies. These can include:
 - major public fund-raising events such as concerts;
 - online fund-raising from the general public, using social media to drive the activity, including the use of mobile phones to raise resources.

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I. Introduction

The World Bank (WB) under its Window 2-Development Grant Facility (DGF) provided a three-year funding for 2008-2010 of US\$ 3.25 million to the Ateneo University School of Government (ASoG) for the start-up and operationalization of the Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP). The project duration was intended for the period of 2008-2010 but a one-year no-cost extension was given until December 2011.

As the ANSA-EAP has finished the project period and to comply with the WB funding requirements, this end-of-project evaluation was conducted to focus on assessing the achievements of the ANSA-EAP program for the project duration - its activity outputs, program components, and intermediate outcomes. The evaluation was also meant to identify and lay out possible directions or scenarios that the ANSA-EAP could consider in the next phase of its programming. The evaluation took place from July to October 2012.

OBJECTIVES OF THE EVALUATION:

Specifically, the objectives¹ of the project evaluation are to --

- explore the level of progress made by the project and analyze the extent to which the achievements have supported ANSA-EAP's goal,
- evaluate the project effectiveness in terms of mainstreaming agenda, sustainability and the extent of the institutionalization of the project,
- identify the target and level of achievements as specified in the project agreement, and,
- assess the good lessons to be replicated in other projects and aspects to improve on.

Furthermore, the evaluation uses the ANSA-EAP Results Framework which it refined and modified and the ANSA-EAP Monitoring & Evaluation (M&E) Framework that was finalized in 2010. The Results Framework states the goal of ANSA-EAP as “increased government transparency, accountability, and participation of citizens in the allocation and use of public resources.” Its purpose is “to organize a constituency of citizens engaged in the coherent, coordinated, continuing and sustained monitoring of public performance”. To achieve this goal and purpose, four (4) outputs have been identified in the Results Framework:

- 1) A clear framework for the Constructive Engagement between citizens and government is customized for priority countries in East Asia and mainstreamed among ANSA partners;
- 2) Citizen groups are engaged in monitoring government's use of public resources, with a particular focus on the Public Finance Management cycle;
- 3) An active and linked community of citizen SAC stakeholders is established;
- 4) ANSA-EAP has established itself as a credible resource facility in priority countries in the EA region to assist citizen groups in monitoring public performance using the SAC framework.

The M&E Framework identified several criteria to evaluate the outcomes of the ANSA-EAP for the project time frame. These are: effectiveness, relevance, efficiency, and sustainability. Project effectiveness will also look at mainstreaming of SAC and the institutionalization of ANSA-EAP.

¹ The Evaluation Terms of Reference (TOR) are found in Annex 4.

EVALUATION METHODS AND TOOLS

The framework for this end-of-project evaluation used as its ‘compass’ the ANSA-EAP results framework which underwent refinement throughout the project time frame. This Results Framework served as the basic guide and provided the rationale for the network’s activities from 2008 to 2011. The 2010 M&E Framework provided the context, approach and methods that were utilized in conducting the evaluation. The Framework outlines the areas as well as indicators recommended for monitoring as well as evaluation of ANSA-EAP activities, management, outputs and outcomes, considering the multi-pronged approach of ANSA-EAP with its geographic/country and sub-country focus (Cambodia, Indonesia, Mongolia and the Philippines) and thematic/sectoral (extractive industries, procurement, service delivery and youth) focus as with its other program components: networking, capacity building, research, communication, and resource mobilization.

An extensive desk review was undertaken of the numerous documents and materials related to the ANSA-EAP activities. These documents included the various activity reports, monthly reports, mid-term and end-of-project assessments, plans of the ANSA-EAP at national, sub-national, regional levels, aide-memoires, and knowledge products produced by the network, many of which can be found in the ANSA-EAP website (See Annex 3 of the List of documents that were reviewed). A review was also done of the ANSA-EAP website itself, which serves as the primary information medium for ANSA-EAP outreach to its members/partners as well as the general public.

Structured personal interviews, using guide questions were conducted with key informants, particularly the ff²:

- Members of ANSA-EAP Steering or Executive Committee/Board of Directors (BoD);
- The ANSA Executive Director and core staff, including former staff members;
- Key donors; the network fellows (NF) in the four countries covered by the project: Cambodia, Indonesia (2), Mongolia, Philippines (2)³ and the network fellows for the key themes: Procurement, Extractive Industries, Services: Education, and key stakeholder: Youth;
- Government representatives from three priority countries: Cambodia, Mongolia and the Philippines;
- Several Convener Group members and partners from the country or sub-country groups and thematic groups were likewise interviewed as with the M&E consultant.

A total of 46 ANSA-EAP stakeholders were personally interviewed either face-to-face, on Skype or on the telephone. All the members of the ANSA-EAP Executive Committee/ BoD were interviewed, but not all the NF because of scheduling problems as well as technical problems with the internet connections that prevented clear communication and discussions. Those who could not be interviewed personally were however sent the questionnaire that addressed most of the issues that needed to be raised but did not allow for probing into the answers of the respondents. To facilitate follow up of respondents from government and donor institutions, a short version of the questionnaire was sent which focused on the issues directly related to their concerns.

Questionnaires were sent out to other major stakeholders: the network members/partners in the convener groups in the four countries; other key citizen group partners outside of the convener

² The list of those interviewed is given in Appendix 1.

³ Indonesia and the Philippines each has sub-national convener groups so there are two convener groups for each country.

groups; grantees of the small grants facility of ANSA-EAP; other stakeholders who at one point or other were involved in ANSA-EAP-related programs and activities. Twenty-five questionnaires were collected from the different stakeholders, mostly CSO partners from the four priority countries.

LIMITATIONS OF THE EVALUATION REPORT

The questionnaire for the evaluation was sent to the mailing list prepared by the ANSA-EAP secretariat of its key stakeholders primarily in the four (4) priority countries. A relatively small number of the ANSA-EAP stakeholders filled out the questionnaires, particularly from among government stakeholders as with members of the Convener Groups from the priority countries. The questionnaires were sent out by email last July 31 with the deadline of August 15 to send back. The evaluation period was extended by several weeks because of delays and problems in retrieving the questionnaires from the various stakeholders of ANSA-EAP.

A further delay arose because of the small number of questionnaires received and the lack of respondents from the government and donor sectors. The Secretariat identified respondents to be followed-up personally through emails and/or personal phone calls to request for interviews.⁴

Scheduling interviews was constrained by very busy schedules of respondents with some schedules being postponed several times before they could take place. Despite attempts to schedule and re-schedule interviews with some key respondents, these did not materialize because of the inability to find a common date and time. A few did not respond at all to interview requests.

These efforts to follow up with more respondents particularly from government and donors were successful to some extent as the donor base of respondents increased considerably as did the number of government officials. These have been helpful to reflect views from a larger number of individuals and institutions.

English language limitations may have been a reason for the delays in returning the questionnaires as well as not returning these at all, especially in Cambodia and Indonesia. Resource and time constraints did not allow for actual field visits to ANSA-EAP partners in the three priority countries: Cambodia, Indonesia and Mongolia. Interviews with partners from Cambodia, Indonesia and Mongolia, as well as World Bank Institute (WBI) staff, were conducted through Skype or telephone calls.

ORGANIZATION OF THE EVALUATION REPORT

The evaluation report is divided into the following main sections: Chapter 1 on Introduction which covers the Evaluation Objectives, Methodology and Limitations. Chapter 2 discusses Basic Overview and Context of the Program. Chapter 3 covers the Governance and Management of the ANSA-EAP, including the Governance structure, the Secretariat and the Network Fellows, Resource Mobilization and M&E Framework and Systems. The description of the ANSA-EAP Geographic and Thematic Networks is in Chapter 4 which is followed by the Country and Multi-Country SAc Initiatives and Programs in Chapter 5 and Training and Skills Building for Chapter 6. The next chapter, Chapter 7 covers Research, Communications and Knowledge Management

⁴ I am grateful to Candy Tong and Kristin Aquino from the ANSA-EAP Secretariat for following up with the respondents and to Job Salinas for collating and tabulating the data from the questionnaires.

The final chapters cover: Issues and Challenges; Summary of Findings, which details the results of the assessment according to the criteria of Effectiveness, Relevance, Efficiency, and Mainstreaming, Institutionalization and Sustainability; and, Conclusions and Recommendations.

II. Brief Overview and Context of the Program

The Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP) was launched in 2008 as a networking facility under the aegis of the Ateneo University School of Government (ASoG) to contribute to promoting the “social accountability” (SAc) approach to good governance in East Asia and Pacific region. The outcomes of ANSA-EAP’s contributions were expected in the areas of improving the delivery of public services, strengthening of citizens’ rights and promoting people’s welfare in the EAP region.

ANSA-EAP’s vision is “to help improve governance by mainstreaming the social accountability approach while upholding the East Asia and Pacific region’s diverse culture and norms.” ANSA-EAP builds multi-stakeholder partnerships which include citizen groups, civil society organizations (CSOs), civic associations, academic and research institutions, media, the business/private sector, and government institutions.

ANSA-EAP defines *Social Accountability (SAc)* as the process of constructive engagement between citizens and governments in monitoring how government agencies and their officials, politicians, and service providers use public resources to deliver services, improve community welfare and protect people’s rights. The development outcomes hoped to be achieved were: the improved delivery of public goods and services and the improvement of people’s welfare and the protection of people’s rights.

In 2007, the International Bank for Reconstruction and Development (The World Bank) provided a grant agreement for the three-year startup of ANSA-EAP through the Ateneo School of Government (ASoG). This initial grant was made from the Bank’s FY2008 Development Grant Facility (DGF) Window 2, and was followed by other yearly grants in 2009 and 2010.

A no-cost extension of one year was added to the program which formally ended in December 2011.

Year 1 – 2008	US\$ 500,000
Year 2 – 2009	US\$ 1,500,000
Year 3 – 2010 & 2011	US\$ 1,250,000
Total	US\$ 3,250,000

The first year of the program in 2008 as defined by the DGF Fund Agreement was to set up and operationalize the secretariat of the ANSA-EAP, defining the specific goals and objectives, results framework for the first phase, lay down the governance structure of ANSA-EAP; the succeeding years aimed at developing the capacities of CSOs and citizen groups and forming networks in the four (4) priority countries: starting with Cambodia and the Philippines and subsequently to Indonesia, Mongolia; develop and produce the tools and techniques for the practice of SAc which could then be shared through capacity building and knowledge management. The amount of the DGF grant in 2008 was US\$500,000.

In the second year of the program, 2009, the deliverables focused on: continued strengthening of the Secretariat; specific deliverables were categorized along the six components: governance and

management, networking, communication, research, capacity building which covered training and grants, and resource mobilization. In 2009, the amount of the DGF grant in was \$1.5 million.

Going on the third year of the program, after the foundation for the networking has been put in place, the 2010 deliverables were more focused on the priority countries' development of SAc initiatives for their national and sub-national networks and thematic areas; the knowledge products, capacity building and grants to local institutions. Also included were deliverables on the governance and management. The DGF grant in 2010 amounted to \$1.25 million.

The Grant Objectives of the Development Grant Facility (DGF) for the ANSA-EAP (2008-2010) and the components of these objectives are as follows:

1. support the consolidation of and ongoing operations of the ANSA-EAP;
2. develop cross-country collaboration on social accountability and support initiatives to strengthen the demand for good governance;
3. provide technical assistance to different countries so the quality of social accountability initiatives is greatly enhanced;
4. deliver training programs on specific social accountability tools and techniques; and
5. share country experiences and lessons from social accountability and demand-side governance initiatives regionally and globally.

The main components of each of these objectives include:

1. Operationalization of ANSA-EAP:
 - a. Establishment of a dedicated administrative Secretariat;
 - b. Activation of a regionally representative advisory body/governance mechanism and internal communication and networking functions; and
 - c. Development of established charter and governance structure and manual of operations.
2. Country and multi-country social accountability initiatives and programs:
 - a. Provision of expert advice and technical assistance;
 - b. Quality control/oversight on the design, implementation, and evaluation of social accountability initiatives;
 - c. Leveraged financial support to social accountability/demand-side governance initiatives; and
 - d. Country-to-country support, peer-learning initiatives.
3. Training and skills building:
 - a. Regional training programs on specific social accountability tools and methodologies;
 - b. Higher education courses on social accountability integrated into ongoing accredited degree programs; and
 - c. Country-to-country learning exchanges
4. Research and knowledge management activities at country/regional levels:
 - a. Research to include assessment/evaluation of social accountability initiatives;
 - b. Refinement of existing tools;
 - c. Development and trial of new tools and approaches; and
 - d. Knowledge management to distill and disseminate country experiences and lessons.

III. Governance and Management of the ANSA-EAP

GOVERNANCE AND GOVERNANCE STRUCTURE: THE EXECUTIVE COMMITTEE/BOARD OF DIRECTORS AND TECHNICAL ADVISORY GROUP/EXPERTS GROUP

The WB selected the Ateneo School of Government (ASoG) to host the ANSA-EAP program. ASoG's work in governance particularly with its Government (G) Watch Program also provided initial 'capital' and experience to start the ANSA-EAP. ASoG's extensive links vis-à-vis civil society organizations (CSOs) and government especially in the Philippines, including the links of the ANSA-EAP Executive Director (ED) provided the initial ground for networking, particularly in regard to knowledge and experience working with CSOs in governance and anti-corruption initiatives.

ANSA-EAP had a formal launching ceremony in February 15, 2008 with participants from Cambodia, the Philippines, Thailand, Vietnam and representatives from the WB.

As the first deliverable for 2008, an Executive Committee (ExCo) was formed in the early part of the program start-up with five (5) members which eventually increased to six (6): one (1) member representing ASoG as the Management unit for ANSA-EAP; initially two (2), then three (3) representatives from EAP countries (Cambodia and the Philippines with Indonesia being added subsequently); and two (2) representatives from the World Bank. The ExCo members were identified and selected based on a nomination process of stakeholders which included the WB. Members of the ExCo from civil society are well-known CSO personalities in the Asian region with long years of experience and recognition in governance and anti-corruption programs and activities. The ExCo served as an advisory body for ANSA-EAP which was critical in its formative stage.

DGF deliverables for each year of the grant agreement on the activation of a regionally representative advisory and governance body called for regular meetings of the governance body of ANSA-EAP. According to the Secretariat records, the ExCo had a total number of ten (10) meetings held from 2008-2012. An average of three (3) regular meetings took place for 2008 and 2009 which were the starting up years of ANSA-EAP; for 2008, February 14, July 28 and Nov 21; for 2009: April 13, October 23, November 12; for 2010: February 20 and October 14; for 2011: April 20 and in January for 2012. Over 4 ½ years, the ExCo/BoD met an average of two (2) times a year.

At the November 12, 2009 ExCo meeting, the members decided to increase the number and frequency of its meetings to every quarter especially with the pending move for ANSA-EAP to transform itself into a foundation. The quarterly meetings per year did not happen however. Most meetings were done face-to-face although video conferencing was also done a few times to allow those who couldn't travel to the meetings nor send their proxies to join in the deliberations.

It was difficult to convene all members of the ExCo (and subsequently the Board of Directors) for any given meeting with the very busy schedules of the members.⁵ There were only three (3) meetings with complete attendance of all five (5), then six (6) ExCo/BoD members. Average number of BoD members present in meetings was four (4). However, the ExCo decided that members should send their deputies to the meetings if they themselves were unable to participate. There were two instances when proxies attended for the members. An ExCo/BoD member was unable to attend a

⁵ Setting up interviews with the BoD members outside the Philippines also proved to be rather challenging because of difficulty in scheduling the interviews but all were finally interviewed.

few meetings because of the ‘volatile’ situation back in his country. Majority of the meetings were held in Manila for practical reasons given the location of the Secretariat office in Manila. Other meetings were held in Hong Kong, Bali and Phnom Penh.

As part of the 2008 DGF Deliverables, a Technical Advisory Group (TAG) was to be formed consisting of governance/ SAc experts in the region. This advisory group was renamed the Experts Group to remove possibilities of misperception that TAG members are paid as contracted consultants. This TAG served as an informal advisory group. In January 2008, the WB and ASoG representatives in the ExCo drew up a list of possible members of the Experts Group. A Consultative Meeting took place in February 2008 in Manila with an initial group of experts from the Philippines, Thailand, and Vietnam with others from Cambodia and Papua New Guinea who joined through video conferencing to discuss the state of SAc in the region. A second meeting of the Experts Group was held in November 2008 in Phnom Penh. Six members were initially identified to form the Experts Group who advised the Secretariat that the group be expanded to involve more people.

The ExCo in its 2010 meetings also discussed setting a Senior Advisory Group, partly as a response to the WB Quality Assurance Group (QAG) recommendation that a senior strategy adviser be taken on by ANSA-EAP to assist in drawing up the directions and strategies for the network. A possible Board of Governors was also discussed which would be composed of very senior-level government or former government officials and CSO representatives who would be able to provide guidance on the content and strategies. These Senior Advisory Group and Board of Governors however either did not materialize or were scuttled.

In the February 2010 ExCo meeting, the ExCo members approved the resolution for the formal registration of ANSA-EAP as a legal foundation under the Philippines Security Exchange Commission. The ANSA-EAP Foundation was formally incorporated in 2011 with five (5) founding members, four (4) of whom were in the original ExCo, minus the WB representatives and with the addition of the ANSA-EAP Executive Director (ED) who also serves as the treasurer of the Board. This move to make ANSA-EAP as a foundation outside of the ASoG set-up is a DGF deliverable for 2010 to develop an established charter and governance structure for ANSA-EAP. Some WB and Board trustees view it as a major step for ANSA-EAP as it is now an independent entity with a regional focus. Note that this new structure prevented ANSA-EAP from securing contract with World Bank because some BOD members have existing individual contracts, which the Bank’s procurement system prohibits.

THE ANSA-EAP SECRETARIAT

Among the first and urgent deliverables expected in the 2008 DGF Grant Agreement was for ANSA-EAP to set up a Management Unit/Secretariat equipped with both resources and qualified personnel to undertake the work in building the network and programs/activities of ANSA-EAP. Subsequent deliverables for 2009 and 2010 called for strengthening of a dedicated administrative Secretariat to carry out the objectives of the ANSA-EAP.

This was done initially through the Ateneo University School of Government (ASoG) which the WBI selected to host the ANSA-EAP program. The ANSA-EAP Secretariat was organized under the umbrella of ASoG which provided the facilities and from where initial key staff members of ANSA-EAP were taken, especially given ASoG’s strong engagement and work on governance and social accountability programs. The hosting of ANSA-EAP by ASoG has raised a concern by a BoD member of overlapping involvement of ANSA-EAP staff with ASoG programs and activities,

which could have led to a confusion of roles at the least or a conflict of interest at most as viewed from the outside. As of 2011, ANSA-EAP has obtained legal registration as a foundation and the Secretariat has moved to its new office premises outside the ASoG but continues to relate to ASoG. To prevent any further potential for a confused public perception of roles or even conflict of interest, the terms of agreement and understanding between ASoG and ANSA-EAP could be spelled out in greater detail based on the previous years experience.

From the beginning, it is the ANSA-EAP Secretariat based in Manila - the Executive Director (ED) and her operations team which drives the operations and network of ANSA-EAP, with advice and guidance from the Executive Committee (ExCo) and later the Board of Directors (BoD). (See Figure 1 for the Organizational Structure of ANSA-EAP.)

As part of the DGF deliverables for 2008, the operations team with guidance from the ExCo developed their operations manual and an initial Strategy Action Plan was presented to the ExCo and subsequently revised. Specific strategies for the communications, outreach and networking components for the start-up phase were likewise part of the 2008 deliverables, which were presented and approved by the ExCo in July 2008. Information materials through brochures containing basic information on Social Accountability and the ANSA-EAP were produced to introduce the Network and its programs. Governing documents were developed as part of the Strategic Planning documents and an initial M&E framework using the ANSA-EAP Results Framework as a starting point were prepared by the Secretariat and approved by the ExCo.

In 2009, in order to strengthen the Secretariat as part of the DGF deliverables, internal management mechanisms were set up, including individual performance monitoring contracts. Internal assessments, action planning were conducted as well and a logframe were developed. Regular communications and meetings were set up within and among the Secretariat staff and documentation of key activities, processes, decisions, travel briefs, mission reports, monthly activity report were among the methods and ways identified to monitor the progress of various activities as part of the Monitoring and Evaluation of the ANSA-EAP. Required reports to the ExCo and WB both for the mid-term and year-end reports, including financial and audit reports were duly submitted.

From an initial operations team of four staff members, the Secretariat currently consists of a core regional group of five (5) full-time staff coordinating the various regional program components: networking, communications, knowledge management, capacity building/research, finance and administration. The staff is lean and staff members do multi-tasking due to lack of availability of regional funding.

Data from the ANSA-EAP 2008-2011 Draft Report shows that program staff that got involved in overseeing thematic programs in countries or managing the website number four (4); the Philippine Desk has three (3) project staff members and the Check My School Project has two (2) staff. Five (5) have been working in ANSA-EAP since 2007-2009; while 11 of the 16 (including project staff) were hired in 2010 and 2011. Twelve staff formally ended their contracts with ANSA-EAP in December 2011, including the Executive Director, while four (4) finished in June 2012.

The Manila-based Secretariat is an all-Filipino staff although some attempts were made to hire non-Filipinos. In early 2010, an Italian communications coordinator was hired but she did not stay for very long due to lack of performance. Short-term consultants were hired to assist in specific activities related to research and documentation, training and mentoring, website development etc., at the regional level. To augment the expertise of the staff, particularly in specific specializations, a

regional resource pool of experts and specialists from which to draw consultants was developed with a database. There were attempts to identify local consultants in the priority countries who could undertake particular assignments although for the most part, consultants hired were also Filipinos who had the know-how and expertise in SAc tools and techniques.

The strategy for the Secretariat was to remain small and yet effective, which required tight internal communication such as regular updates, consultations, coordination as well as synergizing. The Executive Director and her staff are viewed by ANSA-EAP stakeholders as having the competence and considerable expertise in their areas of responsibilities and high levels of commitment to their work.

