

# **Fostering Opportunities in Rural Southern Areas- FORSA**

**Annual Report # 1**

**Year 2011 - 2012**

**Submitted to USAID/Egypt on: October 31, 2012**

**Period from October 2011 to September 2012**

**Grant Award**

**AID-263-G-11-00038**

**Pathfinder International**

**9 Galen Street, Suite 217**

**Watertown, MA 02472 USA**



**a global leader in reproductive health**

### **Grant Goal/Objectives**

The overall goal of this project—entitled “FORSA,” which means “opportunity” in Arabic—is to contribute to poverty reduction among vulnerable youth in rural Upper Egypt by applying an integrated approach that addresses health and wealth improvements enhancing social protection. The specific objectives are the following:

1. Provide immediate employment opportunities for 1,500 youth in rural Upper Egypt by establishing a network of community health outreach workers to encourage greater access to health delivery services.
2. Build the capacity of women in rural Upper Egypt and assist them technically and financially to start their own businesses (microenterprises).

### **I- Executive Summary**

The FORSA project dedicated its first year to the development of the Project’s overall operational framework and obtaining the approvals of the Ministry of Insurance and Social Affairs (MoISA) to launch the project and its activities.

During Q1Y1, on the administrative level, the project started its staffing process and hired key staff. The process continued through the subsequent quarters to complete the hiring of 18 staff members by the end of the year. In concurrence with staffing, the project administration has started a premise renting of a project office, which was equipped and ready for use by the second quarter of the first year.

On the technical level, the project staff focused on developing the Project’s Workplan (WP), budget, and the Performance Monitoring Plan (PMP). The WP and PMP have been developed through a process of thorough discussions and brainstorming sessions among the Project’s higher management, introducing technical insights and administrative procedures. Accordingly, all documents were submitted to USAID by the end of the first quarter pending their approval. In addition, development of training curricula, materials, and other related project documents began in the first quarter, but were finalized during the second quarter. These materials included reporting templates that will be used throughout the life of the project.

Based on the feedback received from USAID regarding the submitted Workplan (WP) and the project Performance Monitoring Plan (PMP), both were fine-tuned, and the PMP was modified to include a qualitative assessment component of gender issues and norms within the project intervention communities as advised by USAID. In addition, all the necessary tools required to apply the PMP were finalized and ready for implementation. In Q3Y1, on June 16<sup>th</sup>, 2012, the PMP and the WP were officially approved by USAID. However, the WP will be revised and re-submitted to USAID for approval once the MoU is signed and final approvals to start project field activities are obtained from MoISA.

All through Year 1, the FORSA project continued its communication with MoISA to obtain the necessary approvals for launching the project's field activities. During the second quarter, the project focused on obtaining the necessary approvals as a pivotal action to start implementation of field activities. There was a foreseen delay in obtaining approvals, given Egypt's political unrest and security requirements, which were closely monitored by the project's management.

Despite the delays encountered, and due to the close monitoring of FORSA management with MoISA, two accomplishments were reached. First, the project drafted a Memorandum of Understanding (MoU) between Pathfinder International and MoISA that was submitted to the ministry on May 27<sup>th</sup>, 2012. FORSA management then intensely followed up with MoISA through June 27<sup>th</sup>, 2012, when the MoISA Security Department informed the project that the security clearance was approved, and a letter numbered 2450 was issued to the Social Care Department at MoISA. This letter clarified that the Ministry could cooperate with Pathfinder International within the scope of the submitted MoU. Accordingly, the project initiated communication with the Social Care Department to meet the official responsible for the final signing of the MoU.