THE NETWORK FELLOWS (NFs)

The Network Fellows (NFs) in the priority countries of ANSA-EAP are funded by the ANSA-EAP and as such can be considered as part of the Secretariat staff, out-posted to the countries. The NF acts as a bridge and main link between the ANSA-EAP Secretariat and each of the national and sub-national Conveners Groups (CG) which were set up as the network structure of the ANSA-EAP in its four priority countries: Cambodia, Indonesia, Mongolia and the Philippines. A 2009 DGF deliverable related to networking included formalizing an active partnership with four (4) in-country partner organizations and country NFs. For 2009, there were formalized partnerships with partner organizations and NFs in Cambodia and the Philippines while at the same time, the Secretariat was undertaking contact work and trust building in Indonesia and Mongolia. It was then that a decision was also taken to develop sub-national partnerships in Indonesia – specifically in Java and Sulawesi or East Indonesia.

The Network Fellows were identified per CG to follow-up on the coordination of the partners in the convener group and to help the group to further the SAc agenda in collaboration with the ANSA-EAP Secretariat and in implementing its program and plan of action. This arrangement for the most part served to give visibility to ANSA-EAP's work in country as the NFs helped to focus work of the partners to address and develop SAc initiatives. The NF often served as coordinator for the group, organizing the meetings, encouraging members, following up with the SAc programs and activities. The salary of the NF was paid by the ANSA-EAP Secretariat through the Coordinating Organization which served as the base of operations for the NF.

The selection and appointment of Network Fellows was done in consultation with members of the CGs. In a few cases, the NFs came from the Coordinating Organization and in some, from a CG member. A few of the NFs were actually heads of CG members.

To facilitate communications and feedback from the NFs, the ANSA-EAP Secretariat held regular meetings with the NFs as a group via audio conference. A total of 12 audio conferences were held as of 2011. Regular monitoring of NFs was also done through one-on-one online and telephone exchanges, and face-to-face meetings as well as field visits to the countries by secretariat staff. Two annual NF meetings cum Learning Events were also held, one in February 2010 and the other in February 2011 as part of the assessment of the work of the NFs and the CGs in the countries.

In the ANSA-EAP Secretariat Network Assessment done in early 2012, the NFs were assessed to have taken different roles vis-à-vis the CGs. In Cambodia and Mongolia, the NF was seen as 'driving' or taking the lead vis-à-vis their CGs which moved the SAc agenda in these countries more seriously and quickly. The NF for the CG in Northern Luzon, on the other hand, while not taking the active lead in 'driving' the CG, did provide substantive technical support to the CG that enabled

the CG to prepare project proposals that got funded. The NF for East Indonesia also did more handholding for the CG.

Convener group members in countries have expressed general satisfaction for the key role that the NFs played in putting together the CG and facilitating the SAc involvements. Strong appreciation was expressed for how the NFs, in several cases, were able to assist the convener group to do project conceptualization, project identification, project preparation and proposal writing, which would have been very difficult to do only among the convener group members.

In a few instances however, the NF arrangement did not work as efficiently and effectively which was also reflected in the Network Assessment Report. A primary reason cited was due to the NF being identified too closely with the Coordinating Organization, becoming involved in other work of the CO or the 'CO capture of the NF' as was the case in the Philippines with the first NF-CO arrangement. Nevertheless, the presence and active involvement of the Network Fellows in the geographic and thematic areas have helped the Secretariat in pursuing an effective networking strategy and approach for building and mainstreaming SAc in the four priority countries.

KEY ISSUES RELATED TO GOVERNANCE

Regional representation of the ExCo/BoD members and staff has been one issue raised for the ANSA-EAP. Considering the regional nature of ANSA-EAP, the predominance of Filipinos in both the current BoD and the Secretariat and the absence of non-Filipinos in the Secretariat over much of the project time frame have been discussed considerably by several stakeholders, particularly most members of the ExCo then and current Board trustees. To address the concern for a more international, regional face to ANSA-EAP, in its November 2009 meeting, the ExCo agreed on the need to have a good mix of international as well as local Filipino staff and to work towards this objective. It can be argued, however, that the network fellows, who come from and are based in the four priority countries, may be considered part of the ANSA-EAP Secretariat and addresses the issue of regional representation.

The issue of an all-Filipino staff based in Manila does not appear to be critical for the Convener Group members in the priority countries who are generally pleased and satisfied with the performance and assistance that have been provided by the ANSA-EAP Secretariat. The Philippines is recognized in the region for being relatively more advanced in the area of governance and SAc and its CSOs/citizen groups having more experience and expertise in this area.

Nevertheless, with three of the five Board trustees being Filipinos, there is room for incorporating other non-Filipinos to sit in the Board, and be able to represent a wider and/or more diverse Asian, even Pacific reality. The affordability of increased costs for travel for meetings involved in expanding the membership of the BoD especially in the start-up phase, both in terms of number and geographic distribution has been a primary reason for keeping the number of BoD members to five (5).

One way regional representation could have been addressed in the initial period was to have included the NFs in a few of the ExCo/BoD meetings. This could have allowed interaction among the NFs and ExCo/BoD members who could have gotten other first-hand status reports and views from the local partners on the SAc programs and activities in the four priority countries.

This remains an area that needs to be further studied in the network in the next phase of ANSA-EAP's operations. Board members strongly argue that as ANSA-EAP has finished its first years of

operation, it is timely to think of ways ANSA-EAP can have an oversight mechanism and structure that is more representative of the cultural and political diversity in the region. Given the growing interest and involvement of CSOs in recent years in the areas of governance, anti-corruption and SAC, it is opportune to identify other experts in other countries in the region, including those from developed countries, who could be invited to join the BoD, bringing in their particular experience and special expertise to the ANSA network. While there may be a dearth of individuals particularly focused on SAC, many other possible candidates can become Board trustees from the general area of good governance and anti-corruption. This would entail however a continuing search for the right individuals who could add to the image and expertise of the BoD.

The issue of high costs involved in having regional BoD meetings remains a major factor that will need to be addressed; however, video conferencing has already been used in previous ExCo/BoD meetings and this could continue to a larger extent, with many other individual consultations taking place between the BoD and Secretariat to inform the BoD on a continuing basis on the progress and developments in the network and Secretariat and issues and concerns that need to be grappled with by the BoD, providing real oversight for the Secretariat in managing the network, its activities and direction. From a present BoD of five (5) members, this could be increased to seven (7) or even nine (9), ensuring that all four (4) priority countries could be represented, even with a majority of non-Filipino trustees, depending on the SEC rules on foreigners sitting in a Philippine-registered foundation. This would allow for a bigger pool of board trustees to form a quorum for meetings. A previous effort to form and actively utilize an Experts' Group or a higher-level Senior Advisory Group or even a Board of Governors with a wide representation of key personalities in the governance area could be resurrected and operationalized. The trade-offs between having a wider regional representation in governance bodies with budget limitations will continue to be a major challenge for the ANSA-EAP BoD.

The level and degree of involvement of ExCo and BoD members in ANSA-EAP board meetings has not been as active or consistent as would have been ideal. ExCo members in the first phase of ANSA-EAP were more actively engaged in discussing and grappling with critical issues for the direction of ANSA-EAP, partly due to the many concerns that had to be dealt with in the beginning phases, including clarifying and defining the various strategies that would be used over the course of the program duration.

Four of the BoD members, excluding the ED, are very busy individuals involved in their own myriad of groups and programs, aside from their involvement in ANSA-EAP, with all the trustees actually running their organizations or large and multiple programs. As much as the ANSA-EAP Secretariat has attempted to inform the Board of the many issues affecting the network and the possible courses or decisions that could be taken, it has operated much like many other CSO Boards. Other major issues cannot really be considered fully given the limited time available for meetings. Quorums have not been always possible with board members unable to attend all the meetings. The issue of inadequate time and/or insufficient information for informed decision-making has been raised but this is not just a result of limited time for sufficient board deliberations but also the number of issues that need to be discussed and decided upon. The BoD have tended to leave much of the management issues to the Secretariat to deal with, in as much as they also do not have sufficient time to really discuss and grapple with all the key issues which are brought to them. Having the BoD deal with critical issues of direction may in fact be the realistic expectation with the Secretariat keeping Board trustees continuously abreast of the Network's operations and major concerns.

A Monitoring and Evaluation (M&E) Framework and System was a deliverable for the 2009 Governance and Management Component and a draft M&E Framework was presented to the Executive Committee in November 2009. The Secretariat made many serious attempts, even from the beginning, to establish a framework and mechanisms for monitoring progress in meeting its objectives. A Results Framework⁶ was put together early on in 2009 with continued attempts to refine it along the way.

The WB Quality Assurance Group (QAG) report done in mid-2009 mentioned the lack of a M&E framework as a weakness as did the Rapid Assessment Report undertaken by an independent consultant who subsequently assisted in refining and improving the M&E systems for ANSA-EAP in 2010. The staff spent considerable time and effort with the consultant to refine and improve the M&E systems, although there remained a needed step to further quantify some of the indicators identified in the 2010 M&E framework to track accomplishments of targets, though it is admittedly difficult to do some of this given the complexity of the program. The Secretariat staff produced numerous reports, documents and collected various data that provide the data sources for the M&E. However, a weaknesses of the M&E system that has been cited is the lack of focus on knowledge management, starting with a systematic collection, categorization and storage of data and files which become difficult to develop and maintain with a very busy staff with multiple tasks and responsibilities. No one person in the staff appears to have had primary responsibility for this task and while a staff member was assigned to look after M&E concerns, this took the back seat in terms of priority.

Thus, for a variety of reasons, continuing monitoring of data and indicators did not appear as an integral part of Secretariat systems and operations. The lack of capacity (and possibly attention) of staff members on M&E was likewise a limitation. This is the reality for most CSOs which tend to view M&E as an added task that is often not the priority. Translation of the M&E system should have also been brought down to the level of the Convener Groups and the NFs, in as much as assessment of outcomes needed to be done at the national/local levels.

It must be noted that the delay in developing the M&E Framework has also been due to the lack of clarity in the beginning as to exactly what the program intended to do. The concept and practice of SAc itself had yet to be developed by ANSA-EAP in the context of the cultural realities and specificities in the EAP region. It took a relatively long process to clarify the Results Framework and identify the concrete targets, especially to concretize the road map for SAc. Thus, even setting up of indicators was not easy to do especially in the beginning when the ANSA-EAP was still groping for what exactly could be done in pursuing SAc. Nevertheless, the ANSA-EAP did develop its M&E Systems but these need to be sufficiently prioritized and more fully implemented in the next phase of its operations.

RESOURCE MOBILIZATION

The need to mobilize funding support for ANSA-EAP after the three-year DGF grant was greatly emphasized from the beginning of the setting up of ANSA-EAP and was included as a deliverable in all three DGF agreements. In 2008, the deliverable was for a resource mobilization plan that would guide the fund-raising strategy. In 2009 and 2010, ANSA-EAP was expected to start mobilizing new monies through setting up donor consultations and submission of project proposals to a diverse group of donors, including private corporations.

⁶ Found in Annex 3.

The ANSA-EAP Secretariat with the Executive Committee also took several steps from the beginning to address the challenge on how to ensure financial sustainability post-DGF funding. A resource mobilization specialist was hired in 2008 who was also later assigned to be point person for the ANSA-EAP small grants facility. The staff member was responsible for drawing up the resource mobilization strategy which included a Mapping and Profiling System of prospective ANSA-EAP donors. This document was prepared as an input to the ANSA-EAP Resource Mobilization Plan.

The strategy also called for engaging regional and in-country development partners to mobilize resources for the different SAc programs and activities. Through this start-up period and as part of the deliverables, ANSA-EAP held various meetings, round table discussions with donors at country level as with those supporting regional initiatives. ANSA-EAP reached out to both multilateral and bilateral donors as: the Asian Development Bank, USAID, UNDP, AusAID, CIDA, and GTZ as well as private foundations which focus on governance, transparency and accountability like the Asia Foundation, Omidyar Foundation. Full proposals were prepared and submitted to such donors as: EU, UNDP, DFID, etc. WBI staff helped to prepare a business plan which was submitted to the Bank Vice-President for the EAP region. It was suggested instead that ANSA-EAP tap into the Japan Sustainable Development Funds (JSDF). A proposal was submitted which was however subsequently turned down due to complex internal requirements of JSDF for the structure of the proposal as well as grant administrations within the Bank.

ANSA-EAP did manage to address its short-term financial sustainability by maximizing the DGF grant allowing an extension of the Secretariat operations through its efficiency savings. These savings enabled the Secretariat to operate for another 18 months, thus extending project implementation from three years to 4 ½ years.

The ANSA-EAP Secretariat also managed to successfully raise a total of US\$865,357 for nine (9) projects from eight (8) other donors than the WB DGF to support other priority areas and themes. This amount constitutes 27 percent of the total funding support provided by the WB DGF of \$3.25 million. These projects cover the period from 2008 to 2012. The following table lists the donors that were mobilized by the Secretariat for support of other priority projects and activities of the network:

Table 1. List of Additional Donors Mobilized for Support of ANSA-EAP Related Activities

Funder	Project	Duration	Description
Cambodia Ministry of Interior through the DFGG Program	WB Partnership for Enhanced Capacity for Social Accountability (PECSA)	March 2008 - March 2010	Learning in Action Program on SAc for Cambodia
World Bank - Mongolia	WB Social Accountability Learning-in-Action Program (SAcLAP)	August 2010 - December 2011	Social Accountability Learning in Action Program for Mongolia
ANSA Global	One. ANSA Event (ANSA-EAP Foundation)	May - July 2011	Launching of the GLOBAL ANSA Network, a Sharing of Knowledge and Experience of all ANSAs
ANSA Global	Community Report Card-Community Scorecard Training (ANSA- EAP Foundation)	October - December 2011	A TA for a Regional Training for ANSA - EAP Partners
World Bank Philippines	Budget Transparency Fund (ANSA-EAP Foundation)	August 2011 – February 2012	A TA for Budget Monitoring in the

			Philippines
Oxfam Great Britain-EA	Oxfam Regional Learning	October 2009 - November 2010	A Regional Learning Program on Social Accountability funded by OXFAM
OSF	Check My School Pilot	January - December 2011	Monitoring of Education Services in the Philippines
Revenue Watch Institute	Social Accountability in Extractive Industries (SAC in EI)	September 2010 - August 2012	Mainstreaming SAC in the Governance of Extractive Industry
AusAID	Philippine Desk	July 2011 - June 2012	Strengthening Civil Society Engagement in Public Procurement Processes and Local Monitoring of Government Programs

Source: ANSA-EAP 2008-2011 Draft Report

While funds from these projects have also enabled the ANSA-EAP to continue its work particularly in its thematic areas, the projects do not really support the core costs of the Secretariat which were previously covered in the DGF. Maintenance of the Secretariat is being done through continued cost savings and consultancy work for the WB, etc.

When the resource mobilization specialist resigned in 2010, no replacement was hired. The core staff took and shared the responsibility for seeking and negotiating for funds, particularly the ED who also basically managed the relations with major ongoing (WB) and potential donors at regional and country levels. Despite all the demands of a growing and rapidly expanding network taking off with its multiple and varied programs and activities which took a huge amount of time and energy of the staff, they did manage to raise a considerable amount of additional resources for SAC programs and activities as indicated earlier. Nevertheless, a full-time deputy ED or resource mobilization specialist could have been useful to track as well as systematically and strategically manage donor relations, at the Bank and elsewhere, which is critical to building and sustaining relations. The ED, in most cases, would still need to take the lead in and be the “face” of major transactions and connections with donors.

Efforts in reaching out to donors, including private foundations and even possible private sector groups need to be continued to reach those not yet tapped as well as to renew attempts to reconnect with previous contacts who may have changed strategies. It is clear that the environment and context for regional and core secretariat support among donor agencies has changed in the course of the last several years. Priority has greatly shifted to support for in-country activities and very little, if any towards regional programs and activities, more so for regional secretariats. This may be due to stronger orientation towards country-level results and tightening of finances by many major donors (especially European bilateral). There may be little assurance that continuing to focus on reaching out to bilaterals and donor foundations could generate the resources ANSA-EAP needs particularly for the short-run. It is an investment nevertheless that is worth considering for the medium and long-term time frames but not the only one that could be considered.

Finding possible champions within funding agencies and cultivating personal relationships are essential elements in resource mobilization and as people are moved frequently in big donor agencies, it is important to continually form relations with new staff. An assistant dedicated to the purpose of resource mobilization can be viewed therefore as a much-needed investment, whose tasks among others would be to coordinate the many dealings with donors that may be assigned to

specific staff members and to explore potential donors, cultivate active links and relations with them, understanding their priorities and interests which could jibe with those of ANSA-EAP.

As someone from the World Bank commented, 'it is in the corridor connections that can bring in the money' (in reference especially to within the Bank but also vis-à-vis other donors). It must be noted however that the ED and core staff were certainly able to develop several champions within the Bank who are firmly convinced of the valuable services that ANSA-EAP has been giving and could continue to give.

WBI staff have worked and continue to work extensively with the ANSA-EAP ED and staff to come up with various ideas and ways to raise the resources particularly for the regional activities and for the Secretariat costs for the next phase of ANSA-EAP. The WBI staff has been helping ANSA to strategize ways to raise resources to continue ANSA work after the end of the DGF funding. WBI staff directly engaged with ANSA-EAP to facilitate connecting ANSA-EAP staff to colleagues at the Bank to explore other sources for funding, both inside and outside the Bank. One specific strategy suggested was to hire a reasonably priced service of a fund-raising expert to assist ANSA-EAP to raise resources though without assurance that the expert would be successful. Resource mobilization experts, both individuals or firms were identified; one firm was identified but given many limitations it was decided in the end that none would be taken on. It is very difficult to find resource mobilization specialists and even the staff responsible in the Bank for donor and partner relationship was unable to help to identify highly qualified firms or consultants.

The limitations of the Bank to help ANSA-EAP for its core funding, however have become more evident in the past months where ANSA-EAP, with the support of WBI staff have been actively exploring with other WB units for another round of core funding. Success has been for the most part confined to small project funds and short-term consultancies. ANSA-EAP has already been tapped several times by some units of the WB for their own governance and accountability work such as to provide consultancy services on procurement. These services consist of facilitating meetings related to SAc, to giving technical assistance and training on SAc tools and methodologies to other countries in the EAP region and in other regions, such as Africa. Many WBI staff who relate to ANSA-EAP expressed their strong appreciation for ANSA's many capacities, expertise to offer to WB and other donors vis-à-vis their programs and activities related to governance and accountability which should not make it too difficult to promote and market such services which would give ANSA-EAP some resources. The ANSA Arab World, which is the newest addition to the ANSA networks, has resources that could also be used to tap ANSA-EAP as service provider for capacity building and knowledge sharing.

One particular model that has been increasingly recognized at the WB and has large potential for replication in other countries is the Check My School (CMS) project in the Philippines. WBI staff managed to raise funds to make the CMS into a case study for dissemination to reach more Bank staff and to get publicity for the CMS, trying to help them to get recognition and connect to people at the Bank who could make use of the CMS model for their own work. As a result of these efforts, the ANSA-EAP staff have been asked to share the CMS principles and practice to Kenya and Indonesia, and possibly other countries interested in replication. It has been expressed however that the challenge continues on how to demonstrate to the wider WB constituencies the value-added of SAc including the rich KP materials, and other resources that the ANSA has been able to develop that could be used and disseminated to other WB units, as well as to raise awareness and understanding on how to incorporate SAc tools (which have been proven to work and can be replicated) into the programs/activities being supported by WB in other countries or regions.

Despite these successes in raising some resources, WBI staff have expressed a general frustration for the lack of support and possibilities within the Bank for longer and more substantial funding for ANSA-EAP, in fact for the rest of the ANSA networks in other regions and ANSA-Global. Having seen the successes of the ANSA-EAP in having created a regional network facility in just over four years, the Bank staff interviewed expressed difficulty to understand the constraints to continued WB support for this initiative that it had created. This lack of appreciation and clear understanding of the limitations and structure of funding within the Bank, in particular which do not allow for regional funding, makes it particularly problematic for supportive staff who are not in the line units with the large budgets to fully assist the ANSA-EAP in its resource mobilization efforts within the Bank. While there is a lot of pride among WBI staff of these successes, there is also frustration due to their inability to really help.

Another option for funding from the WB could come from the Global Partnership for Social Accountability (GPSA), a trust fund that has been recently set up by the Bank to support CSOs in strengthening and/or expanding their SAc initiatives. ANSA-EAP has given inputs in the conceptualization and operational arrangements for the GPSA and can in fact access this Global Partnership for some of its regional activities as a Knowledge Partner. However, the Partnership is still very much in the beginning phase and has yet to raise significant donor resources for the trust fund. Another possible funding source suggested has been the recently launched, the Open Government Partnership, the mandate for which resonates well with ANSA-EAP's areas of work and in which Indonesia and the Philippines are members.

Despite all these various efforts and initiatives taken by both the ANSA-EAP Secretariat and WBI staff, the prospects at the time of this evaluation, are still unclear for immediate and more so, long-term support from the World Bank for the ANSA-EAP Secretariat and its regional programs and activities. Nevertheless, continued commitment by the WBI staff, including at higher levels has been expressed to support the resource mobilization efforts of the ANSA-EAP Secretariat for the short, medium and long-term.

At present, ANSA-EAP's very survival, let alone being able to continue its role as a regional networking facility and support to its country partners, is at risk. The dependence that has been built into the relationship between the WB which funded the beginnings of ANSA-EAP⁷ has been 'very difficult to shake off'.

⁷ The Section on Conclusions and Recommendations covers a listing of options identified to address the issue of sustainability for ANSA-EAP for the medium and long-term.

IV. The ANSA-EAP Network: Geographic and Thematic Networks

GEOGRAPHIC NETWORKS

The deliverables set forward for the first year were to provide capacity building activities on SAc starting in two countries which could then lead to the development of network partners in these and two other countries for the following year. These first priority countries were identified to be Cambodia because of then WB PECSA project on building capacities of CSOs and government officials on SAc, and the Philippines with its history of governance/social accountability concerns and activities.

In 2009, as part of its deliverable, ANSA-EAP formalized its partnership in Cambodia and the Philippines by identifying partner organizations and taking on network fellows (NF). Formal Convener Groups were formed in the first two countries and subsequently in two others (Indonesia and Mongolia). Both Indonesia and the Philippines have two (2) sub-national convener groups: in Sulawesi (East Indonesia) and Java for Indonesia; and in Northern Luzon and Mindanao for the Philippines. The experience in the Philippines for the first year in working with one CSO which was also a network did not result in the formation of a CG in the Metro Manila area. It led however to ANSA-EAP's decision to reach out to regions outside, one in the Northern part of the country and the other in the South.