Through the end of Year One, the FORSA project continued to follow-up with MoISA to obtain an agreement on the final format of the MoU, which was ready for signing by the MoISA Minister and is required to start field activities. After many meetings and discussions with the Social Care Department, on the 25<sup>th</sup> of September, 2012, a final MoU format agreement was reached between the FORSA management team and MoISA. The MoU hereafter is currently being reviewed by the Legal Department at MoISA as a crucial step prior to signing by the Minister. The Social Care Department has demonstrated their support of field activities by contacting the MoISA branches in Assuit and Sohag governorates, requesting them to nominate a list of the potential CDAs that FORSA could work with. Since project field activities for Year 2 have yet to start, once the MOU is signed by the MoISA Minister, the project WP will be revised and re-submitted to USAID for approval to start project field activities. To guarantee the quality of work at the field level, a no-cost extension is required as a solution to the unforeseen delay encountered.

## II- Accomplishments

During year one of the project, all planned start-up activities were completed, except for obtaining MoISA's final official approval on implementing the FORSA project field activities. Thus, the following was accomplished:

1. Recruit personnel and office setup.
2. Technical pavement for project implementation and developing project's operational manuals.
3. Follow up regularly with MoISA to obtain approvals.
4. Finalize all training curricula and project documents necessary to start implementation of all project's field activities.
5. Develop and modify the PMP and WP in accordance with USAID suggestions and recommendations. Obtain USAID official approval on the re-submitted Workplan and PMP.
6. Develop the PMP necessary tools for monitoring project activities.
7. Follow up with MoISA and submit a draft MoU to the Security Department.
8. Follow up with MoISA to obtain feedback on the MoU and obtain security clearance.
9. Respond to all inquiries and requests of MoISA, Ministry of Foreign Affairs (MoFA), and Ministry of Interior (MoI).
10. Follow up with MoISA to receive its officials' feedback on the submitted draft MoU.
11. Follow up with MoISA to obtain the Minister's approval and signature of the MoU.
12. Ensure continuous communication with USAID.

Personnel recruitment started on time in Q1Y1. Staff were identified, interviewed, and selected, and key personnel were hired. Due to staff having to submit leave notices from their previous employers, two staff joined the project later during Q2Y1. Additionally, the second project accountant joined the project during Q3Y1, and the monitoring and evaluation coordinator during Q4Y1. Other technical staff, such as the Souhag Field Implementation Specialist is expected to join with the start of project activities at the field level. Thus, this recruitment activity resulted in 18 hired staff and is still in progress.

Concurrently and during the project mobilization phase, the FORSA management team started the process of office/premise setup. Early in Q1Y1, the office was located and rented, and requests for quotations for office furniture and equipment were developed. Office setup was completed in Q2Y1. All needs for furnishing and equipping the office premise were completed based on the furniture received from USAID stores and equipment purchased.

The project then started to establish its Operation Systems (i.e. finance, personnel). The activity started and finished on time during Q1Y1. The Project's personnel manual, job descriptions and financial manual were also developed.

Technical pavement for project implementation included developing the Project's WP and PMP to submit them to USAID. The project's Workplan and PMP development started on time in Q1Y1, and both documents were submitted on time to USAID on November 28<sup>th</sup>, 2011.

During the second quarter, USAID requested some modifications to the WP and PMP. The PMP was to include more in-depth analysis of gender norms as reflected through the project activities. Accordingly,

the PMP was thus modified to include a qualitative assessment component using focus group discussions and in-depth interviews to grasp gender norms pertaining to project activities within the intervention communities in the Assuit and Sohag governorates of Upper Egypt. There was continuous communication with USAID AOTR concerning the PMP and WP recommendations for modifications, which were thoroughly discussed. The modified PMP was then re-submitted with the necessary changes to USAID on March 5, 2012. In addition, the tools necessary for PMP reporting requirements were finalized during the same quarter.

The FORSA project obtained USAID official approval on the modified re-submitted Workplan and PMP during the third quarter of the year. This activity is considered completed, but will be re-opened to re-schedule the WP timing of activities and PMP reporting dates and targets once MoISA final approvals are obtained.