For 2010, the deliverables for networking in the four priority countries were for ANSA-EAP support to the geographic national and sub-national networks as well as thematic area networks within each of the countries. Below is an overview of ANSA-EAP's Networking Strategy which describes how it pursued its objective of reaching out to partners and stakeholders, primarily in the four priority countries as with regional partners. This strategy has resulted in ANSA-EAP's extensive geographical national and sub-national networks in Cambodia, Indonesia, Mongolia and the Philippines and sub-networks along its thematic areas as seen in the following table.

Table 2. List of Convener Organizations per Country and Number of Members/Partners per Convener Organization

Country	Convener Organizations (CO)	Number of Members/ Partners
Cambodia	Civic Alliance for Social Accountability	10
Indonesia	East Indonesia Conveners Group	8
	Java Conveners Group	8
Mongolia	Democracy Education Center (DEMO)	9
Philippines	Northern Luzon Coalition for Good Governance	8
	Young Moro Network for Social Accountability	5

Source: ANSA-EAP 2008-2011 Draft Report

ANSA-EAP'S NETWORKING STRATEGY

ANSA-EAP's strategy for building its network of regional and country partners was premised on the assumption that many CSOs in the region were already engaged in governance, transparency and anti-corruption programs and activities, although not specifically in the area of SAc and Constructive Engagement (CE). The challenge for ANSA-EAP was to first identify and bring these CSOs and citizen groups together to present, promote and encourage them to use the SAc framework, tools and approaches in their work which can complement and enhance their work on governance and

anti-corruption. ANSA-EAP was aware of the importance of the cultural contexts and specificities of the realities in-country which needed to be addressed in the SAc framework and that these should serve as a guide to the adoption and practice of SAc. Learning-in-action programs served as capacity building programs to assist CSOs, citizen groups and government institutions in the theory and practice of SAc, giving practical tools and techniques in constructive engagement and citizen monitoring.

ANSA- EAP applied the same principle and approach to networking by building as much as possible upon the linkages that were already existing among the various CSOs and citizen groups. The focus was thus to facilitate the ‘networking of networks’. This strategy however needed time for trust building based among others on the principle of subsidiarity. It was also viewed as the way to mainstream social accountability in the EAP.

The Secretariat drew up a sequence of activities in its networking strategy for the formation of Convener Groups (CG) in its priority countries.⁸ These activities were the following:

- Mapping and identification of existing networks in the country
- Mission to study entry strategy
- Feedback on and validation of feasibility of entry
- Formation of Conveners Group (CG)
- Assignment of coordinating group/organization (CO)
- Hiring of Network Fellow (NF)
- Planning of country operations (scoping study, advocacy and monitoring, donors forum)
- Test implementation of plans
- Review and assessment
- Decision on feasibility of sustaining country operations

ANSA-EAP’s network of partners at the country level thus consists primarily of convener groups (CG) composed of CSOs and citizen groups which are interested and involved in SAc, with some minimal government representation. “A convener group is a network of networks or individual organizations that have identified themselves as social accountability champions in their areas of operation.” (ANSA-EAP 2010 Mid-Term Report). The identified roles and functions of the CG were: to define and advance SAc agenda in a particular locality or setting; to serve as primary contact base of partners; and to serve as the main channel of local operations and services.

The network structure of the ANSA-EAP of both its geographical and thematic CGs is illustrated in Figure 2.

As of 2011, ANSA-EAP numbers some 48 members/partners involved in the country and sub-country convener groups, many of which are also in the thematic areas. These members cover a whole range of civil society organizations (CSO) and CSO networks engaged in issues of governance, anti-corruption, transparency, democracy education, social justice, sustainable development, the environment or other related-issues and concerns. These CSOs cover the big and generalized NGOs like the Boy Scouts; Christian, Muslim and Buddhist organizations; sectoral organizations especially the youth, the women, and the Indigenous. Many other CSOs, citizen groups, foundations and donor institutions, educational and research institutions, religious groups, media and some government agencies collaborate and partner with ANSA-EAP on various SAc programs and activities, including at regional level.

⁸ Taken from the ANSA-EAP Network Profile (ANSA-EAP website).

The thrusts and priorities for SAc initiatives have varied depending on the member organizations of the CG. For Cambodia, the members of the CG have focused on increasing access to information and awareness of SAc whereas for the sub-national CG of Southeast Sulawesi in East Indonesia, the CG members are generally involved in natural resource management and social transformation through press activism. Their common advocacy is thus to strengthen the pro-nature behaviors as well as increase good governance of the people in the region. For the Java CG, the focus of its members has been on budget monitoring and analyses towards budget transparency. The members of the CG in Mongolia tend to be academic and policy research groups and their thrusts have been on capacity building especially of women and other vulnerable groups towards effective implementation of anti-corruption law in the country. The sub-national CG in Northern Luzon, Philippines started as an election-monitoring group in the 80s with strong advocacies for transparency, accountability, justice and participatory monitoring.

In the ANSA-EAP Secretariat Network Assessment in 2012, a few CGs like the Java Convener Group took a ‘wait and see’ attitude that indicated that the group needed to have more push to pursue its objectives. A strong leadership in the CG was seen as needed to strengthen coordination within the group. On the other hand, the supportive environment of the Mongolian government and donor community enabled a timely network for an aggressive and independent CG.

Generally, the ANSA-EAP networking strategy at the national and sub-national levels working with the convener groups, coordinating organizations and NFs has proved to be viable and effective in developing a core of CSOs and citizen groups which understand SAc and are promoting and undertaking SAc initiatives in the four countries.

For regional organizations, one deliverable for the networking component in 2009 was forging collaboration with at least two (2) regional networks which were the AsiaDHRRRA, a rural development network and the Boy Scouts in Asia. A grant was provided to AsiaDHRRRA to explore how SAc could be integrated into Food Security and Rural Development in the region. For the Boy Scouts, this involved training on SAc 101 for groups of scouts from different countries in the region. Subsequently, ANSA-EAP also partnered with the Revenue Watch Institute (RWI) and the OxfamGreat Britain-East Asia (OGB-EA) for support of various regional activities linked to Extractive Industries (RWI) and mainstreaming SAc in country projects supported by OGB-EA.

Another deliverable in 2009 was for a scanning and profiling of SAc environment in the Pacific with an end view of mainstreaming the approach in that region. While initial discussion was held with UNDP for SAc Stocktaking in the Pacific, the move to include the Pacific as a priority area of ANSA-EAP did not proceed. The ExCo considered the more practical thrust of keeping the focus on four priority countries in the EAP region in the first years of ANSA-EAP rather than moving reaching out to the Pacific which would have meant spreading its resources rather thinly given the very high costs even just on travel to the region.

THEMATIC AND SPECIAL STAKEHOLDER CONVENER GROUPS

The ANSA-EAP network also includes thematic convener groups on: Procurement Monitoring and Extractive Industries (EI) which were also organized in the priority countries. The support and partnership with the Revenue Watch Institute (RWI) has enabled ANSA-EAP to build and strengthen its regional work in this thematic area in the four priority countries plus Timor Leste, and is working with 12 CSOs in these countries.

The Procurement Monitoring Network, the first thematic network of ANSA-EAP was born from the Open Doors 2009 Forum held in Hong Kong which helped to define the regional agenda on Procurement Monitoring and led to the formation of the Procurement Network at the regional level. For the Mongolian Procurement sub-Network, nine (9) member organizations started out in the convener group; by 2012, this had expanded to 23 partner stakeholders. The group decided to establish a network with its own by-laws and the network has offered to serve as a partner, not a branch office of ANSA-EAP.

The convener organization for the region of Mindanao in the Philippines, the Young Moro Network (YMN) is a Muslim youth group. (See Tables 1 and 2). In Cambodia, the YUCD is a coalition of prominent youth organizations in Cambodia which is engaged in SAc activities and has been supported by ANSA-EAP.

The coordinating organizations/networks for the Procurement Network, the Extractive Industries and the Youth Partners for each country are listed in Table 3 with the number of members and partners in the countries concerned.

Table 3. List of CO/Partners by Thematic Areas per Country

Country	Procurement Monitoring CO/ Networks (No. of Members/Partners)	Extractive Industries Partners (No. of Members/Partners)*	Youth Partners
Cambodia	Coalition for Integrity and Social Accountability (6 CSOs)	Cambodians for Resource Revenue Transparency (4 CSOs)	Youth Council of Cambodia
Indonesia	Procurement Sub-Network (12 CSOs)	PATTIRO Bojo Negoro Institute (9 CSOs)	Indonesia Youth for SAc
Mongolia	Procurement Sub-Network (14 CSOs)	Responsible Mining Initiative in Mongolia (2 CSOs)	
Philippines	Philippine Procurement Network (P2N)	Community Volunteer Missioners (5 CSOs)	Young Moro Network for SAc
Timor Leste*		Luta Hamutuk Institute	

* not a priority country of ANSA-EAP

Source: 2008-2011 ANSA Draft Report

STATUS OF CONVENER GROUPS, POST-ANSA-EAP FUNDING

Among the country convener groups, interviews with several CG members and NFs plus reports coming from the countries indicate that some SAc programs and activities are being undertaken even after formal grant from ANSA-EAP for the Network Fellow or funding support of other projects has ended. Most are continuing projects that they were able to raise funds for, often having had the assistance for proposal development and donor introduction from the ANSA-EAP Secretariat or the NF. The Mongolian Convener Group, the Partnership for Social Accountability Network (PfsAN) has managed to obtain funds to expand their SAc activities. With the full implementation of the Mongolian Public Procurement Law taking effect in October 2012, the Mongolian Procurement sub-network of the PfsAN formalized the formation of the Partnership for Public Procurement in Mongolia to prepare for this.

However, for the Mindanao YMN convener group, its key leaders have recently transitioned and are currently employed with the new government in the Autonomous Region of Muslim Mindanao. Because of this situation of a lack of active leadership, the network has thus become non-functional

at present. The youth leaders have decided to resume their activities on SAc, specifically the Check My Peace⁹ in 2013, after the national elections when they have decided to leave their government positions and focus once again on their youth work.

The regional Procurement Network (PN) on the other hand has managed to remain intact with the latest activity taking place in January 2012 in the Philippines with the second Open Doors Conference bringing together the country sub-networks on procurement. The four (4) countries involved with their sub-networks on procurement have been able to hold country-level meetings as well as have in-country support and coordination mechanisms to follow up on the issues raised at the Open Doors 2009 Forum. With funding from the Revenue Watch Institute (RWI), the EI regional network is continuing its operations with support from the ANSA-EAP secretariat.

Overall, the network structure of ANSA-EAP, by and large, both geographically and with its three thematic areas, continues to function and operate in pursuing various SAc initiatives, but with limitations that are in part generated by the loss of resources that had been provided in the beginning by ANSA-EAP through its Strategic Initiatives Support, particularly for the geographic CGs.

In terms of assessing the strengths and assets (as with their weaknesses and areas for improvement) of the network's members and partners, what appears to be lacking is a periodic and systematic analysis of these members' growth and development in the SAc area. Such assessments can help to inform ANSA-EAP of the progress made in SAc of the CSOs individually and the CGs as a group and their potentials for further development of the country networks. Monitoring and updating of these profiles and analyses which can be done both by the CGs themselves in collaboration with the Secretariat, could also assist in building the agenda of ANSA-EAP at country and regional levels into the future.

ANSA-EAP NETWORKING WITH ANSA REGIONS AND GLOBAL

Another deliverable was for ANSA-EAP primarily through the Secretariat/ED to actively link and participate in ANSA Global initiatives which include meetings with ANSA's other regional networks in South Asia, Africa and recently Middle East. In December 2009, ANSA-EAP took the lead at the Climate Change Conference in Copenhagen to organize a side-event on SAc. On January 2010, the ANSAs shared ideas on pursuing SAc through video conferencing. An inter-ANSA meeting was also held in July 2010 in Washington and a Funders' Forum supported by GTZ. ANSA-EAP has taken an active role in the ANSA family and acted as host for the launch of ANSA Global in 2011 which was held in Manila. WBI staff working with the different ANSAs view ANSA-EAP's experiences in its start-up phase as helpful and informative to the other regional ANSAs.

⁹The Check My Peace initiative aims to ensure the transparency of the allocation of government funds and support from both local and international donors in the implementation of projects. (Source: 2008-2011 ANSA-EAP Draft Report.)

V. COUNTRY AND MULTI-COUNTRY SAC INITIATIVES AND PROGRAMS

The deliverables for the component on country and multi-country SAC initiatives and programs over the period of 2008-2010 started with simply undertaking two capacity building initiatives in two countries in 2008. This and the small grants facility (Fund for Support of Strategic Initiatives in SAC) and other technical assistance support would pave the way for building up more SAC initiatives and developing the networks in the priority countries. By 2010, the deliverables for this component had grown significantly focusing on each of the priority countries.

This section presents the different SAC initiatives and programs by the ANSA-EAP undertaken over the 4-year period at country, multi-country and regional levels covering general social accountability initiatives as well as those in the thematic areas or special stakeholder area, i.e., youth.

MULTI-COUNTRY SAC INITIATIVES

For the *regional activities*, the 2009 deliverable focused on linking and forging collaboration with at least two regional networks. Through the Fund Support for Strategic SAC Initiatives Program, four region-wide projects were approved and funded. These included the: Maximo T. Kalaw Institute for Sustainable Development whose project was The Access Initiative Coalition in Asia – Regional Workshop on Social Accountability Advocacy Tools. Asian Partnership for the Development of Human Resources in Rural Asia or AsiaDHRRA's project was on Strengthening Social Accountability Mechanisms for Food Security and Agricultural Development. Procurement Watch, Inc. had a Procurement Monitoring project: A Social Accountability Tool Advancing Citizens' Engagement with Government.

The fourth project was by the Ten Outstanding Boy Scouts of the Philippines Association and the Boy Scouts of the Philippines with a Pilot-Testing of the Scouting-Based Orienteering Module on Social Accountability (Scouts' Quest for Social Accountability—Module 5 of the 26th Asia Pacific Regional Jamboree.

Another multi-country SAC initiative was the collaboration with the Oxfam Great Britain regional office in East Asia (OGB-EA). Oxfam GB funded a regional learning program on social accountability in 2009 which allowed ANSA-EAP to reach out to OGB partners in the ANSA-EAP priority countries with Vietnam as an addition. This included the development of an online course on SAC.

In the thematic areas of procurement monitoring and extractive industries, the major deliverables relate to strengthening the thematic networks at both regional and country levels, including hiring of NFs at the regional level to undertake coordination work of the country sub-networks; capacity building of these sub-networks to carry on their SAC work in the thematic areas, and development of knowledge products. The following sections describe the *regional work* of the thematic areas on procurement and EI and the youth. Sections of specific countries describe the *in-country* SAC activities in these thematic areas and vis-à-vis the youth.

PROCUREMENT MONITORING PROGRAM

Among the most successful of ANSA-EAP's regional initiatives has been the Open Doors 2009: Regional Forum on Procurement Monitoring as a SAC Tool Advancing Citizen's Engagement with Government held in November 2009 in Hong Kong. The Open Doors had 76 participants from citizens' groups, government and donor institutions and became the ground for the formation of procurement sub-networks in the four priority countries. It has proved to be one of the events that

network partners highly appreciated as many participants gained and learned from the sharing and experiences of other participants in procurement monitoring.

Deliverables on procurement in 2010 relate to continued networking through a regional workshop as follow up to the Open Doors 2009 and one regional sub-network gathering. ANSA-EAP organized a second Open Doors - Regional Conference for Procurement Practitioners bringing together the country sub-networks on procurement in January 2012 in the Philippines, after it was postponed in 2011. The Conference facilitated the exchange among the country groups in the effort to strengthen and sustain the community of practitioners. The 2010 ANSA-EAP Yearend Accountability Report pointed to a videoconference with the procurement partners from the four countries to facilitate learning from one another. Coordination for the region is with the Procurement Fellow who is part of the Secretariat operations team.

In 2011, a procurement scorecard and capacity building module was prepared and put together but has yet to undergo technical review as of the 2011 ANSA-EAP mid-term report. Translation of a procurement toolkit for use in the other priority countries which was identified as a deliverable does not appear to have been done.

EXTRACTIVE INDUSTRIES PROGRAM

ANSA-EAP evolved its program on Extractive Industries (EI) from an ASoG project in 2007 on Managing Conflicts in the Mining Area: Reforming Governance of Mining in the Philippines. The support and partnership with the Revenue Watch Institute (RWI) has enabled ANSA-EAP to build and strengthen its regional work in this thematic area in the four priority countries plus Timor Leste. This is a relatively new area to incorporate SAc and constructive engagement among the three basic stakeholders: citizens' groups, government and EI companies within a high value-earning sector. This regional SAc initiative aims to raise awareness of citizens' groups and communities to demand social accountability from both government and companies to protect the rights and welfare of the communities affected by EI company operations. The EI thematic area involves three major stakeholders: government, CSOs and EI companies.

A Roundtable Discussion initiated by Revenue Watch Institute (RWI) and ANSA-EAP on Promoting Governance for Extractive Industries took place earlier in September 2009. A network fellow was taken on to backstop the EI thematic area and she helped to facilitate a workshop on SAc in the EI in May 2010 as part of the continued collaboration between ANSA and RWI on Mainstreaming of SAc in Extractive Industries. This Expert Practitioners' Meeting on EI was organized in Antipolo, Philippines involving five (5) countries and included regional and country-specific scanning of EI capacities.

YOUTH AS A SPECIAL STAKEHOLDER GROUP

As the youth sector was identified as a special stakeholder sector to be focused on by ANSA-EAP, in 2008, the Young Citizens' Cyber Conference on Social Accountability (YC3) introduced social accountability to the youth and encouraged their participation in SAc initiatives. It simultaneously connected youths in Cambodia, Indonesia, Mongolia, Thailand, and the Philippines. During the YC3-EAP, more than 100 young citizens from the different countries and belonging to different youth organizations were introduced to social accountability and different youth-led social accountability initiatives.

In 2009, one of the networking deliverables was a broad-based Youth organization in four (4) countries involved in SAc initiatives. Several SAc initiatives involving youth were supported by ANSA-EAP through grants in 2009. These included the YCUD in Cambodia, the Regional Boy Scouts and in the Philippines, and the TAN-Youth-Vote. ANSA-EAP also completed a Social Accountability (SAc) 101 module for young citizens as well as seminars for youth in two countries: Cambodia and the Philippines as well as an online social networking platform for youth. In 2010 ANSA-EAP held in-country meetings and consultations with potential youth organization partners in four countries. Also, an inter-country SAc art shop and Forum on Islamic View of SAc were held with participants coming from Indonesia and the Philippines.

No structure for youth was created at the regional level, so it was decided to drop it as a thematic/special stakeholder focus. Despite this, some individual country groups have continued with youth-focused activities.¹⁰ Assessment by the Secretariat of many of the youth groups that have been part of the special sector has shown the lack of administrative capacity to sustain programs and activities related to SAc.

COUNTRY SAc INITIATIVES

After the initial laying of the foundation for networking within each of the priority countries which happened in the early part of ANSA-EAP's operations, starting 2010, ANSA-EAP then targeted its work program to cover more systematically four areas of work: network development, capacity building, knowledge products and sub-grants to local institutions. Network development meant support for the national or sub-national networks and thematic networks and hiring of network fellows; capacity building involves providing training/mentoring and technical assistance on SAc; knowledge products included profiling of KPs in the thematic areas and studies related to SAc particularly the Scoping Studies on SAc initiatives. The last component of sub-grants covers the support for small SAc initiatives of ANSA-EAP partner's in-country.

This section describes the outputs in these four areas for each of the four countries involved.

CAMBODIA

Deliverables for country SAc initiatives, in particular for Cambodia in 2008/2009 involved undertaking capacity building through training on SAc with ANSA-EAP partners in the country.

Cambodia was one of the two priority countries where ANSA-EAP began to lay out its program of capacity building on SAc particularly for CSOs and citizens' groups and implement its networking strategy. The Program to Enhance Capacity for Social Accountability (PECSA) which was initiated by the WB in Cambodia enabled ANSA-EAP to become involved and became the precursor of the Social Accountability Schools (SAS) that ANSA-EAP assisted. Three of these SAS have been conducted in the country from 2008-2009. There were also two (2) Mentoring-Coaching-Exchange-Visits (MCEV) of Cambodian participants to the Philippines to learn about the experiences in SAc and Constructive Engagement practices of various groups in the Philippines and as part of a training of trainers. The SAS served as the opportunity to develop and test the Basic Introduction to SAc as well as the Advanced SAc Module. The graduates have also set up their alumni group to facilitate and continue the networking among themselves to continue to promote and pursue SAc.

Star Kampuchea, the Coordinating Organization for Cambodia and the Network Fellow based in the CO received support for the NF and the networking activities. The Coalition for Integrity and

¹⁰ Taken from correspondence with R. Parafina, ANSA-EAP Networking Coordinator dated September 19, 2012.

SAc (CISA) which serves as the Procurement sub-Network in Cambodia received a grant to support the network as did the Youth Committee for Unity and Development (YCUD) for the Youth Network. The Procurement Network in the country was able to develop their action plan and hold a capacity building workshop in the country. With a grant from RWI, ANSA-EAP has been able to help the four country sub-networks on EI, such as in Cambodia to strengthen CSO capacities in SAc tools that can be used in the Extractive Industries.

ANSA-EAP supported a total of 10 projects implemented by six (6) CSOs in the country from 2008-2010. Small grants were given to more youth groups and for SAc practices in local service delivery monitoring at the commune level. A Convener Group member, the Buddhist Society Development Association (BSDA) with assistance from ANSA-EAP trained and facilitated engagement of local people with their commune councils starting with providing access to information and to provide feedback to government. The BSDA continues to promote SAc in the communes and among the monks who play an important cultural role in the communities. Two other youth projects received funds through the Khmer Institute for National Development and the YCUD.

Another small grants was given for a SAc training for another CG member, the Cambodian Center for Indonesian Media, which has enabled them to report on governance issues, using the context of SAc and at the local level has been producing radio programs related to SAc.

For Knowledge Products (KP), the Cambodian Scoping Study on SAc Initiatives and Practices was prepared with a feedback session to discuss the results of the study. A research brief on the Evolving Meaning of SAc in Cambodia was also undertaken to identify and understand the historical, cultural, political and institutional considerations and underpinnings in integrating SAc in the country. A focus group discussion (FGD) was conducted in 2009 to probe knowledge, attitudes and practices on SAc which then served as input to translation and adaptation, to localize SAc knowledge products in the Cambodian context.

INDONESIA

In *Indonesia*, ANSA-EAP hired two network fellows for the two sub-national Convener Groups, based with the Yayasan Pusat Telaahdan Informasi Regional or PATTIRO for the Java CG and EICG for East Indonesia.

Building capacity in procurement monitoring activities has taken place with the Procurement sub-Network of seven (7) CSOs and a government unit that has pushed for the passage of the Public Procurement Act. In EI, similar to Cambodia, the ANSA-EAP collaboration with RWI has enabled support for local capacity building and networking on the theme. Small funds were granted to five (5) projects from three (3) organizations, which aside from support to the Convener Group included one youth project, and two projects to mainstream SAc; a last project was to assist in budget monitoring for natural resource management.

In *East Indonesia*, the CG undertook a similar initiative to promote SAc among media practitioners such as in Cambodia. This included the development of a media program and a pool of advocates on good governance and SAc among media people undertaken by the Kendra TV/Swara Alam Radio. In 2012, the Indonesian government has asked ANSA-EAP to provide technical assistance for replication of Check My School in Indonesia. *CekSekolahKuh*. Of the four priority countries, Indonesia had the least number of learning events at three (3) all in 2010. A Scoping Study on SAc in Indonesia was contracted and produced.

Three learning events were undertaken in Indonesia to assist in the capacity building of CG members. ANSA-EAP facilitated two strategic planning workshops for both the Java CG and East Indonesia CG in March of 2010. A Core Learning Program (CLP) on Accountability and Good Governance was likewise organized for EICG.

MONGOLIA

The Coordinating Organization for Mongolia, DEMO, hosted the NF who was at the same time the CEO of DEMO. Out of three (3) projects approved by ANSA-EAP in Mongolia, two were for the support of the NF and the CG. The third project was the Country Scoping Study on SAc for Mongolia.

In Mongolia, a similar initiative to Cambodia to strengthen the understanding and build SAc capacities of government officials and CSOs, led to the conduct of the Social Accountability Learning in Action Program (SAcLAP) which was a collaboration of WB-Mongolia, ANSA-EAP and the PfSAN, the Mongolian Convener Group. This two-year program paved the way for SAc initiatives of the PfSAN with the local government on health (maternal hospitals) and public procurement through the use of citizen's report cards (CRC). The results of these activities were revisions in policy and improvement of public services in the health service. With the recent passage of the Public Procurement Law, the PfSAN is positioned to undertake monitoring activities related to implementation of the new law.

Also for Mongolia, the Regional Forum on Procurement Monitoring proved very useful to the convener group members as they learned from the sharing of experiences, the SAc training and the mentoring approach. A procurement sub-network for the country was set up in 2010 and brought together 16 citizen groups to promote procurement monitoring among CSOs. The Mongolia Procurement Network has worked on increasing citizen participation in the procurement stages and organizing a public forum to share experiences in procurement advocacy.

To help strengthen the capacities of the CG on SAc, ANSA-EAP facilitated a strategic planning workshop for the network members in June 2010 similar to the sub-national workshops Indonesia as well as a Mentoring and Coaching Workshop for SAc in April 2010. A Video Conference Learning Session on SAc with Mongolian Citizen Groups was also held in January 2010. A SAc market event was covered on Mongolian television aimed at sharing to government, donors and the general public what SAc was all about.

PHILIPPINES

The Philippines has had the largest number of SAc initiatives and programs of the four countries. Table 5 showing the number of learning events per country has the Philippines with 20 such events/activities. Several of the events were related to workshops to mainstream SAc in different sectors such as in the Food Security and Rural Development, higher education institutions. Some concerned general constructive engagement workshops as orientation on CE and SAc; public budget, road watch, procurement and EI.

The large number of events done in the Philippines could be attributed to the view that it is more advanced in reference to governance and accountability concerns in comparison to the other countries. Further, its larger number of CSOs engaged in governance, transparency and accountability are more poised to take advantage of mobilizing resources to pilot new initiatives. The presence of the Secretariat in Manila gives Philippine-based CSOs an edge over other CSOs in the region in terms of access to the Secretariat

The two sub-national networks in Luzon and Mindanao were able to avail of the services of the NFs. The NF in Northern Luzon took a key role in assisting the CG members to mobilize resources from ANSA-EAP.

The Philippine Procurement Network (P2N) was set up following the Regional Procurement Forum in 2009. It did a mapping of procurement monitoring efforts along with several FGDs in different regions of the country. The mapping activity validated the need for establishing sub-networks in the provinces to facilitate coordination and communication. P2N convened all partners coming from different regions in country to address issues and concerns about procurement monitoring and how the network can assist the partners on the ground. P2N conducted capacity building activities such as training sessions on the Procurement Law, the CSO tools and techniques which network partners can use, and the harmonizing of procurement monitoring manuals. With formal support from ANSA-EAP to the P2N, it has expanded its outreach to 17 provinces with sub-networks having their own coordinators/coordinating organizations.

Support for the Mindanao youth network was channeled through the Young Muslim Conference on SAc while no network on climate change has emerged and the theme area has been dropped as a focus of the ANSA-EAP.

In the Philippines with its large and dynamic CSO movement on good governance and accountability and many like-minded and sympathetic government officials under a responsive administration, the ANSA-EAP Secretariat has actively responded to various demands from CSOs for SAc support for technical assistance and initially funds. There are many Secretariat-led SAc initiatives, among which are: setting up a Philippine Desk to implement two AusAID initiatives to develop the capacity of procurement monitors in certain regions in the country and Participatory Audit Program; support to the Philippine Procurement Network (P2N); technical assistance and advice to several government agencies on constructive engagement. The presence of the ANSA-EAP Secretariat in Manila facilitates the oversight and implementation of the above programs and activities. It is able to link up with numerous CSO actors and citizen groups as well as officials from several government agencies in pursuing these SAc activities.

CHECK MY SCHOOL PROGRAM

ANSA-EAP's third thematic area is Service Delivery (Information and Communication Technology or ICT) in Education which focuses on the Check My School (CMS) program being piloted in the Philippines. The CMS was launched in 2010 and works in partnership with the Department of Education. It is one of ANSA-EAP's most popular and widely-recognized SAc program by various stakeholders, including the WB.¹¹The Indonesian government has seen its potential replication to monitor public education services in Indonesia. The interest in CMS has also gone outside of the EAP region to potentially being replicated in countries such as Moldova or Kenya.

A 2011 DGF deliverable for the CMS called for the roll out of ICT in public education monitoring in 100 pilot sites. The piloting has been done in over 200 schools in the Philippines with the potential to be scaled up to reach a larger number of the 44,000 schools throughout the country.

According to the OSF representative which has funded and continues to support the CMS piloting in the Philippines in the amount of \$82,000 in 2011 and \$90,000 in 2012, the CMS has been

¹¹The WB has recently commissioned a case study on the CMS entitled Check My School - A Case Study on Citizens' Monitoring of the Education Sector in the Philippines by: Jennifer Shkabatur (2012). <http://wbi.worldbank.org/wbi/Data/wbi/wbicms/files/drupal-acquia/wbi/CaseStudy-CheckMySchool.pdf>

successful in combining the use of Information and Communication Technology (ICT) and off-line approaches for citizen monitoring of school situations. “ANSA-EAP trained ‘infomediaries’, who are technology-literate community volunteers, to engage with communities about their education-related inquiries and concerns. Some of the successes to date have been:

- increased capacity to access and use information by local communities,
- improved link between technology and rural communities through the infomediaries,
- improved feedback mechanism due to the community validation report on discrepancies between the information obtained from Department of Education and the realities on the ground, and
- advocacy efforts to resolve issues that emerged as a result of the validation process.”¹²

Several challenges for the program have been identified for the future. Among these is the difficulty of face-to-face organizing and mobilizing especially at a larger scale of various stakeholders: the parents, teachers, school administration, local government officials, students, which however is critical to the success of the program. Further, an assessment of the CMS program by ANSA in late 2011 pointed to the need for strengthening collaboration between ANSA-EAP and the Department of Education to ensure the program’s responsiveness in addressing the findings from the validation exercises. The task of sustaining the CMS program also remains to be addressed although the Secretariat has identified its strategy for working on this issue, part of which is to identify and increase the capacities of other stakeholders who can continue with the task. A recommendation that has been forwarded is to build a network of infomediaries to facilitate stronger local-level coordination to resolve identified concerns. Improving the online platform of the CMS in the ANSA-EAP website to make it more user-friendly and interactive was also suggested to enhance the program’s effectiveness and reach.

PROVISION OF EXPERT ADVICE AND TECHNICAL ASSISTANCE (TA)

Technical assistance (TA) has been one of the major services provided by the ANSA-EAP to its members and partners as with provision of expert advice, or mentoring. With its members/partners in Cambodia, Indonesia, Mongolia and the Philippines, this TA has gone together with grants under the Fund Support for Strategic SAc Initiatives Program.

In programs like the PECSA in Cambodia and SAcLAP in Mongolia, ANSA-EAP identified mentors who could provide advice and assistance to the participants (mentees) as needed. This was an integral part of the program. To a large extent, the links between mentors and mentees were viewed positively. One mentor who worked with the SAcLAP program pointed to “the enthusiasm of the Mongolian participants/mentees which helped in achieving the desired targets of the project, despite difficulties in language translation and considering the short timeframe for implementation and the topic that the Mongolian mentee organizations chose to work on (extractive industries, the implementation of the human development fund), and the location of the sites of implementation (most were based in Ulanbataar and they had to travel quite far to the field), it was commendable that they were able to implement the projects. The mentee organizations also shared that the Social Accountability tools Citizens Report Card/ Citizens Score Card was easy to use, easily understandable by the focus communities, and some even expressed that such a simple tool gave them a sense of empowerment – for the first time, they felt their voice mattered. The CRC/CSC process became a jumping board for deeper discussions and generating participation of the

¹²from E. Filippinyi, OSF respondent’s questionnaire.

community members.”¹³ This mentoring approach in Mongolia resulted in the training of nine (9) PfSAN members to mentor the SAcLAP participants.

To increase the number of good governance, constructive engagement and SAc advocates and practitioners, ANSA-EAP took active steps to develop pools of these advocates, practitioners and champions through the LIA programs and particularly through mentoring approaches. The example of ANSA-EAP’s mentoring inputs in East Indonesia working with media practitioners to build the pool of advocates among them to put forward the SAc agenda in TV and radio. Active mentoring and assistance in technical matters have been appreciated by CG members and other partners particularly in preparing proposals and approaching donors for their SAc projects and activities.

FUND SUPPORT FOR STRATEGIC SAC INITIATIVES PROGRAM

To jump start SAc programs and activities in the four priority countries of ANSA-EAP, a small grants facility was made available to “help SAc projects gain strategic importance, add value to SAc initiatives and help in networking activities”. This facility was later called the Fund Support for Strategic SAc Initiatives Program. It aimed at helping various types of CSOs and citizen groups to pilot SAc projects and activities allowing them to gain experience in the practice of SAc tools and approaches. This was particularly focused on the CSOs that were members of Convener Groups in the four countries or regional CSOs.

All three DGF agreements specified deliverables for leverage financial support against SAc initiatives in the region or priority countries. As part of the 2008 deliverables, at least two SAc initiatives in the region were expected to be given support for their projects. For 2008, the ExCo approved four proposals, two of which were from Cambodia, one from the Philippines and the other a regional project. For 2009, the number of projects to be supported was five (5). Deliverables for 2010 were focused on supporting in-country initiatives in strengthening the local capacities in the thematic areas of procurement monitoring, extractive industries and country-specific concerns such as in service delivery monitoring for Cambodia; corruption perception index approach in Indonesia and rights-based approach of Mongolian CSOs.

To guide members/partners in preparing their proposals, a Grants Management Framework was drawn up for the Fund Support for Strategic SAc Initiatives Program to ensure well-designed and innovative initiatives that would be funded. To exercise quality control oversight on the design, the ExCo approved and reworked guidelines articulating ANSA-EAP’s bias for providing fund support to small-scale but strategic SAc initiatives that: a) promote constructive engagement between key stakeholders of governance; b) push for the monitoring of government processes, services and performance; and/or c) are in line with ANSA-EAP’s priority themes and targeted development outcomes.

Over four years, a total of 33 projects from 25 organizations, including four (4) regional organizations received funds amounting to US\$ 483,464.02 or close to 15 percent of the total DGF grant. This relatively small percentage in relation to the total program fund was a deliberate attempt not to be seen as a “funding” facility. The average amount of funding support per project was less than US\$ 15,000; the ceiling per project was set at \$25,000. Counterpart funding from project partners was encouraged.

¹³from J. Hatta’s questionnaire.

At an ExCo meeting in November 2009, it was decided that the small grants would be limited to projects that involved networking and learning in action and less so on research types of projects. CSOs from the Philippines had the largest number of projects funded under the small grant facility with 11 projects; closely followed with 10 projects for Cambodia; Indonesia had five (5) while Mongolia had the least with three (3) projects. Both the Philippines and Cambodia were the first target priority countries for ANSA-EAP beginning in 2008 which can help to explain the higher number of projects supported. Priority for selecting organizations was given to those with previous or ongoing involvement in social accountability, transparency or governance.

Many of these small grants did provide the initial fuel for organizations to explore ways to use and promote SAc tools for constructive engagement, a number of which were since followed up with other kinds of projects. In some cases, however, the end of funding resulted in the end of activities, maybe temporarily, especially for groups which were unable to mobilize other resources beyond the small grants fund from ANSA-EAP.

As one of the Secretariat's ways to monitor the Fund Support Program and its outcomes, a workshop for grantees was organized in February 2010. The grantees came together to assess the outcomes of the projects funded under the small grants facility. Out of the projects funded, those who participated came from 12 projects related to information awareness; 11 to networking; nine (9) to capacity building and four (4) to both resource mobilization and research and knowledge management.

A rapid post-program assessment of these small grants that was done in 2011 in Cambodia showed four (4) findings: 1) the funding of groups outside the capital, Phnom Penh allowed for mainstreaming of SAc at the local level; 2) the need for close technical assistance during all the phases of the various projects. Those that had close monitoring by the ANSA-EAP staff had more potential to be sustained; 3) the Secretariat staff need to work closely with the project recipients to document the outcomes of the project and to appreciate the value of what's happening on the ground; and, 4) the approval process must take into account the chances of scaling up and long-term sustainability of the project. The evaluator did not see a more in-depth evaluation report of the projects funded in the other countries by the Secretariat, including from the workshop for grantees that was organized in February 2010. The ANSA-EAP website contains descriptions and reports of only 18 in-country projects out of the 33 that the Fund has supported in the four (4) priority countries and at the regional level. It is probable that the rest of the proposals from the other 15 proponents and the other reports had not yet been uploaded in the website.

VI. Training and Skills Building

CAPACITY BUILDING THROUGH ‘LEARNING-IN-ACTION’

ANSA-EAP’s strategy for capacity building uses a ‘Learning-in-Action’ (LIA) approach that first looks into the experiences of participants, determines the gaps and issues arising from these experiences, searches for solutions and apply these in real life situations. Thus the Learning in Action cycles starts with Experiences, then Reflections, Theory and finally, Action. The learning environment assumes that learning is done by doing, the importance of having a community of practice and that participants learn from one another or pursue mutual learning.

This LIA approach informs and guides the various capacity building initiatives of ANSA-EAP.

ANSA-EAP’s Learning-in-Action Programs for its network partners provided for a package of services, primary of which was an orientation and capacity building for the CSOs and even government officials on SAc, coupled with mentoring and small grants support. The ANSA-EAP small grants facility mentioned earlier, called the Fund Support for Strategic SAc Initiatives Program helped partners or potential partners to promote and pilot constructive engagement activities that could then lead to more Constructive Engagement/SAc initiatives in monitoring government programs and processes as mentioned in the previous section.

ANSA-EAP’s capacity building aimed at providing training and skills building in a wide-range of SAc tools, techniques and approaches. These ranged from giving basic orientation on what social accountability is all about, to different citizen monitoring tools, to the skills of facilitation of group processes, including dialogue between citizens’ groups and CSOs with government, to conceptualizing, designing, and drafting SAc proposals for funding, to negotiating with donors for funding. The LIA program and approach incorporated a lot of handholding of partners/members in the preparation of their projects through conceptualization, to actual writing and negotiating with potential donors. Thus, mentoring and coaching by ANSA-EAP staff and other experts, specialists brought in by ANSA-EAP were strongly utilized as capacity building tools.

ANSA-EAP undertook various learning events and activities from 2008-2012 at country level as well as regional level although the bulk of events were held in 2009 and 2010, with over 70 percent taking place in 2009-2010. By this period, all of the geographic and thematic/sectoral CGs had been formalized and therefore had more demands for SAc learning events, trainings and other capacity building initiatives. A total of over 50 activities events took place over 4 ½ years with regional events numbering 16. (See Table 4 for a breakdown of the events by country/region).

Table 5. Number of ANSA-EAP Learning Events and Activities by Country/Region: 2008-2012

Country	2008	2009	2010	2011	2012	Total
Cambodia	2	3	1	1	1	8
Indonesia			3			3
Mongolia			4	1	1	6
Philippines		2	14	4		20
Regional	1	5	6	2	2	16
Total	3	10	28	8	4	53

Source: ANSA-EAP 2008-2011 Draft Report

Generally positive feedback and assessment were given by ANSA-EAP partners on the different ANSA-EAP modules developed and used for training and capacity building programs and activities.

The SAc 101 module introducing Social Accountability was viewed as particularly helpful in explaining the basics of SAc and providing the framework on tools and approaches. In Indonesia, ANSA-EAP members have expressed how the knowledge that they got from the training has been integrated into their NGO's research work, and which currently serves as a standard in conducting research activities.

REGIONAL TRAINING PROGRAMS ON SAC TOOLS AND METHODOLOGIES

Several regional training programs on specific SAc tools, methodologies and approaches have been undertaken by ANSA-EAP for the period 2008-2012. Some programs were organized by grantees from the Fund Support for SAc Initiatives but the training themselves were done by ANSA staff. These included: the AsiaDHRRA program on strengthening SAc Mechanisms for Food Security and Agricultural Development; the Maximo T. Kalaw Institute for Sustainable Development and its project "The Access Initiative Coalition in Asia—Regional Workshop on Social Accountability Advocacy Tools. A third regional training was The "Pilot-Testing of the Scouting-Based Orienteering Module on Social Accountability (Scouts' Quest for Social Accountability—Module 5 of the 26th Asia Pacific Regional Jamboree)" which was held in 2009. For these three different regional projects, the SAc 101 module introducing the framework, approach and tools of SAc and constructive engagement was given to their target audiences.

Other programs were organized and conducted by ANSA-EAP itself on specific methodologies and tools on SAc. This included the training on Community Report Cards/Community Scorecard which was conducted by ANSA-EAP in August 2011 for 23 SAc practitioners from Cambodia, Indonesia, Mongolia, Philippines and Timor Leste. The training was on the use of these SAc tools to monitor government performance. The main resource person for the training was the ANSA-South Asia ED.

The Open Doors Forum 2009 in Hong Kong and Open Doors Forum 2012 in Manila were also training opportunities to present, discuss and share SAc approaches and tools in procurement monitoring and which has been mentioned led to the setting up of sub-country networks on procurement monitoring for the CGs in the four priority countries.

For the EI network, a workshop on SAc in the industry was also held in 2009. A grant from RWI for a project on Mainstreaming SAc in the Governance of the EI, part of the program entails training stakeholders in use of SAc tools and techniques derived from existing EI global standards of practice and creating innovative new tools and strategies that can be used for EI. ANSA-EAP in partnership with Luta Hamutuk Institute for Social Justice of Timor Leste and Revenue Watch International (RWI) conducted a training on "Promoting Social Accountability in Extractive Industry" with local government and CSO participants in February 2012 in Timor Leste. The EI Global Standards of Practice and Community Scorecards (CSC) and Citizen Report Cards (CRC) were discussed and presented at the training workshop.

The collaboration of ANSA-EAP with Oxfam Great Britain-East Asia (OGB-EA) in Mainstreaming SAc in OGB's Change Strategies for its Partners started in 2009. WBI's Core Learning Program (CLP) Module was likewise rolled out to the five country offices of Oxfam East Asia. This involved engaging OGB's partners first of all in a one-month on-line learning program, followed by face-to-face workshops. Two such training workshops took place, the first in May 2010 and the second in July 2010. Based on the interest of the partners, the focus was on the use of SAc tools for monitoring the Public Financial Management Cycle in their specific countries.

HIGHER EDUCATION COURSES ON SAc

A training and skills building component in the DGF grant objectives is the development of higher education courses on SAc which could then be integrated into accredited degree programs. To achieve this component and mainstream SAc vis-à-vis higher education institutions (HEI), ANSA-EAP's approach was to get the SAc agenda into the Association of Public Administration Schools in the Philippines (ASPAP). Through the association, SAc modules could be integrated into the existing public administration or management courses in these HEIs for both undergraduate and graduate levels.

The ASPAP was thus tapped to develop several modules integrating SAc into these courses. An introductory forum on SAc was held in May 2010 and 24 participants from 17 member colleges of ASPAP agreed to pilot SAc modules using different delivery modes, such as: integration in existing public administration courses, stand-alone special topic courses, graduate seminar courses and short executive or extension courses. A joint working group of ASPAP and ANSA-EAP was formed to oversee the implementation of the modules.

In 2010, a module-development workshop was undertaken with the faculty of the Holy Angel University in Pampanga Province. A sharing workshop was then held nationwide with ASPAP members and other selected regional partners from Mongolia and Indonesia. More schools expressed interest to mainstream SAc courses into their curricula.

Full follow up and tracking of the adoption of SAc by higher education institutions falls in the next phase of ANSA-EAP. A concrete mandate and adequate resources would help further develop this area.

VII. Research, Communications and Knowledge Management

DEVELOPMENT OF NEW TOOLS AND APPROACHES AND REFINEMENT OF EXISTING SAC TOOLS

The research and knowledge management components of the DGF grant objective specify the development of new SAC tools/approaches and refinement of existing ones.

ANSA-EAP's Social Accountability 101 Module was designed to introduce SAC among ANSA-EAP's members and partners, as well as potential members and partners. The module has been given to organizations in the four countries and other regional organizations that ANSA-EAP has linked and partnered with. Depending on the particular target audience, the SAC 101 module with its specific tools, techniques and approaches are contextualized and adapted to meet the needs of the audience as the examples in Cambodia and Indonesia where the SAC module was given to media practitioners and journalists.

Thematic SAC modules have also been produced, piloted and packaged. These modules include such subjects as: Ethical Governance, Building Dialogue with Government and Consensus Building, Procurement and Fund Tracking for National Ministries, Local Governance and Grievance Mechanism. For EI, specific modules focused on SAC and extractive industries have also been developed. The tools that are initially being adopted in the EI have been derived from existing EI global standards of practice although developing new tools and strategies appropriate for the industry are also being undertaken.

The Citizens Report Cards and/or Community Score Cards and checklists are SAC tools that are being adopted as well in various scenarios, from procurement monitoring to local service delivery in education or health, or on the Youth Agenda. ANSA-EAP has also produced a SAC Stocktaking Guide which also contains tools on how to do Stocktaking of SAC initiatives.

The experience of the Check My School program has led to the development of various SAC tools and techniques related to monitoring of public education services and the application of these tools and techniques presently covering over 200 public schools in the Philippines. The knowledge products of the CMS are extensive and cover both print and audiovisuals.

RESEARCH AND KNOWLEDGE PRODUCTS

Research and knowledge management (KM) are key component areas for ANSA-EAP's work. As part of the deliverables in the research component of the DGF Grant Objectives, Scoping Studies on Stocktaking of SAC Initiatives in the priority countries were commissioned starting with Cambodia and the Philippines. These Scoping Studies aimed to scan the environment on SAC and the scoping and mapping of SAC initiatives and SAC practitioners in the countries concerned. They have helped to better understand the country and local contexts within which SAC initiatives have taken place and what could be done to further SAC. Scoping Studies of SAC in the four priority countries were completed and validation workshops were conducted. Documentation on the SAC insights from these feedback workshops/round table discussions was likewise undertaken. Scoping and mapping studies have also been done on sectoral groups such as Youth. Thematic studies were also prepared on Extractive Industries and Public Finance Management which covers Participatory Planning and Procurement Monitoring as well as a variety of other KPs aimed at widening the understanding of the SAC approaches and tools to a varied grouping of citizen groups and CSOs as with government and enhancing capacities for trainers on SAC. Studies were commissioned in other

areas where SAc could also be explored, such as local service delivery in health and diaspora giving which were done in 2009-2010.

Other 2009 deliverables under the research component covered production of issue analysis and research agenda for the selected major themes: gender, youth, climate change and EI. The issue analysis papers for the gender and climate change did not appear to have been done as these cannot be found in the ANSA-EAP which also reflect that ANSA-EAP did not pursue these two thematic areas.¹⁴ The website resources do cite two related papers concerned with climate change, one of which looks at the role of SAc in Reducing Emissions from Deforestation and Forest Degradation (REDD).

KNOWLEDGE PRODUCTS

ANSA-EAP's role as a resource facility for SAc entails, among others, developing and disseminating SAc knowledge products (KP), particularly those relating to SAc approaches and tools that have been useful to a large number of its partners.

ANSA-EAP over the past four years has developed an extensive array of Knowledge Products (KPs) related to SAc and constructive engagement. Numerous and various kinds of KPs have been developed and produced, mostly in the English language with some attempts to translate several materials into Khmer, Bahasa and Mongolian. These KPs range from policy studies mentioned in the previous section, mapping and scoping studies, audio-visuales, learning and training materials, brochures and information sheets (called Learning Briefs). These KPs which are available in the ANSA-EAP website are categorized according to a geographic focus or general thematic areas like: anti-corruption, public education, participatory audit, climate change, Road Watch, procurement monitoring, extractive industries.

In the resources webpage can be found five (5) papers, mostly policy reviews on SAc in Cambodia and the Philippines. Six types of SAc games can also be found in the website, including the SAc online game called Plutopia which used Facebook as a platform. The Check My School Program has an extensive set of videos and articles/write-ups describing the program and the accomplishments it has had since its launch. Other videos are available which introduce ANSA-EAP and Social Accountability, the Open Doors 2012, the Tools, Tales and Techniques of SAc. A lot of KPs are also available on Procurement Monitoring (PM), including a compendium of PM tools and resources containing a toolkit of modules, materials, tools and database of practitioners.

As one of ANSA-EAP's main objectives is to develop/refine and disseminate various tools and approaches on SAc, this compendium is a good resource material for practitioners in this area, together with the SAc Procurement Reader-Learner Reference. The Basic SAc tools and approaches also provide helpful orientation and introduction to SAc. The database of SAc materials is updated on a regular basis and the e-library of SAc resources is uploaded on the website. Communication products such as an editorial cartoon on SAc to give a branding to the SAc key message were done in conjunction with Asian cartoonists.

Another type of KP found in the website would be the different databases on the network partners and members of ANSA-EAP for its geographic and thematic areas. This includes the profiles of the

¹⁴By 2010, the thematic areas were focused on: ICT in education (CMS), EI and Procurement Monitoring.

CG members and the NFs. Also in the database would be the proposals and some reports of different SAc projects supported by ANSA-EAP through the Fund for Strategic SAc Initiatives.

Respondents' assessment of the different and wide range of knowledge products of ANSA-EAP was in general highly positive as everyone considered the products either as useful or very useful. On whether ANSA-EAP materials are targeted to meet the specific needs of the partner organizations, everyone said they were demand-driven. The tools introduced by the program in procurement monitoring, particularly the community score card/citizen report card were all mentioned as having worked well and were very useful to the SAc work of the partners. ANSA-EAP materials were likewise helpful to groups already doing 'bits and pieces' of SAc previous to the introduction and orientation to SAc tools and approaches.

Cultural sensitivity and country-specificity of KPs was an explicit policy of ANSA-EAP's communication strategy and partners viewed this largely as having been done by the Secretariat. Training materials were also generally viewed as being targeted to meet the needs of partners.

The network partners have been able to use these KPs also as tools for the advocacy work for good governance and they view that these can be mainstreamed as well in other programs. In Indonesia, for example, partners have shared the training they have received among other NGOs in the country. The CSC and CRC have been utilized for monitoring the performance of an extractive company's social and environment standards.

Undoubtedly, one of ANSA's main successes lies in this area of knowledge generation and KPs. A future strategy has to be developed to ensure wider promotion to other countries in the region, coupled with delivery of paid services to ensure staff are able to respond to new initiatives, while being able to maintain existing priorities. Furthermore, a learning arising from the production of learning modules and KPs is the need to contextualize the content of these materials to better reflect the local realities and thus 'make these more relevant to citizens on the ground'.

COMMUNICATIONS - WEBSITE, SOCIAL NETWORKING AND E-BULLETINS

A major deliverable from the start of the ANSA-EAP was the development of a web-based knowledge management (KM) system that would serve as a platform for knowledge sharing and collaboration. Since it was developed in 2008, the ANSA-EAP website underwent a few major overhauls. It was re-launched in its new form in September 2010 with its much more comprehensive lay-out. It consists of the main website: www.ansa-eap.net; the SAc 101- <http://sac101.ning.com/> which is the online learning platform and the <http://ansa-eapyouth.ning.com/> for the youth network. In August 2012, the Secretariat could no longer maintain the site and transferred the resources to the ANSA-EAP Facebook page. ANSA-EAP also has a blog at <http://voices.ansa-eap.net>.

In 2010, a DGF deliverable for the communication component was the creation of website pages on procurement, EI and the four priority countries. The ANSA-EAP website has several pages for the two thematic areas of procurement and EI covering the ff: profiles of partners in each thematic area, the Learning-in-Action Programs related to the two themes, and the available resources which are linked to the themes. In addition, the other thematic area of ICT and the CMS has several pages covering available materials/resources, including AVPs.

The four priority countries also have their web pages which, among others, give the profiles of the Convener Groups as well as their members and the various SAc initiatives in the countries.

The website uses a three-column format to present its content and the functional tabs on top are self-explanatory and easy to use. The main website - ansa-eap.net aims to serve as the knowledge portal on SAc by providing the whole range of knowledge and information on social accountability, including the learning modules, grant reports, all the tools, approaches, experiences of network partners, etc.

Tracking of website analytics was started in December 2010 to assess the number of visits, the pages most visited, materials/documents most downloaded, etc. For both years 2010 and 2011, the highest number of visitors came from the Philippines, United States, Indonesia and Cambodia. The other ANSA-EAP priority country, Mongolia was also in the top ten countries with the most visitors to the website of ANSA-EAP, landing at 7th in 2010 and 8th in 2011.

The following table show some of these analytics generated in September 2012. Looking at the site usage data by location for January to July 2012, of the top ten visitors, half of these were from the Philippines, followed by Cambodia, Indonesia and Mongolia. Other major visitors in the top ten were from the USA. See Table 6.

Table 6. List of Number of Site Visits from Top 10 Countries (2011-2012)

	Top 10 Countries	2011	2012
1	Philippines	8,353	4,179
2	United States	1,909	1,156
3	Indonesia	1,242	945
4	Cambodia	975	696
5	India	526	363
6	United Kingdom	381	274
7	Mongolia	319	229
8	Australia	319	244
9	Canada	251	(not set) 214
10	Thailand	232	(Pakistan) 182

Source: R. Choco, ANSA-EAP website coordinator

A closer look at performance to date of the website over a 12-month period (April 2011 to April 2012) revealed almost 30,000 visits to the site primarily through Google search engine referrals and a few through yahoo. The data show that on average at least 700 visits per day have been achieved through this one-year period and the average browsing is about two pages (assume top page and a content page). It was also observed that about 70 percent of these visits are new visitors.

Looking at Google searches, using ‘social accountability’ as key words, ANSA-EAP did not appear in any of the top 20 websites.¹⁵ For key words ‘SAc tools’, ANSA-EAP was in one (1) out of the 10 top sites; for key words ‘SAc techniques’, six (6) of the top sites were on ANSA-EAP. When it came to ‘social accountability in East Asia and the Pacific, nine (9) of the 10 top websites were on ANSA-EAP.

From the Google analytics data above, we can infer that the ANSA-EAP website did its job for

¹⁵ The search was done on September 22, 2012. Google searches can be affected by the location of the person undertaking the search and thus, the data can vary accordingly.

those who mattered – a tool used primarily by the network partners in the region to obtain initial information or archived reports. It provided a source of content on Social Accountability and offered practical examples on what have been done to pave the way for the future.

In terms of most number of hits on the ANSA-EAP knowledge products, of all the tools and other documents, the manual on SAc tools was the most popularly visited. (Table 4) This indicates the usefulness of the manual in introducing the SAc framework, tools and approaches in constructive engagement.

A communication deliverable in 2010 was the translation of selected knowledge products (KP) into Khmer, Bahasa and Mongolian which was accomplished to some extent to address the issue of widening the market and facilitating understanding of the KPs of ANSA-EAP. However, the ANSA Secretariat as with several of the partners in Cambodia and Indonesia expressed the wish that more KP need to be translated into the local languages. Translation of documents however has become increasingly prohibitive financially and because of budget considerations, only a few basic materials have been translated, some of which in summary form.

Table 7. List of Top 10 Downloaded Materials (2011-2012)

	Top 10 Unique Events	2011	2012
1	SAC Manual	110	72
2	SAC Report Template	19	30
3	Who_Owns_the_Carbon_in_Forests_and_Trees	36	4
4	SAC and AntiCorruption	24	16
5	Extractive Industry	17	19
6	SAC and Procurement	17	16
7	BL Road Watch Experience	19	11
8	Participatory Planning	17	12
9	Participatory Planning in East Asia	17	8
10	Performance Monitoring	10	13

Source: R. Choco, ANSA-EAP website coordinator

Feedback from the stakeholder respondents showed that in general, they found the website as very interesting, useful and informative. It serves as a channel to get to know the other activities from other ANSA-EAP members as well as to get insights, other techniques or tools on SAc. However, there were a few mixed and contrary reactions on the difficulty in navigating the website, a few noting that it was at times confusing to navigate and suggested more simplicity in its format while another stated it was easy to navigate. One specific lack in the website is information on the ANSA-EAP staff; likewise, the difficulty in getting information on the CMS. One suggestion was for the website to be more regularly updated on the current issues in social accountability and SAc practices in other countries. There were also a few respondents who admitted that they did not access the website.

On the use of Facebook as a social networking tool, ANSA-EAP opened its FB page for youth in January 16, 2010 and its general ANSA-EAP FB page on July 9, 2011. There were 66 ‘likes’ registered for the youth FB page and 45 ‘likes’ for the general ANSA-EAP FB page (as of September 22, 2012).

It is observed that more can be done to improve the use of the website and Facebook as tools for both networking and more so in the future, for strategic campaigning and advocacy on SAc should these be part of the ANSA-EAP core agenda in its next development phases. Awareness-raising and obtaining understanding of constructive engagement and SAc by the general public are equally important for improved outcomes over the medium-term. The way forward could include a component in engaging selected publics at country level to take on the social marketing and advocacy work as a multiplier effect. Better use of the website as a strategic campaign tool using more social marketing techniques has to be thought through, and this could even include an online fund-raising component to assist ANSA-EAP in its sustainability in the long-run. Using the website and other social networking tools, ANSA can develop the capacity for online fund-raising from the general public through special events or more out-of-the-box fund-raising activities to capture the attention of the uninformed public, particularly the youth. Use of mobile phones to raise resources, should be part of this new and forward-looking strategy.

Future website analysis can be refined if the website will incorporate some of the tools developed by Google used for tracking so that content analysis could be done more systematically or more in-depth. Understanding and learning and using this new field of website analytics could assist ANSA-EAP's future as a public policy and governance instrument.

FB could be used to reach a broader constituency. It is easier to upload information and materials on FB compared to the website, as well as to elicit immediate feedback and comments. It also allows for a more participative process reaching a potentially much wider audience. Having a separate FB page for the youth may need to be revisited as the general FB page for ANSA-EAP should suffice to servicing the various constituents of ANSA-EAP, especially as the youth page does not appear to be regularly updated. In 2010, an online game, Plutopia, was launched on FB. This involves a number of games whose development was funded by ANSA-EAP aimed to help the youth understand social accountability. Its use by the youth (and others) however appears to be limited as it no longer appears in FB and can only be downloaded on the ANSA-EAP website.

How to maximize the use of FB also needs to be part of the communication strategy and with maximizing the potentials of both social media/networking tools, the necessary resources – both human and financial, need to be addressed.

Monthly e-bulletins circulated to the network was a deliverable for communications in 2009. Two bulletins were sent out for the year and a mailing list was established. On emails, the listserve, the mailing list for the ANSA-EAP newsletter has over 700 subscribers but these are not disaggregated so it is difficult to analyze who these subscribers may be. From July 2010, the first newsletter of eNews found in the ANSA-EAP website was issued. A total of 20 newsletters was produced up to July 2012. On the ANSA-EAP blog, there were eight (8) posts in 2010; 21 in 2011; and 19 as of September 2012. As with the website and FB, the use of mailing lists, e-newsletters, blogs also needs to be viewed in conjunction with how these relate to a comprehensive communications strategy for ANSA-EAP that could enhance the networking and outreach on Social Accountability in the EAP.

In summary, the communications outlet of ANSA-EAP, referring particularly to the website has met the deliverables set for providing knowledge products and support networking among SAc practitioners on general SAc areas as well as special thematic areas like Public Finance Management and Procurement Monitoring, Extractive Industries. It has a useful and attractive format, although it can be more simplified for easier navigation and access by users. The evaluator believes that the website and other social networking tools can still be maximized to enhance the social marketing of SAc to the general public and to improve networking among the various good governance practitioners particularly in the EAP.

VIII. Issues and Challenges

The following cover various areas which present the issues, problems and challenges that faced ANSA-EAP in the first years of its operations and that may need to be addressed as well in the next phase of its development as a regional foundation.

IMPLEMENTATION AND COORDINATION PROBLEMS AT REGIONAL AND COUNTRY LEVEL

Among the more evident problem encountered by the ANSA-EAP Secretariat has been the tendency of many CSOs in countries such as Indonesia, Mongolia and the Philippines to be engaged and involved in the whole range and myriad of good governance concerns. These different preoccupations made it difficult for them to give full attention to SAc. They claimed to know about it as they equated it with other existing advocacies, such as anti-corruption. This necessitated additional work for ANSA-EAP to explain SAc conceptual framework and its relationship with other issues and programs.

The ANSA-EAP team from the beginning highlighted as one of the pillars for an enabling environment for SAc, the cultural sensitivity and appropriateness in which language is an important element that needs to be factored in. Due to budget limitations, capacity building programs and activities and developing and disseminating knowledge products were done basically in the English language with some translations of key materials or summaries into Khmer, Bahasa and Mongolian. This served to constrain and slow down understanding of the SAc framework – the concept, tools and the skills training on the use of the tools among some audiences. And where there was translation done in some in-country training programs, an issue was raised on the importance of good language translation. The experience with some of the interpreters hired showed that some were unable to do the job well.

Among CSOs in the region, particularly in the ANSA-EAP priority countries, even the term Social Accountability was in the beginning difficult to grasp, particularly as it is a relatively new concept and was not easily translatable into the local languages. This was subsequently overcome through the training workshops and understanding was increased on how it can be operationalized in constructive engagement and citizen monitoring of government activities and services.

The communication between the ANSA-EAP Secretariat with the partners in countries such as Mongolia and Indonesia has not been very easy especially with poor internet connections and email access in these countries, especially with CSOs in the more rural areas. Interactions and meetings over the internet with the Secretariat, such as through Skype were not always reliable as interruptions frequently resulted because of bad connections. Communication has also been affected by language barriers and cultural issues were also raised, both on the part of the Secretariat dealing with local CSOs and citizen groups, and vice-versa. A respondent pointed out that while email exchanges were more reliable, more time was also needed to translate the texts properly.

Also mentioned were: the delay in processing proposals and the subsequent delay in release of funds by the Secretariat which to some extent caused difficulties for some CSOs. It must be mentioned that the ANSA-EAP has three (3) layers of financial processing, i.e., the ANSA-EAP project team, ASoG finances, and the Ateneo University administration, which may help to explain these delays.

Scheduling of projects was also brought out as a concern in the four countries. The small grants were meant only for short-term projects to pilot activities which did not allow sufficient time to

accomplish project objectives. Outcomes were thus limited and there have not been enough resources to proceed. Measuring of success was also not done.

On issues concerned with funding which were raised in all four countries, respondents mentioned the lack of resources to either continue after the learning programs and/or with the projects and activities that were started, including the maintenance of the NF for coordinating the convener group and its programs and activities.

Several partners likewise expressed that government agencies that they work with were at times still reluctant and hesitant in adopting some of the advice given to them or even in working with some of the CSOs which they viewed with certain mistrust as these groups were heavily identified with anti-corruption activities using adversarial forms of engagement. This indicates the continuing need to work at building trust between government and citizen groups/CSOs. Attendance at meetings is also constrained for national partners located far from the city, usually the capital, and who are thus unable to follow all the discussions and decisions within the convener groups.

In summary, the implementing problems that have been encountered by the NFs or CG partners concern the following:

- funding issues,
- project schedules and time frames,
- acceptance by government;
- communication and coordination with the Secretariat;
- language.

STRENGTHS AND WEAKNESSES OF ANSA-EAP

ASSETS AND STRENGTHS

ANSA-EAP's various stakeholders cite its numerous strengths and assets. These stakeholders cover the following groupings: donors from the staff of WB and WBI including those from the country offices, AusAID, the RWI, and OSF; the CSO/citizen group partners in country and thematic convener groups; the Secretariat and staff, including the Network Fellows and government institutions.

Among the most frequently mentioned and strongest asset of ANSA-EAP is the highly effective Secretariat team, led by the Executive Director (ED). The dynamism and mix of expertise displayed and demonstrated by the core staff of ANSA-EAP in first of all defining the concept of SAc clearly and adapting it to the cultural contexts of difference countries, running the learning-in-action or capacity building programs and activities, in developing and producing quality knowledge products, in facilitating and building dialogue and engagement between CSOs and government, mindful of cultural sensitivities have been highly evident in the course of ANSA-EAP's entry phase will continue to serve ANSA-EAP's agenda well into its next organizational phase. The high-caliber team, despite been a small core of staff members, is viewed as: young, innovative and trailblazing, experienced, knowledgeable on SAc and committed. They thus serve as a good resource facility for SAc. The Secretariat has been able to play a variety of useful roles as trainers, advisers, mentors, coaches to the partners, such as: how to dialogue and build constructive engagement with government/CSOs, conceptualizing, designing, preparing project proposals, and introducing partners to potential donors for SAc country programs and activities.

ANSA-EAP's links and embeddedness in a respected academic institution, the ASoG and close links to research groups and communities is likewise viewed as strength as it has been able to draw considerable resources from such links.

In the CSO context within which ANSA-EAP basically operates, ANSA-EAP from the beginning adopted a 'true partner' approach allowing for its partners to determine its priorities and not dictate to them. This approach has been well-received by its partners and has laid the ground for building trust. This was essential for ANSA-EAP to create an effective and solid network, developing strong communication and collaboration with its convener groups in the priority countries. The principle of subsidiarity has also been a strong value that ANSA-EAP has sought to practice. Its regional character and focus also help widen its outreach to a bigger audience as well as serve as a source for greater mutual learning opportunities. It is perceived as a regional organization with initiative and a strong capacity. ANSA-EAP has gained positive recognition for SAc in many parts of the EAP, particularly in its four priority countries.

It utilizes adaptable and flexible methods and approaches to collaborate, engage and link citizens' groups with government on constructive dialogue with a clear bias for ordinary citizens' perspectives on using constructive engagement.

ANSA-EAP has also been able to link different approaches such as access to information, analysis, public participation and advocacy for more effective programs and activities. Its various capacity building programs and activities which include training and skills building, mentoring, training modules and development of knowledge products/materials (especially the basic training manual on SAc) are seen as very useful for increasing the understanding of the SAc framework and practice of its tools for citizen monitoring, particularly in the countries with limited exposure and context of SAc.

ANSA-EAP has been able to play a supportive and complementary role to the different WB programs in Cambodia (Program for the Enhancement of Capacity for Social Accountability – PECSA) and Mongolia (Social Accountability Learning in Action Program – SAcLAP) providing many useful tools, inter-country linkages, mentoring and other support. For other WB projects in other countries and even in other regions, including for the other ANSA networks, ANSA-EAP has been able to use the expertise and skills of its staff to respond to the demands of WB staff to assist in their programs, from facilitation to various kinds of technical assistance.

WEAKNESSES

This section lists the weaknesses cited by the various stakeholders of the various facets of ANSA-EAP in the first years of its operations. The most obvious weakness has been the lack of sufficient resources (of time, funds and people) at in-country and regional levels to continue some of the SAc initiatives and work that have been productive and are thus worth continuing. Although, it has also been noted that to some extent, country convener and thematic groups have been able to raise resources to continue their SAc involvement, often with assistance from ANSA-EAP Secretariat.

Despite many efforts to mobilize resources to ensure continuity of ANSA-EAP for its regional programs and activities and its core staff, ANSA-EAP has been unable to secure longer-term funding post the WB-DGF support. Without concrete assurance of funds for longer-term operations, what has been started at both regional and country levels may be put at risk. This lack of resources will also affect the maintenance of the ANSA-EAP staff and negatively impact the investments already made in enhancing the capacity of the staff, especially in the area of knowledge management.

Being in the start-up phase, the overall approach taken was to support all kinds of SAc initiatives, being opportunity-driven with less of a strategic focus. It was envisioned that the strategy would be better defined and refined as a result of the initiatives on SAc that would be undertaken. There was no conscious targeting of poorest communities; there was also no gender consciousness within the framework. Also, small grants support while helpful to start up SAc activities had too short a time frame to adequately carry out the objectives and achieve the targets.

Although mostly positive reactions have been given for the various training modules and KPs produced by ANSA-EAP, a lack of documentation of the experiences and practice of SAc and distilling the lessons is nevertheless perceived by a few stakeholders who see the importance of this area in ANSA-EAP's work of mainstreaming and institutionalizing of SAc. It has been noted that some SAc tools were perceived as being rather academic and could be more simplified to address the needs of local, grassroots groups. A few stakeholders commented that the kits prepared by the Secretariat was in their view 'too Filipino'.

Some respondents also expressed that at times, there was too much to do in-country, too many expectations but insufficient guidelines. Support for in-country networks was viewed as insufficient. An Asian regional organization that got a small grant stated that it was not also clear to what extent ANSA-EAP was a regional body that needs to engage with other regional inter-governmental bodies as the ASEAN, ADB, FAO, etc.

The structure of having several staff monitoring country and thematic convener groups from the Secretariat staff constrained efficient communication as well as coordination between partners, including the NF and the staff. It could have been more efficient had the Secretariat assigned only one staff per country. The limited number of volunteers and staff for CMS hindered program facilitation with the project scale targeted. Also mentioned is the small number of current network partners for its thematic area on EI.

While strong appreciation of the competencies and commitment of Secretariat staff has come from a great number of stakeholders, the danger of being stretched given the demands from its many stakeholders can take its toll and it may take on more than it can reliably handle. Plans that are ambitious but combined with limited human and financial resources place considerable stress on the Secretariat and network and can jeopardize the sustainability of existing projects. A suggestion has also been given that ANSA-EAP needs to develop more experts and expertise beyond those of the current staff. This has been raised especially in the highly specialized area of public financial management.

RESULTS OF QUESTIONNAIRE SURVEY

This section summarizes in table form the feedback from the respondents who answered the questionnaire for the evaluation.

	Actively participated	Participated somewhat	Very active
1. Assessment of your organization's participation in ANSA programs and activities	11	2	10
	To a great extent	To some extent	To a little extent
2. Extent to which specific objective/s of your programs and activities were achieved	9	14	0
3. Implementation of activities as planned	10	13	0
4. Consistency of ANSA-EAP assistance with the priorities of key stakeholders and development partners	13	9	0
5. Complementarity of ANSA-EAP assistance to the activities of other donors	7	13	1
6. Extent to which ANSA-EAP materials reflected cultural sensitivities and country-specific realities	9	10	1
7. Use of ANSA trainings in your work	8	12	0
8. Extent to which your organization mainstreamed SAc tools, techniques into your organization's programs/practices	9	9	1
9. Extent to which your organization has draw up strategies to incorporate SAc into your programs and activities	7	10	2
9.a. to incorporate into your budget	6	9	3
10. Use of SAc PFM tools to monitor government expenditures	6	11	1
11. How far has ANSA-EAP reached in linking with key organizations that could be engaged in citizen monitoring along the thematic and geographic focus?	9	11	1

12. Are there effective links between SAc experts and networks/members	4	14	3
13. Effectiveness of inter-country collaboration been in the ANSA-EAP activities/programs	4	15	1
14. How has ANSA been able to help raise resources for your country/sub-country and thematic activities	2	14	3
15. (for CSOs), how has ANSA-EAP been able to facilitate learning between government and CSO partners	5	14	0
	Very useful	Useful	Not very useful
16. Assessment of the knowledge products of ANSA-EAP	13	10	0
	Very	Somewhat	Hardly
17. Are the ANSA-EAP materials targeted to meet the specific needs of your organization and/or network	11	10	0
	Very Satisfied	Satisfied	Somewhat satisfied
18. Satisfaction with your collaboration with ANSA-EAP	8	13	0
	Yes	No	Not yet
19. Has your country/sub-country or thematic network raised funds/mobilized resources at country level for SAc related activities and programs?	13	5	2
	A	B	C
20. Which ANSA-EAP objective/s and outputs have been most achieved?	16	13	12
20.a. Which objective/s and outputs have been least achieved?	2	2	4

No. of respondents: 24

IX. Findings and Recommendations

SUMMARY OF FINDINGS

This end-of-the project evaluation of ANSA-EAP had the following objectives:

- explore the level of progress made by the project and analyze the extent to which the achievements have supported ANSA-EAP's goal,
- evaluate the project effectiveness in terms of mainstreaming agenda, sustainability and the extent of the institutionalization of the project,
- identify the target and level of achievements as specified in the project agreement, and,
- assess the good lessons to be replicated in other projects and aspects to improve.

The following criteria: Effectiveness, Relevance, Efficiency and Mainstreaming, Institutionalization and Sustainability have been used to assess the achievement of the outputs, outcomes and the extent to which the purpose and goal of ANSA-EAP have been reached.

EFFECTIVENESS OF ANSA-EAP

ANSA-EAP's effectiveness can be assessed in the achievements of the five (5) objectives set out by the DGF under its Grant Agreement for 2008-2010.

1. Support the consolidation of and ongoing operations of the ANSA-EAP

Operationalization of ANSA-EAP

- a) Activation of a regionally representative advisory body/governance mechanism and internal communication and networking functions

From the beginning of the project period in 2008, ANSA-EAP was tasked to set up a regionally representative governance mechanism and structure with its set of internal rules and policies and networking functions. The Executive Committee (ExCo) with its six (6) members served as the initial steering and advisory body for ANSA-EAP up to 2010 when the ANSA-EAP became a legally-registered foundation with its Board of Directors (BoD) and met on a regular basis during the program period.

Governance issues that have been raised concern: regional representativeness of the BoD; expectations from BoD members in terms of time and commitment.

- b) Establishment of a dedicated administrative Secretariat

A Secretariat was set up from the beginning composed of a lean, highly competent and committed operations team that has responsibility for the regional component activities of the ANSA-EAP work: networking, communications, knowledge management, capacity building/research, finance and administration. The Secretariat is led by the Executive Director who with her staff drive the operations of ANSA-EAP under the guidance of the ExCo/BoD. The Ateneo School of Government (ASoG), which was the original project grantee hosted the ANSA-EAP Secretariat. The hosting of ANSA-EAP by ASoG has raised a concern by a BoD member of overlapping involvement of ANSA-EAP staff with ASoG programs and activities, which could have led to a confusion of roles as viewed from the outside. To prevent any further potential for a confused public perception of roles or even conflict of interest, the terms of agreement between ASoG and ANSA-EAP could be spelled

out in greater detail based on the previous years' experience. Other issues raised concerning the Secretariat: regional representativeness of staff; over-stretched staff.

Part of the expectation from the Secretariat was to ensure its financial sustainability after the end-of-the-project funding from DGF that will allow the continuation of its work in enhancing SAc initiatives in the priority countries and the region. This was accomplished to some extent through the mobilization of project funds amounting to US\$865,357 for nine (9) projects from other donors than the WB DGF which has allowed the Secretariat to continue operating after 2011, when the DGF grant ended. The Secretariat however is currently relying on project funds that do not support regional core and administrative expenses. ANSA-EAP must now decide what immediate steps to take to address both its short, medium and long-term funding.

c.) Development of established charter and governance structure and manual of operations. The Secretariat early on set up its governance structure and manual operations and a results framework to guide the day-to-day operations. The governance structure is clear, including its network structure at the national and sub-national levels through the Network Fellows, Coordinating Organizations and Convener Groups and the thematic Convener Groups which have served as the major vehicles for carrying out SAc initiatives at the country level with technical and some funding assistance from ANSA-EAP.

A Monitoring and Evaluation (M&E) Framework and Systems was drafted and revised subsequently in 2010, using the Results Framework as its base. Effort to craft and then rework the M&E Framework were undertaken by the staff in a serious effort to track and implement the systems, especially in generating the data sources, such as reports and other documentation. It must be noted that the delay in developing the M&E Framework is largely due to the lack of clarity in the beginning as to exactly what the program intended to do given the WB-DGF grant was in general to provide an enabling environment for SAc in the region. The concept and practice of SAc itself had yet to be developed by ANSA-EAP in the context of the EAP region. Thus, the ExCo and ED do not see the lack of implementation of the M&E Systems as a shortcoming as ANSA-EAP first needed to define and evolve the Results Framework and the M&E Systems. At the same time, it must be noted that there was no staff that was primarily focused on the M&E indicating a seeming lack of priority given by the Secretariat. The implementation of the M&E Framework and Systems needs to be more fully addressed and prioritized in the next phase of ANSA-EAP's operations if it is to be able to credibly evaluate its impact in the countries/region.

2. Develop cross-country collaboration on social accountability and support initiatives to strengthen the demand for good governance

Country and multi-country social accountability initiatives and programs

a) Provision of expert advice and technical assistance

ANSA-EAP has provided advice and TA to its various stakeholders, especially its network CG members and NFs, which included among others, project conceptualization and preparation; strategic planning. Other partners in-country or region-based were also provided technical assistance such as Oxfam Great Britain-EA who requested ANSA-EAP technical assistance in mainstreaming SAc in their members' projects. ANSA-EAP has responded to TA needs related to training programs.

b) Quality control/oversight on the design, implementation, and evaluation of social accountability initiatives;

The ExCo/BoD and Secretariat provided quality control and oversight of SAc initiatives through the frameworks/guidelines set up such as for the Fund Support for Strategic SAc Initiatives. Initial guidelines drawn up were revised based on experiences with the first grants given to improve on the types of projects to be supported.

Peer reviews of the KPs especially training materials were done prior to publishing and disseminating these. Evaluation of SAc initiatives like the Scoping Studies on SAc in the four countries was done through FGDs, also to assess the results of the studies.

c) Leveraged financial support to social accountability/demand-side governance initiatives

A Fund for Support of Strategic SAc Initiatives was set up by ANSA-EAP as part of the DGF deliverables to jump-start small, innovative SAc activities at country or regional levels. Over the program period, 33 projects from 25 regional or local CSOs were granted support from the four priority countries: Cambodia, Indonesia, Mongolia and the Philippines. Several of these projects involved the ANSA-EAP support for the Network Fellows and the Convener Groups; others involved capacity building of CSOs and other citizen groups on the concept, tools and practice of SAc.

d) Country-to-country support, peer-learning initiatives.

Country-to-country support and peer-learning initiatives were initiated in several ways: workshops/forums/training sessions such as the 16 learning events that ANSA-EAP organized at regional level from 2008-2009. Among the most popular of these events was the 2009 Open Doors Conference on Procurement Monitoring with 76 participants from the EAP and from other regions as well. Examples of inter-country peer learning activities and country-to-country learning exchanges were the two Monitoring-Coaching-Exposure-Visits of selected Cambodian participants to the Philippines. Various assessment meetings among NFs, or the small fund grantees likewise provide these peer learning opportunities.

3. Provide technical assistance to different countries so the quality of social accountability initiatives is greatly enhanced

Training and skills building

a) Regional training programs on specific social accountability tools and methodologies

Small grants were given to several regional CSOs for the basic training of SAc tools and

Approaches, targeting different groups, including the Boy Scouts, the youth. The thematic areas of Procurement Monitoring and EI have had more specialized training workshops on the specific tools for PM or EI.

b) Higher education courses on social accountability integrated into ongoing accredited degree programs ANSA-EAP made several efforts to work with higher education institutions (HEIs) to develop courses on SAc for undergraduate and graduate students. A grant was given to the Association of Public Administration Schools in the Philippines (ASPAP) to develop the SAc modules that could be integrated into the courses. However, even while there were a few follow-up activities including workshops to develop course modules in a project with the Association of Public Administration Schools in the Philippines (ASPAP), this seems to require more intensive TAs and resources to fully take off. The ANSA-EAP

Secretariat cited as one reason for the lack of follow-through, the expectation of the ASPAP from ANSA-EAP for more funding support to carry out the work, which it could not provide.

4. Deliver training programs on specific social accountability tools and techniques

Research and knowledge management activities at country/regional levels

a) Research to include assessment/evaluation of social accountability initiatives

Studies were commissioned in the four countries to do a Stocktaking and Scoping Study of SAc Initiatives, as with the Youth sector and the thematic areas: PM and EI. Other studies and papers were commissioned to explore other areas where SAc can be explored and adopted.

b) Development and trial of new tools and approaches and refinement of existing tools

The basic SAc Module or SAc 101 has been tried and tested with many groups that have no understanding on the concept and practice of SAc. Thematic SAc modules have also been produced, piloted and packaged. These modules include such subjects as: Ethical Governance, Building Dialogue with Government and Consensus Building, Procurement and Fund Tracking for National Ministries, Local Governance and Grievance Mechanism. For EI, specific modules focused on SAc and extractive industries are currently being produced to be tried and adapted by its network of practitioners.

5. Share country experiences and lessons from social accountability and demand-side governance initiatives regionally and globally

Knowledge management to distill and disseminate country experiences and lessons

One of the most cited accomplishments of ANSA-EAP has been in its knowledge products (KP), particularly those relating to SAc approaches and tools that have been useful to a large number of its partners. ANSA-EAP has produced numerous KPs, beyond the deliverables expected in this component. These KPs are both in written form and in audio-visuals which can be found in the website. Most of the materials are in English although efforts have been made to translate the most basic materials, including information brochures on ANSA-EAP and important summaries into Bahasa, Cambodian and Mongolian to reach a wider audience in these countries. KPs include the vast array of learning and training materials, studies, online games, and databases such as the profiles of ANSA-EAP network members and partners, profiles of NFs, also the proposals and reports from the small grants fund. Among its most popular and useful knowledge products demanded and appreciated by its members and partners are the SAc 101 Module and the Community Score Card (CSC) and the Community Report Card (CRC) which have been adopted in many areas for monitoring public services. A learning arising from the production of learning modules and KPs is the need to contextualize the content of these materials to reflect the local realities and thus make these more relevant to citizens. ANSA-EAP's primary channel for disseminating its KPs is its website.

6. Unintended Outcomes of ANSA-EAP

It must be noted that SAc activities have also had many unintended outcomes. These include:

- Number of country and multi-country SAc initiatives that have exceeded original deliverables, which were actively encouraged and promoted by the ANSA-EAP;

- Research and policy studies, numerous resources on learning, training and KPs have been developed/commissioned by the Secretariat that have gone over those specified, building ANSA-EAP's image and reality as a credible resource facility on SAc.

Positive unintended outcomes have been reported for ANSA-EAP's various interventions particularly at the country level. As a result of a Procurement Monitoring project, for example, the involved suppliers and contractors have become more careful in performing their contractual obligations. For one convener group also in the Philippines, the SAc project undertaken presented other opportunities to use SAc tools in engaging with local government units in the region. As a result partly of the increasing focus on good governance and the timing of the introduction of SAc by ANSA-EAP in Mongolia, the promotion and understanding of SAc by CSOs and even the general public in the country was greatly facilitated. The Mongolian NF estimated that some 30 percent of the public have now heard of SAc and thus is no longer new to different citizens' groups or even government. How this figure was reached however was not explained.

The Check My School Program, despite having just been launched in 2010, has become widely recognized as an innovative model for the use of ICT in monitoring public education services that has large potential for replication in other countries even outside the EAP.

A negative outcome of the rise in the number of SAc programs involving regional, in-country activities has been to some extent, resulted in more demands from staff who are themselves taken up with ongoing tasks and concerns.

MAINSTREAMING, INSTITUTIONALIZATION AND SUSTAINABILITY OF SOCIAL ACCOUNTABILITY

Another criterion to assess the outcome of ANSA-EAP is how far it has been able to effect mainstreaming, institutionalization and sustainability of Social Accountability in the countries in the EAP region as well as the Secretariat.

Mainstreaming of Social Accountability

Mainstreaming of SAc in the four priority countries has come in many forms. In Mongolia, where the concept of constructive engagement with government and SAc has been very new, one concrete measure of how far mainstreaming of SAc has occurred has been in the increased understanding of the CG members and partners on what SAc is really about and the concrete approaches and tools for its practice. These groups have now become very familiar with SAc and this familiarity with SAc has reached and influenced even some government officials in the country. Furthermore, through SAc activities as a SAc market event covered on television, the jump in awareness of SAc among the general public has also been reported.

Many of the partners have been able to some extent to draw up strategies to incorporate SAc into their programs and activities. These partners report that their organizations were able to mainstream SAc tools, techniques, etc., into their organizations' programs and practices, as with their strategies. The subcountry convener group in Northern Philippines reports that they have found that the whole framework for SAc and the SAc tools and approaches have been helping in their constructive engagement with LGUs. All the local town chapters of the members of the CG were introduced to and tested the SAc tool on Community Score Card (CSC) and Citizens Report Card (CRC). They have since found they can use the tool for monitoring the local governments' various services, plans and budgets. In their various procurement trainings and seminars, they make sure that the SAc framework is included.

Mainstreaming of SAc has been evident with the CMS pilot program for citizens' monitoring of a public service, education. From an initial target number of 100 schools to test the program, it has now expanded to over 200 schools and proven its effectiveness and viability that can allow for further expansion and scaling up even more. Its potential to reach and eventually be mainstreamed in countries even outside the Philippines has already begun with Indonesia as a first interested party.

The extent of the outreach of the ANSA-EAP after 4 1/2 years and how far partners have been able to integrate the concepts and practice of SAc within existing practices, programs/network/strategies appears considerable in view of the partners' experiences in implementing various SAc programs and activities.

Institutionalization of SAc

Looking at how ANSA-EAP has helped to institutionalize SAc in the EAP means understanding the ways by which its members and partners have been able to put in place mechanisms for the continuation of SAc initiatives even without ANSA-EAP support. The most evident demonstration of this has been the network structures that have been set up geographically and thematically in Cambodia, Indonesia, Mongolia and the Philippines. These Convener Groups and the Network Fellows are the continuing mechanisms for enhancing SAc initiatives, by either the CGs or the individual members. In Cambodia, the partner organizations plan to formalize their coalition although it remains unclear how the structure of the convener group will evolve, as there are concerns that competition may arise between the coalition as a whole and the members within the coalition.

Another means to institutionalize SAc is to feed the experiences from the practice of SAc into higher learning institutions such as the Ateneo School of Government (ASoG) itself. This has happened to some extent with previous attempts to incorporate SAc modules into some of the ASoG courses. As mentioned in a previous section, integrating SAc courses in the curriculum of ASPAP member schools for undergraduate and graduate students would increase the awareness and understanding of SAc among a wider reach among students especially those in public administration. While this has not been fully happened, the ground work in preparing the courses has been done and could be followed up as a future undertaking.

At the same time, it may be critical to determine what institutionalization may really mean in the context of particular political and cultural realities of specific countries and the extent of possibilities for institutionalization of SAc.

Sustainability of ANSA-EAP and Its Programs and Activities: Regional and Country-Level

ANSA-EAP's sustainability for its regional and core costs appear more difficult to achieve compared to some of the in-country SAc initiatives in the four priority countries. For some years now, donors view regional-types of activities as less of priority and importance than programs and projects within the countries. The trend of donors has been minimal or no interest and support for regional work but rather to focus on country activities.

From the beginning, the Grant Agreement between the WB DGF and the ASoG for the start-up and operationalization of ANSA-EAP contained a provision for ANSA-EAP to develop a strategy to ensure its sustainability at the end of the three-year funding from the DGF. ANSA-EAP from the beginning sought to explore and mobilize resources from bilateral, multilateral donors and private foundations. It started with hiring a resource mobilization specialist, drew up a resource mobilization plan which included a mapping and profiling of potential donors. The core staff took and shared the

responsibility for fundraising after the resource mobilization specialist ended her contract in 2009, particularly the ED who also basically managed the relations with major ongoing (WB) and potential donors at regional and country levels.

Despite all the demands of a growing and rapidly expanding network taking off with its multiple and varied programs and activities which took a huge amount of time and energy of the staff, they did manage to raise additional resources for SAc programs and activities. It engaged with a wide range of donors through face-to-face meetings, round table discussions, etc., and successfully raised a total of US\$865,357 for nine (9) projects from eight (8) other donors than the WB DGF to support its other priority areas. This amount represents 27 percent of the total DGF funding.

It has also been able to address its short-term financial sustainability by maximizing the DGF grant and thus extending Secretariat operations through its efficiency savings. These savings enabled the Secretariat to operate for another 18 months, thus extending project implementation from three years to 4½ years. Nevertheless, despite these various attempts to do cost-savings and raise additional resources, these are insufficient to fully support the core costs of the Secretariat. Presently, some of the costs are being shouldered through project funds and consultancies by the staff, particularly the ED. The Section on Sustainability provides in great detail the efforts by ANSA-EAP and WBI to raise funds, the limitations and constraints faced and the options for resource mobilization for the future.

A full-time staff dedicated to seeking opportunities to raise resources by building/maintaining relations with potential and current donors and/or explore other non-traditional sources for funds is needed for a regional network as ANSA-EAP. In the long-term, ANSA-EAP could seriously consider undertaking public fund-raising events, in partnership with other good governance champions that will combine public awareness-raising and funds generation.

Just like the WB strongly encouraging ANSA-EAP to look for its continued funding after the first phase, the ANSA-EAP Secretariat also encouraged its partners in Cambodia, Indonesia, Mongolia and the Philippines to submit proposals directly to donors in the countries, after their small grants from the Secretariat had ended. The ANSA-EAP Secretariat provided technical assistance to the convener groups, including through the NFs who assisted in conceptualizing, designing and proposal writing. Through the small grants fund, ANSA-EAP was able to help its CG members/partners to undertake their small SAc initiatives as well as provide the technical assistance to raise additional resources for country/sub-country and thematic activities for the convener groups, including introduction to donors. Many donors approached were willing to support in-country programs and activities of CGs and partners rather than support EAP regional activities and the ANSA-EAP Secretariat. Thematic CGs (PM and EI) have more access at this time to funding resources for in-country thematic-related activities which means continued resources for these CGs.

Limitation of resources for many may make it increasingly difficult to continue with the projects or initiatives they have started out with. The challenge for these groups remains on how they can continue to imbed and integrate SAc tools and approaches to their current projects or work that they are already doing which may not then need considerable additional resources.

RELEVANCE

Good governance, transparency and accountability have become of critical importance in the East Asian region given the political and economic developments in many countries in the region, particularly those transitioning from dictatorships to more democratic governments. In general, engagement of civil society/citizen groups with governments in these countries has tended to be adversarial and confrontational. In most cases, transparency and accountability have also been framed as anti-corruption, which implies a very negative approach. This has left little room for other

forms of more constructive engagement that includes social accountability, which allows citizen groups and CSOs to use ‘evidence-based’ tools and approaches to actively engage and hold government accountable in its use of public resources.

Donors, particularly the WB have seen this relevance of having an ANSA-EAP that can further the goal of helping to improve governance in the EAP by mainstreaming SAC in countries in the region and ensuring accountability in projects. The relevance of ANSA-EAP for CSOs and its partners/members has emerged from the numerous consultations, meetings, one-on-one discussions by staff, capacity-building opportunities, forums to determine the particular needs of CSOs/citizen groups to initiate SAc activities and programs in their countries. Such consultative processes allowed CSOs to express their particular needs to be able to carry out their SAc work, which include especially, a clear framework on constructive engagement and SAc and the concrete tools/methodologies to utilize. Also, the need has been brought out to share experiences across countries, and to build a community of practice to strengthen the network and lessen the gaps in knowledge and understanding of SAc. These have been translated into the various SAc training and skills building knowledge sharing, and knowledge products for the members/partners.

Awareness of and a focus on sensitivity to the cultural contexts within the four priority countries enabled the ANSA-EAP to tune into what interventions and products needed to be produced and adapted to these cultural/historical realities for its members and partners. Its ability to offer a wide-ranging set of interventions and services meant that the staff could respond to the demands and need of the members/partners which included facilitation of strategic planning workshops, proposal preparation etc. Scoping Studies on SAc and other studies on good governance, etc., conducted by ANSA-EAP/ASoG have also helped to inform how far ‘the envelope can be pushed’ in promoting an enabling environment for SAc and identifying what interventions could be done on SAc.

The relevance of the selected themes (particularly Public Finance Management-Procurement Monitoring and Extractive Industries) has resonated with the members and partners of ANSA-EAP who view the importance of these particular themes in their countries. Extractive industries earn huge incomes from their extraction of resources from countries and yet are often not held accountable for damages that may be caused to the environment and communities where they are located. These communities as with governments often do not benefit substantially from the industries’ outputs. The Open Doors 2009 Regional Procurement Forum served as the venue for bringing together PM advocates practitioners from the across the EAP and beyond to share their rich experiences on their practice of PM which served as a great learning experience for those who were just starting to do so and became the impetus for starting their PM initiatives.

Related to the question on the relevance of ANSA-EAP is the consistency of its assistance with the priorities of its members and partners. Some of the members and partners of ANSA-EAP had been initially focused on more traditional and limited forms of relating to government which tended to be on the level of advocacy and confrontation. The training on SAc has opened new ideas and opportunities for working with government (and private companies in EI) by allowing them to choose a wider range of tools, approaches and techniques to constructively engage with government.

Additionally, ANSA-EAP’s interventions have generally been complementary to that of other activities of its partners/members as demonstrated in the PECSA/SaCLAP/SAS initiatives. The programs with Oxfam GB regional or RWI also had partnership and collaboration as the main thrust. Its adherence to the principle of subsidiarity in relating with its members and partners in-country has meant that it seeks to build from and complement from whatever is already being done by its partners, not imposing what it sees as the directions to be taken.

While it is difficult to do a cost-benefit analysis of ANSA-EAP for the project time frame, the evaluator has identified the outputs and achievements that ANSA-EAP has managed to bring about given the resource base that it had.

The DGF deliverables for 2008-2011 were mostly achieved and in several key areas, more was actually done compared to what was mandated, including on capacity building for priority country members and partners, knowledge sharing and knowledge products, and the building of national and sub-national/thematic networks. These indicate Secretariat efforts to stretch the resources to reach out and provide more interventions to members/partners. The one-year no-cost extension of the DGF to 2011 indicates some cost-efficiency that allowed the Secretariat to carry on its administrative and networking functions especially at the regional level beyond the original three-year project period.

Having a lean staff doing multi-tasking was one way to save on personnel costs, but maintaining a resource mobilization staff specialist would have been a needed investment for the long-term mobilization of resources of ANSA-EAP. Further, the translation of key ANSA-EAP documents into the local languages of Bahasa, Khmer and Mongolian could have been allotted a bigger budget to address the issue of a lack of translated materials as these could certainly go a longer way in reaching out to a wider audience of concerned citizens' groups for SAc.

ANSA-EAP has also been recognized by WBI staff as the most dynamic of the ANSA networks with its achievements and performance.

ASSESSMENT OF ANSA-EAP IN REACHING ITS PURPOSE AND GOAL

The ANSA-EAP Results Framework defines several objectives that it views as critical in achieving its goal and purpose.

From the beginning of ANSA-EAP, a major effort was undertaken by the staff to define and spell out *a clear framework for constructive citizen and government engagement which could then be mainstreamed among its partners*. Social Accountability is a relatively new concept particularly in many countries in EAP and it is not an easy concept to understand for many who are not familiar with the term. It is not easily translatable to local languages which have further complicated the problem of 'marketing' the concept and approach particularly at the start of the program.

ANSA-EAP took many steps and efforts to simplify the concept and framework of SAc within the constructive engagement, good governance, anti-corruption and transparency agenda of CSOs, citizen groups and donors interested in these areas as well as open government institutions in the four priority countries. Framing SAc as constructive engagement with government, moving away from a generally very negative framework of anti-corruption and listening to partners and allowing for their inputs and feedback on the framework to increase their ownership of the framework has resonated with many CSOs, citizen groups, donors, and even government. This framework on SAc involves increasing capacities of CSOs and citizen groups equipping them with the 'tools, tales and techniques' to be able to carry out SAc activities. Thus, ANSA-EAP focused on conducting numerous training programs introducing SAc to a wide number of regional and country CSOs and in many cases, helping members and partners to come up with SAc initiatives.

Many of those trained appreciated that they didn't need to draw up new programs on SAc but that they could just embed, integrate or mainstream SAc within the work that they were already involved in doing, including anti-corruption, monitoring of procurement and other public services, etc.

ANSA-EAP's networking strategies of creating Convener Groups and nurturing its members and partners in Cambodia, Indonesia, Mongolia and the Philippines have widened the base of *citizen groups monitoring government's use of public resources* in these countries. As shown in the Section on Geographic and Thematic Networking, more groups have emerged which are focused on pursuing various types of citizen monitoring of public services using SAc tools and approaches, having learned these through the assistance of ANSA-EAP. Continuing commitment and involvement of many of these groups is happening particularly with new openings and opportunities presented by changing political scenes such as in Cambodia and Mongolia. The youth groups that were initiated however, especially with the Mindanao CG have halted their SAc operations for the time being because of their other engagements. While a number of ANSA-EAP's partners are likely to continue and even move on to new SAc initiatives, it is important that ANSA-EAP continue to take on strong follow-up through networking, mentoring and TA with its CG members and partners.

An objective of ANSA-EAP is to develop and support an *active and linked community of citizen SAc stakeholders* who constitute the community of SAc practitioners and experts from which pool can be drawn the TA and expertise needed for SAc initiatives. Those who have undergone the many ANSA-EAP-initiated or facilitated training and capacity building events in the four countries or who have participated in ANSA-EAP regional programs and activities as well as those of its regional partners, constitute the community of SAc stakeholders as with the Network Fellows/staff of CG from the geographic and thematic groups. A data base and profile of some of these stakeholders has been done and is available in the website to facilitate the networking. A common denominator is the shared experience of having an understanding of the SAc concept and framework and being equipped with tools, approaches and methods for pursuing these in their various involvements.

ANSA-EAP has, over its 4½ years, become established as a credible resource facility in priority countries. It has built on the Ateneo School of Government's work on good governance, such as its program on Government Watch, and developed more fully its capacity to train, build skills, facilitate processes and develop knowledge products on SAc. These services and KPs have been widely appreciated and recognized by its many partners/members as with donors, such as WB country offices, Oxfam-GB, RWI, OSF who have established partnerships with ANSA-EAP to assist their partners in the priority countries on SAc or to develop a collaborative program. ANSA-EAP has been requested by its members/partners to assist them in facilitating strategic planning workshops, conceptualizing and preparing proposals for donors, and in mentoring activities designed to enhance capacities of partners.

LESSONS THAT CAN BE REPLICATED

The ANSA-EAP offers an array of good lessons that can be replicated in other projects at the regional level as with in-country level. First lesson has been the networking strategy adopted by ANSA-EAP that has focused on several important principles and values that have been mentioned a few times in this report: the principle of subsidiarity which states that what the local level can do, the higher level need not bother to do. Thus at different stages, ANSA-EAP staff needed to dialogue with its members and partners to ascertain what was already being done at the local/national level which could just be complemented by ANSA-EAP. Another important value was the need to pursue a 'true partnership' that entails listening to partners, gathering their views and inputs and working from there to come up with a joint decision and collaboration, never imposing from the Secretariat end. Coupled with this is a sensitivity to the different cultural contexts. This has largely worked to make for a relatively dynamic network in the four priority countries. The strategy certainly provides good insights as to what makes a network that is hoped to evolve into a community of SAc practitioners.

A second good lesson has been ANSA-EAP's strategy for capacity building with various interventions to introduce and promote SAc in its goal of mainstreaming SAc. The following key elements of this strategy are: having a clear framework for SAc and constructive engagement; effective training modules and materials; and in cases where it's needed, mentoring and 'handholding' of partners.

Similarly, the focus on developing and mastering a few key training modules has been effective rather than diversifying too much especially in the beginning. For example, the SAc (and its particular tools – CSC and CRC) 101 module was meant to be given to a large number of groups not familiar with its concept and framework and thus reach out to as many groups who have potential interest and capacity to initiate SAc activities.

RECOMMENDATIONS AND DIRECTIONS FOR THE FUTURE

Varied ideas and suggestions have come forward in envisioning what could lie ahead for ANSA-EAP. Most talked about ANSA-EAP definitely needing to go forward, even expanding its outreach and deepening the gains it has been able to achieve. The social capital and the numerous worthwhile accomplishments it has done and recognition it has received in a relatively short period of four years, its good reputation for facilitating the learning of SAc and implementation of various programs and activities in the four priority countries, its network of convener groups geographically and across thematic areas in the EAP region and to an extent, even at global level with its engagement in some countries in Africa, etc. Almost everyone expressed serious concern for ANSA-EAP's financial sustainability for the short, medium and long-term that imperil its continued operations and coordination at regional level.

The following shows the directions for ANSA-EAP's future that have been identified by the different stakeholders:

1. ANSA-EAP needs to continue to function and consolidate itself as a network of networks and expand its networking and outreach beyond the four priority countries. It needs to deepen its existing relationships while opening new ones in additional countries which are opening up like Burma or Laos; to the bigger Asian region, and to the Pacific where there were previous discussions of including Papua New Guinea as a priority or focus country. Expanding and strengthening of the network implies having at least one common program across countries, so that different contexts for SAc involvement can emerge which can also enhance sharing. This could be done by focusing on a thematic or functional area, e.g. procurement, etc. A suggestion for one common monitoring scheme per country that can serve as basis for a common regional project was also mooted.
2. ANSA-EAP should continue to be a good resource on various SAc tools, techniques and approaches, e.g., on procurement monitoring. They can take requests from other countries; performing as general experts in SAc – becoming renowned in other places in consulting which strengthens the rationale to keep the staff. to help different organizations and partners, while maintaining their Asian character and experience and bringing these into their programs and activities even at global level while also continuing to learn from other countries' experience of SAc like in Latin America, using the vast amount of experience and knowledge gained over the last four years; so that these good approaches are resources that could be made available for other countries. ANSA could also become more of a coach/consultant organization and be able to offer to different groups on a fee-paying basis so as not to be donor-dependent.
3. One proposition is for ANSA-EAP to work as an intermediary at regional level vis-à-vis donors and its network partners in countries wherein programs and projects need to have

- partnerships at the very local level. Donors could give money to ANSA-EAP and it handles a regional network of partners which can get in touch and implement at the village level. As intermediary, ANSA-EAP is able to know what is going on at the lower level. Donors are then able to work out just one partnership agreement with ANSA which will in turn deal with the various in-country networks. In a similar vein, with ANSA-EAP's capacity building skills and experience in different settings, it can assist donor agencies to demand social accountability from its partners, helping to set up the mechanisms to do so.
4. ANSA-EAP should continue to expand its development and production of high quality products. As it develops these products, ANSA-EAP should remain mindful of the fact that English is not the primary language in the region. It then needs to communicate and bring these products and key messages to the rest of the EAP, using a variety of means, including use of social networking and the web and translating these into the languages at least of the priority countries.
 5. As an independent foundation now operating outside of the aegis of the ASoG but with a regional mandate, ANSA-EAP must define what is the nature of an Asian regional foundation based in the Philippines taking the following, among others, into consideration: the need to move away from looking at projects, but rather focus on building the networks; strengthening the membership in the BoD that should include widening its regional representativeness as well as a trustee from the private sector who could tap and mobilize foundation funds. Its new entity as a foundation requires redefining and clarifying the role with ASoG which has served as an important bridge in the beginnings of ANSA-EAP and can continue to do so in some form or other. Also, to prevent any further potential for a confused public perception of roles or even conflict of interest, the terms of agreement between ASoG and ANSA-EAP needs to be spelled out in greater detail based on the previous years' experience.
 6. The need to strengthen the work in resource mobilization on a full-time basis has been substantially discussed in the previous section of this report, to ensure the short-term, medium-term and long-term financial sustainability of the regional programs and activities of coordination, linkage and network building and knowledge management. This should also allow the ANSA-EAP to transition from reliance on donor funding to becoming a CSO/foundation that is able to support itself to some extent with its products and services and a trust fund that could address some of its core costs.
 7. ANSA-EAP needs to build and develop more new experts/expertise particularly in the highly technical areas such as Public Finance Management so that it can continue to have a competitive edge in these areas.
 8. ANSA-EAP has the most achievements compared to other ANSAs supported by the WB and it can and should continue to play a leadership role among the other ANSAs. There is a big potential to closely coordinate and collaborate with other ANSAs not only through the Secretariat but finding ways to involve the BoD members and other partners and move towards becoming a global player and resource facility on SAc.
 9. ANSA-EAP needs to continue and enlarge its engagement at regional level with regional institutions, particularly vis-à-vis ASEAN. The ANSA-EAP experiences in three priority countries that are ASEAN members (Cambodia, Indonesia and the Philippines) help to give more impetus to move in this direction.
 10. ANSA-EAP staff envision building a bigger and stronger network – a community of practice beyond the organizational form that ANSA-EAP is at present, where collaboration between CSOs and governments is stronger at the country level and where there could be stronger inter-country linkages.

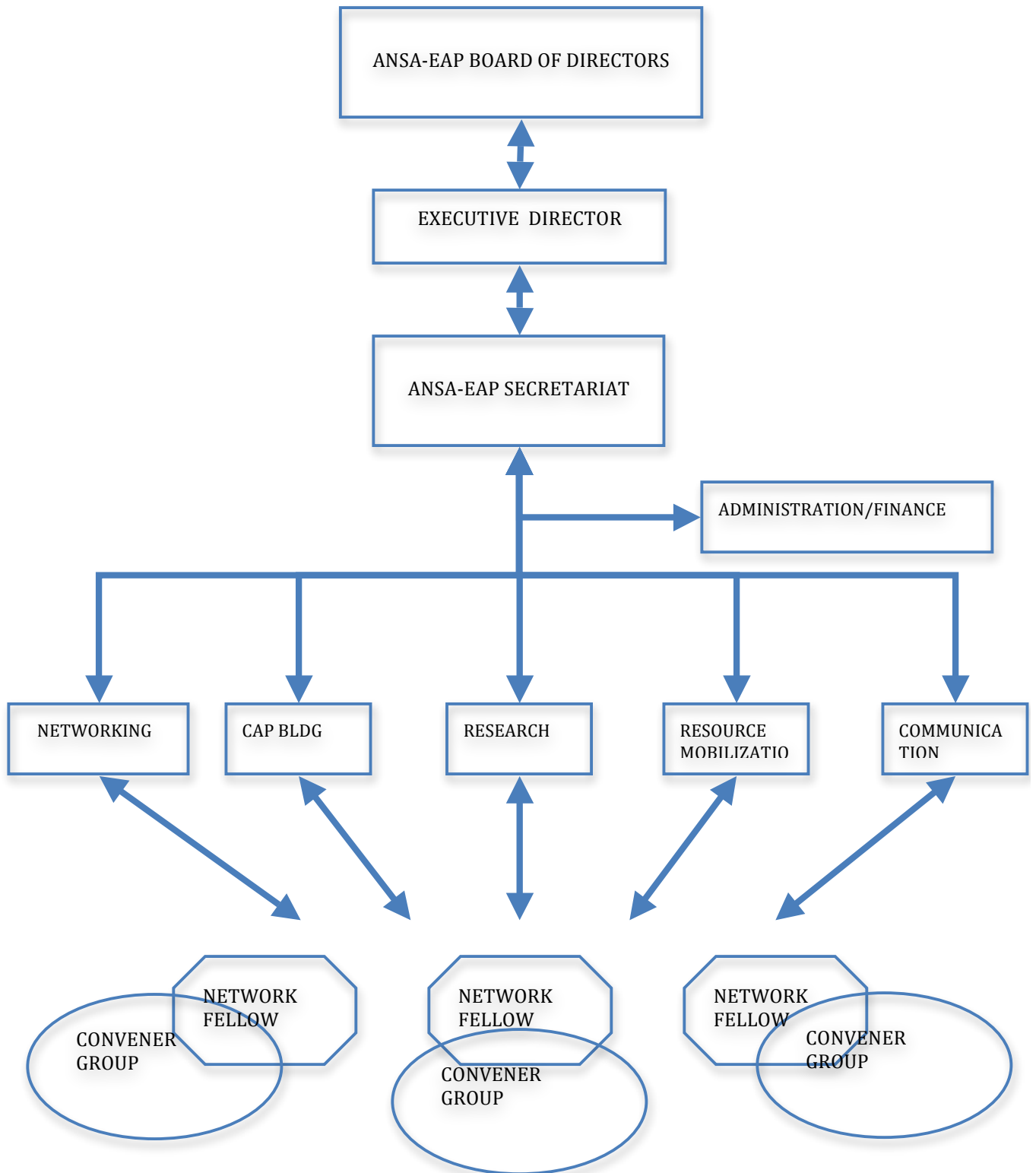
SCENARIOS FOR RESOURCE MOBILIZATION FOR ANSA-EAP

Some scenarios for resource mobilization for ANSA-EAP post-DGF funding:

1. Continue and enhance the resource mobilization efforts jointly by WBI management and the ANSA-EAP ED with major bilateral donors that have a big interest in good governance. These efforts may however not be able to generate the resources to meet the immediate need for resources to cover costs of the core staff of the Secretariat.
2. Hire a full-time resource mobilization specialist (even locally) to draw up a strategy on this and to systematically implement this on a continuing basis and to be responsible within the Secretariat, aside from the ED. His or her major task is among others, to build and manage donor relations aside from the ED to ensure a steady flow of information/and materials to donors that demonstrate the work of ANSA-EAP and how it can complement the work of donors in various areas. This strategy has been proven with some donors, particularly several WB country offices and units at the WB in Washington, AusAID, Oxfam-GB. The changing context and environment for donor interest and priorities demands flexibility in fund-raising approaches; nevertheless, the demand for good governance and accountability on the demand side on the part of CSOs has been increasing, in the EAP region as elsewhere around the globe and these changes also present possibilities for ANSA-EAP to look into. To find the right resource mobilization specialist is definitely a challenge given the qualifications that s/he needs to have: the competency, a level of seniority, communication and project development imagination and skills and the likelihood that the person is already probably employed or will come at a high price.
3. In view of the ANSA-EAP Secretariat presence in Manila, it has been able to obtain support from donors for Philippine-based work, such as the AusAID projects mentioned previously. Given the open and conducive political environment for constructive engagement between Philippine government institutions and CSOs, many more opportunities can be explored for involvement in Philippine-based programs and activities. Among the examples of current Philippine projects funded by the WB which offer possibilities for ANSA-EAP participation are the Kalahi-CIDSS (Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services), one of the flagship national anti-poverty programs under the Department of Social Welfare and Development (DSWD) as with the 4Ps (Pantawid Pamilyang Pilipino Program) - the Modified Conditional Cash Transfer Program, also under the DSWD which is headed by a Department Secretary who is herself a key champion of constructive engagement and SAC. Both involve multi-million dollar projects that entail strong governance and SAC to succeed in their objectives of assisting the communities of the very poor and the poorest families in the country.
4. However, increasing and expanding ANSA-EAP engagement in country activities which is already happening with the current Secretariat staff who are being paid through their involvement in Philippine-related projects, could lead to competition with other Filipino CSOs doing similar work. This has been raised as a concern for ANSA-EAP which considers itself a network of networks in the Philippine context. Given this scenario would imply that ANSA-EAP will operate much like a single NGO/CSO, possibly competing with other CSOs for project funding from the same pool of donors. This perception among CSOs of being in competition with ANSA-EAP could be avoided with sufficient consultations and discussions among the various SAC stakeholders who would need to agree on the unique and distinctive competencies and roles that each would be bringing into the programs/projects, thus complementing rather than competing with each other. While the Secretariat has made previous efforts to conduct consultations with Philippine-based CSOs

- on this matter, this may need to be done time and again vis-à-vis specific projects that ANSA-EAP may be involved with to ensure continuing dialogue and understanding of the roles of the different stakeholders.
5. Consider various revenue generating models, one of the more viable would be charging of fees for products and services that it offers. One example cited is that of CUTS which is a member of ANSA-South Asia Region (SAR) based in India which has packaged its training modules and offers these capacity building programs for relatively high fees and which have high demand.
 6. For ANSA EAP Foundation to receive funding from the WB, there is also a need to address vendor registration with the Bank which is a big challenge at the moment.
 7. As ANSA-EAP enters a next phase of its operations, it could seriously consider other fund-raising possibilities, than the traditional grant seeking or contracting of services/consultancies. These can include:
 - major public fund-raising events such as concerts, involving celebrities who are in themselves champions of good governance.
 - online fund-raising from the general public, using social media to drive the activity as well as the use of mobile phones to raise resources.

Figure 1. ANSA-EAP Organizational Structure



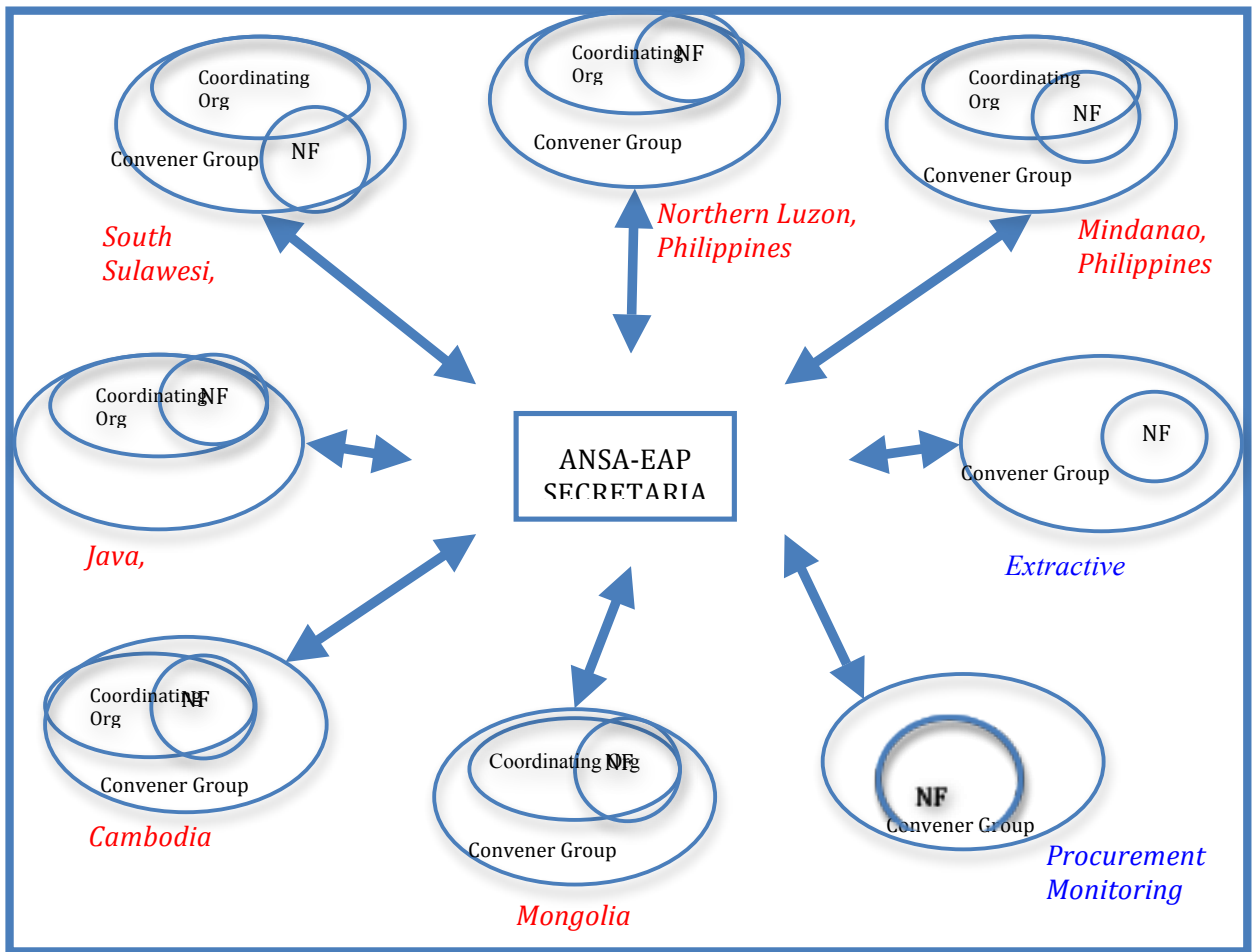


Figure 2: Network Structure of ANSA-EAP

Annex 1: List of Persons Interviewed/Questionnaire Respondents

		I = Interviewed; Q = Returned questionnaire	
Board of Directors			
1	I	Juan Miguel Luz	Member (Asian Institute of Management); former chairperson of Executive Committee
2	I	Antonio La Vina	Secretary (ASoG)
3	I	Angelita Gregorio-Medel	Treasurer (ANSA Executive Director)
4	I	Theary Seng	Chairperson (Civicus-Cambodia)
5	I	Teten Masduki	President (Transparency International-Indonesia)
Donors			
6	I	Oyuna Baasanjav	WB-Mongolia
7	I	Pinky Esguerra	WB-Philippines
8	Q	Eszter Filippinyi	Open Society Foundations
9	I	Kathrin Frauscher	WBI
10	I	Leonor Gonzalez	WB-Philippines
11	Q	Yasmin Hatta	RWI (mentor for Mongolia SAclAP)
12	I	Meg McDermott	WBI
13	I	Mary McNeal	WBI, former ANSA EAP ExCo member
14	I	Marcos Menduru	WBI
15	I	Virgie Ongkiko	AusAID/ PFMP
16	I	Luiza Nora	WBI
17	I	Andrew Parker	WB/AusAid, former ANSA EAP ExCo member
18	I	Marcela Roza	WBI
19	I	Jeff Thindwa	WBI
Network Fellows: Past and Current			
20	I	Armen Ria Toquero	NLCGG, Northern Luzon, Philippines
21	I	Undral Gombodorj	DEMO/PFSAN, Mongolia
22	I	Tsetsgee Gavaa	Procurement, Mercy Corps, Mongolia
23	I	San Chey	CASA/CCG, Cambodia
24	I	Muhammad Ilham	TI, Indonesia
25	Q	Dini Mentari	PATIRO, Indonesia (former NF)
26	Q	Oktovianus Tonapa	Yascita, Indonesia
27	I	Byron Abadeza	TAN, Philippines (former NF)
28	I	Gaddi Alawi	YMN for SAc, Philippines
Network Partners			
29	Q	Mark Bunthoeurn	SAc in EI project (Cambodia)
30	Q	Vy Nop	SAc in EI project (Cambodia)
31	I	Vandong Thorn	BSDA/CASA (Cambodia)
32	I	Susi Kamil	EICG (Indonesia)
33	Q	Siti Fatima	
34	Q	Maryati Abdullah	SAc in EI project (Indonesia)
35	Q	N Ootgoo	Mongolia
36	I	Ester Alkonga	RECITE/NLCGG (Philippines)

37	I	Rylynne dela Paz	TAN (Philippines)
38	Q	Laurentino Alves/Luta Hamutuk	SAC in EI project (Timor L'est)
39	Q	Akara Mericio	SAC in EI project (Timor L'est)
		Government Representatives	
40	Q	Chik Bouth	Government of Cambodia (Demand for Good Governance Project, Ministry of Interior)
41	Q	Aida Carpentero	Government of the Philippines (Director, Department of Education)
42	I	B. Darinchuluun	Government of Mongolia (Director-Supervision, Monitoring, Evaluation and Internal Auditing Department, Cabinet Secretariat)
43	Q	Tara Hidayat	President Delivery Unit for Development Monitoring and Oversight (UKP-PPP), Government of Indonesia
44	I	Heidi Mendoza	Government of the Philippines (Commissioner, Commission on Audit)
45	I	Corazon Soliman	Government of the Philippines (Secretary, Department of Social Work and Development)
		Grantees/Others	
46	Q	Chet Charya	Grantee, Cambodia
47	Q	Kem Sophy	Grantee, Cambodia
48	Q	Cristina Delima	SIM CARRD (grantee, Philippines)
49	I	Marlene Ramirez	AsiaDhrra (grantee, Asia regional)
50	I	Elena Rebagay	AsiaDhrra (grantee, Asia regional)
51	Q	Tanya Hamada	BAG, InciteGov, Philippines
52	I	Raul Gonzales	Evaluation Consultant
		Staff: Past and Current	
53	I	Jolan Angeles	Communications (former)
54	I	Kristina Aquino	Governance/Communications
55	I	Adel Briones	Capacity Building
56	I	Randee Cabaces	Capacity Building
57	I	Roy Choco	Website
58	I	Vivien Suerte-Cortez	Philippine Desk: Procurement
59	I	Famela Listana	Extractive Industries
60	I	Redempto Parafina	Networking/Check My School
61	I	Emy Perez	Extractive Industries
62	I	Gladys Honey Selosa	Budget/Finance
63	I	Flory Tabio	Resource Mobilization (former)
64	I	Candy Tong	Communications
		Philippine Projects	
65	Q	Sanie Cagoco	Check My School
66	Q	Emma de Mesa	Check My School
67	Q	Paul Thomas Villanueva	Check My School
68	Q	Romy Baldevia	Philippine Desk

69	Q	Ana Villanueva	Philippine Desk
70	Q	Miguel Magalang	SAC in EI project/Philippines
71	Q	William Todcor	SAC in EI project/Philippines

12. How have you been able to use these knowledge products in your organization's work?

13. Are the ANSA-EAP materials targeted to meet the specific needs of your organization and/or network?

very hardly
 somewhat not at all

13.a. To what extent have the ANSA-EAP materials reflected cultural sensitivities and country-specific realities?

to a great extent to a little extent
 to some extent not at all

14. How have you been able to use the ANSA trainings in your work?

to a great extent to a little extent
 to some extent not at all

14.a. How have you integrated learnings from the training into your work on SAc, if at all?

15. How far has your organization mainstreamed SAc tools, techniques etc into your organization's programs and practices?

to a great extent to a little extent
 to some extent not at all

15.a. In what ways?

16. To what extent has your organization gone to draw up strategies to incorporate SAc into your programs and activities?

to a great extent to a little extent
 to some extent not at all

16.a. to incorporate into your budget?

to a great extent to a little extent
 to some extent not at all

17. How have you been using SAc PFM tools to monitor government expenditures?

to a great extent to a little extent
 to some extent not at all

18. How satisfied are you with your collaboration with ANSA-EAP?

very satisfied somewhat satisfied
 satisfied not at all satisfied

18. a. Please elaborate on your response.

19. How far has ANSA-EAP reached in linking with key organizations that could be engaged in citizen monitoring along the thematic and geographic focus?

to a great extent to a little extent
 to some extent not at all

20. Has the ANSA-EAP network structure been effective for long-term strategy planning for country (sub-country) focus/thematic focus?

very effective somewhat effective
 effective not at all effective

21. Are there effective links between SAc experts and networks/members?

to a great extent to a little extent
 to some extent not at all

22. How effective has inter-country collaboration been in the ANSA-EAP activities/programs?

to a great extent to a little extent

to some extent not at all

22.a. What do you suggest to further the collaboration?

23. Has your country/sub-country or thematic network raised funds/mobilized resources at country level for SAc related activities and programs? Yes No

24. Has ANSA been able to help raise resources for your country/sub-country and thematic activities?

to a great extent to a little extent

to some extent not at all

25. Are you aware of other CSOs/groups outside of your country (sub-country)/thematic network that are seeking ANSA-EAP's help and assistance? Yes No

26. (if from a government institution), to what extent do you think your agency is pursuing SAc engagement?

very active somewhat active

active not at all

27. (for CSOs), has ANSA-EAP been able to facilitate learning between government and CSO partners?

to a great extent to a little extent

to some extent not at all

28. Which of these ANSA-EAP objective/s and outputs have been most achieved:

a) clear framework for constructive citizen and government engagement and mainstreamed among ANSA partners;

b) citizen groups monitoring government's use of public resources ;

c) active and linked community of citizen SAc stakeholders;

d) ANSA-EAP established as a credible resource facility in priority countries.

28.a. Which objective/s and outputs have been least achieved:

a) clear framework for constructive citizen and government engagement and mainstreamed among ANSA partners;

b) citizen groups monitoring government's use of public resources ;

c) active and linked community of citizen SAc stakeholders;

d) ANSA-EAP established as a credible resource facility in priority countries.

29. Have there been any unintended outcomes (positive or negative) arising from ANSA-EAP?

30. What in your view are ANSA-EAP's strengths?

30. a. What are its weaknesses?

31. Do the key stakeholders demonstrate ownership of ANSA-EAP?

32. What do you envision for ANSA-EAP for the future?

Annex 2b – Questionnaire 2 for Donors and Government Officials

QUESTIONNAIRE FOR THE ANSA-EAP END-OF-PROJECT EVALUATION

(Please take a few minutes to answer the following questions about ANSA-EAP particularly the program areas or activities in which you were involved. Thank you very much for your valuable cooperation.)

1. How were you involved in ANSA-EAP?

_____ as a government official. Please indicate government institution:

_____ as a donor representative. Please indicate organization:

2. In which ANSA-EAP programs and particular activities has your organization been involved?

3. How would you assess you and/or your organization's participation in these programs and activities?

___ very active _____ participated somewhat

___ actively participated _____ hardly participated

3.a. If active, in what way/s?

4. To what extent were the specific objective/s of the programs and activities you were involved in achieved?

___ to a great extent _____ to a little extent

___ to some extent _____ not at all

5. Were the activities implemented as planned?

___ to a great extent _____ to a little extent

___ to some extent _____ not at all

5.a. If not, why not? What were implementation problems encountered in the programs/activities?

6. What worked well?

6.a. What did not work so well?

7. What other services/assistance has ANSA-EAP provided to your organization, if any?

8. What positive outcomes of the program areas/activities are evident, if any?

9. How would you assess the knowledge products of ANSA-EAP?

___ very useful _____ not very useful

___ useful _____ not at all useful

10.a. Which knowledge product/s did you find most useful?

Why?

10.b. Which did you find least useful?

Why?

11. How do you assess the usefulness of the ANSA-EAP website?

___ to a great extent _____ to a little extent

___ to some extent _____ not at all

12. What ANSA trainings have you or others from your organization undertaken? _____

12. a. How have you been able to use the ANSA trainings in your work?

___ to a great extent _____ to a little extent

___ to some extent _____ not at all

12.b. How have you integrated learnings from the training into your work on SAc, if at all?

Annex 3: List of Documents/Materials Reviewed:

1. WB Development Grant Facility (DGF) Window 2 Agreements
 - a. Grant Letter of Agreement with the Ateneo University FY 2008 for support of ANSA – DGF File 105508
 - b. Grant Letter of Agreement with the Ateneo University FY 2009 for support of ANSA – DGF File 105509
 - c. Grant Letter of Agreement with the Ateneo University FY 2010 for support of ANSA - DGF File 105510 Amendment No. 1
2. Reports Prepared by ANSA-EAP Secretariat:
 - a. ANSA-EAP Yearend Accountability Report 2008
 - b. ANSA-EAP Yearend Accountability Report 2009
 - c. ANSA-EAP Yearend Accountability Report 2010
 - d. ANSA-EAP Mid-Term Accountability Report 2011
 - e. ANSA-EAP 2008-2011 Report (Draft-August 2012)
3. Minutes of ANSA-EAP Executive Committee/Board of Directors' Meetings:
 - a. November 21, 2008, Phnom Penh, Cambodia
 - b. April 17-18, 2009, Manila, Philippines
 - c. November 12, 2009, Hong Kong
 - d. February 20, 2010, Pasig City, Philippines
 - e. October 14, 2010, Bali, Indonesia
 - f. April 20, 2011, Manila, Philippines
4. ANSA - East Asia (P105001) - Third Quality Assessment of DGF-Funded Global Programs and Partnerships (GPP III) - Draft Report, August 2009
5. Rapid Assessment of ANSA-EAP M&E System and Ongoing Activities (Report)
6. Other ANSA-EAP Documents
 - a. ANSA-EAP Resource Mobilization Strategy (revised October 2008)
 - b. ANSA-EAP Logframe 2009
 - c. Schematic of ANSA-EAP Logframe (August 2010)
 - d. ANSA-EAP Network Profile
 - e. ANSA-EAP Community – Connecting Citizens to Improve Governance
 - f. ANSA-EAP Network Model - Case of Conveners Groups, January 2012 (powerpoint)
 - g. ANSA-EAP Strategy (May 2010)
 - h. Issues in ANSA-EAP'S Learning Strategy by: Rande Cabaces (2010)
 - i. The Strategic Initiatives Portfolio – September 2010
 - j. The Service Portfolio-- Draft September 2010
 - k. Country Portfolios – Draft September 2010
 - l. Thematic Portfolios – Draft September 2010
 - m. ANSA-EAP 2010 Planning Session Aide Memoire - January 7, 2010
 - n. ANSA-EAP 2010 Component Priorities
 - o. ANSA-EAP 2010 Assessment Kit
 - p. ANSA-EAP FOLIO - Customized Learning Modules for Social Accountability and Good Governance
7. ANSA-EAP Website Materials
 - a. Check My School – videos
8. Others:
 - a. Check My School, Improve My School (<http://wbi.worldbank.org/wbi/stories>)
 - b. Check My School - A Case Study on Citizens' Monitoring of the Education Sector in the Philippines by Jennifer Shkabatur (<http://wbi.worldbank.org/wbi/Data/wbi/wbicms/files/drupal-acquia/wbi/CaseStudy-CheckMySchool.pdf>)

Annex 4. Terms of Reference for Evaluation of the End-of-Project of ANSA-EAP

Evaluating the Performance of ANSA-EAP

DRAFT Terms of Reference

Background and Rationale

1. The Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP) was set up in 2008 as an initiative of the Ateneo School of Government with funding from the World Bank's Development Grant Facility or DGF (2008-11); it was incorporated in 2011 with 5 founding trustees from the region.
2. The regional network's work in mainstreaming the social accountability approach is geared towards the goal of increasing government transparency, accountability, and citizen participation in the allocation and use of public resources. Its networking of networks approach is captured in its purpose: *to organize a constituency of citizens engaged in the coherent, coordinated, continuing and sustained monitoring of public performance.*
3. ANSA-EAP facilitates country and multi-country networking initiatives, learning and capacity-building programs, as well as research and knowledge management on social accountability. Social accountability is organized and capable citizen groups engaging constructively with government to monitor the decisions and performance of public officials towards better delivery of public services, improved people's welfare and improved protection of people's rights.
4. ANSA-EAP's investments and achievements in the past four years have largely been concentrated on establishing and sustaining geographic and thematic networks. The geographic network is composed of country convener groups in four countries—Cambodia, Indonesia, Mongolia, and the Philippines, and regional thematic networks for procurement monitoring and SAc in the extractive industries.
5. As the program wraps up its entry phase and in formal compliance with the requirements of its three-year funding from the World Bank, ANSA-EAP is scheduling an end-of-program evaluation. The three-month evaluation will focus on tracking the results of the ANSA-EAP program, including activity outputs, program components, and intermediate outcomes.
6. An independent evaluation consultant will be engaged by ANSA-EAP to design and carry out the evaluation over a period of three months.

Audience of Evaluation Research

7. Beyond ANSA-EAP's immediate ("operations" or implementation) team, several other stakeholder groups have expressed interest in evaluating ANSA-EAP program implementation and results:
 - The World Bank and the World Bank Institute, as the main funding partner for the first phase of ANSA-EAP. This also includes the different country offices of the Bank in EAP that ANSA-EAP has collaborated with in the past.
 - ANSA-EAP network members in the different EAP countries. ANSA-EAP's network is composed mainly of citizen groups from priority countries. As its main constituents—in ANSA-EAP parlance, "partners"—the network considers itself accountable to these partners in toto and beyond any project funding.
 - Other development partners, including government agencies and donor agencies. ANSA-EAP has gained recognition in the region for running capacity building interventions—both activity-based and programmatic—towards network- and coalition-building for good governance, as well as for

incubating social accountability initiatives. Many other partners have expressed interest in these services, with some requesting for assistance from areas outside of ANSA-EAP's current reach.

Objectives

8. The evaluation will focus on the operationalization of several documents:
 - ANSA-EAP's compass has been and still is its **results framework** (*Annex A*). To a huge extent, this framework has guided and provided the rationale for the network's activities from 2008 to 2011. A monitoring and evaluation framework has been developed along the lines of this framework.
 - Strictly for the implementation of the World Bank grant to the Ateneo de Manila University to set up the ANSA-EAP program, the **grant agreements** specified deliverables for each of the three project years.
9. The evaluation seeks to assess ANSA-EAP's performance along the commitments stipulated in these documents. It will identify progress and results achieved along the key result areas (or strategic objectives, as articulated in the results framework) of ANSA-EAP.
10. The objectives of the project evaluation are to --
 - explore the level of progress made by the project and analyze the extent to which the achievements have supported ANSA-EAP's goal,
 - evaluate the project effectiveness in terms of mainstreaming agenda, sustainability and the extent of the institutionalization of the project,
 - identify the target and level of achievements as specified in the project agreement, and
 - assess the good lessons to be replicated in other projects and aspects to improve on.
11. In evaluating ANSA-EAP's work as a network (of networks, and for learning), the consultant must keep in mind the somewhat tricky issues and principles that surround network-building. For instance, results attribution versus mainstreaming: while each partner organization has operations that are distinct and autonomous from ANSA-EAP's, the results of the regional program's framing intervention may radiate from the country network to the organizational level.

Time Frame:

Roles and Responsibilities of Consultant

12. The consultant (evaluator) is tasked to:
 - Submit inception report or workplan, including timeline and schedule of evaluation milestones
 - Develop an evaluation framework and plan (including list of source documents, key informants, data gathering methods, etc.), in consultation with ANSA-EAP
 - Design data collection instruments
 - Implement data collection procedures
 - Write and submit a draft and final evaluation report (to include list of respondents, activities conducted and references)
 - Exit meeting
 - When requested, present findings to selected audiences
13. Qualification:
 - experience, knowledge and skills pm:
 - Project Development and Assessment
 - Regional Program Initiatives of good governance, demand side initiatives for and of CSOs
 - Knowledge and understanding of networking approach

- Experience and knowledge of Asia especially Southeast Asia
- Capacity development exposure and familiarity
- Excellent English communication skills (written and oral)
- Sensitivity to Asian culture and context

Appendix 5. ANSA-EAP Results Framework