The Project's trainings outlines and material development started on time during Q1Y1. Initially, training curricula were developed during the first quarter, and the other related necessary training materials and project documents were finalized during Q2Y1. Such materials and documents included selection criteria, training schedules, data collection and evaluation tools, and CDA reporting forms required for the implementation of the project's field activities. This activity was thus completed with the development of the following training curricula:

- ✓ Proposal Writing for interested/participant CDAs
- ✓ Financial Management for recipient CDAs
- ✓ Interpersonal Communications and Counseling Skills (IPC&C) with a health component for CDA outreach workers
- ✓ Egyptian Women Speak Out (EWSO) training of trainers (TOT) skills for Raedat Rifayat (RR) Supervisors
- ✓ EWSO for community women
- ✓ Simple bookkeeping for women starting their own microenterprises

Starting in the second quarter of year one, the project's prime objective was to obtain MoISA approval and the security clearance necessary to begin implementing project activities at the field level. In January 2012, FORSA management team succeeded in conducting two meetings with MoISA officials, the first being with the Undersecretary of Insurance and Social Affairs in Assuit governorate. The main purpose of the meeting was to orient the undersecretary on the the FORSA project approach and activities. The undersecretary revealed his interest in the project's work, but emphasized the necessity of the ministry's approval as a preliminary step. Accordingly, the project made an appointment with MoISA officials at the central level in Cairo and conducted a second meeting during the same month. The outcome of the meeting was a request of documents describing Pathfinder International and the nature of its activities. FORSA project staff obtained the required information in a formal letter from Pathfinder International, which was submitted to MoISA in February 2012.

Since the FORSA project team is eager to start field activities, the project continued to closely follow up on obtaining MoISA approval and the security clearance all through the rest of Q2Y1 and Q3Y1. During that period, the FORSA management team paid all efforts to obtain the required approvals through telephone calls with MoISA security officials and visits to the Security Department. During these visits,

the team had more chances to clearly explain, better communicate, and stress the importance of the project activities in the field of development. The FORSA project team especially stressed the job opportunities being offered by the project to female youth residing in the most in-need communities in Upper Egypt (Assuit and Sohag governorates).

On May 16, and in response to close follow-up by FORSA, the MoISA Security Department informed the project that they received feedback from the National Security Department requesting the project to submit a copy of MoU between Pathfinder and MoISA. FORSA drafted the MoU, which described the project's detailed activities as well as the level of involvement and mechanisms of coordination between MoISA and the FORSA project. The MoU also described the amount of funding going to the sub-granted CDAs. The MoU was submitted to the Security Department, copying the Non-Governmental Organizations (NGOs) department upon their request, on May 27<sup>th</sup>, 2012.

One month later and on the 27<sup>th</sup> of June, 2012, the MoISA Security Department informed the project that the security clearance was obtained, and a letter numbered 2450 was issued to the Social Care Department at MoISA. This letter confirmed the clearance that the ministry could cooperate with Pathfinder International within the scope of the submitted MoU. The FORSA project management then initiated communication with the Social Care Department to arrange for the signing of the MoU. Accordingly, a meeting was scheduled for July 4<sup>th</sup>, 2012 (early in Q4Y1) to meet with the MoISA Social Care Department officer in charge, where the management team was asked to fine-tune the MOU and to again send the project's factsheet to MoISA.

During year one, the project worked hard to start field activities, but the delays encountered from MoISA officials hindered the process. Delays were partly related to the slow review process of project documents by MoISA and MoFA and the continuously busy MoISA Social Care Department director, as well as due to the continuous political instability encountered in the country of Egypt. Additionally, the events accompanying the production of an Anti-Islam film in the United States created more conflict in Egypt, affecting the issue of foreign funding to civil society. Coinciding with the Islamists' protests in front of the US Embassy, FORSA management received a phone call from the Mol inquiring about Pathfinder International. They also asked if any of Pathfinder LLC employees were foreigners. Moreover, they double checked the address, Pathfinder office location, the project objectives, the governorates selected for implementation of project activities, and if all working documents and training materials were translated into Arabic. FORSA clarified all issues and responded to all inquiries in a phone call and a visit by the PI representative in Egypt to the Mol as per their request.

Finally, the MoISA Social Care Department called the FORSA project on September 17<sup>th</sup>, 2012 to inform them that an appointment was scheduled on September 25<sup>th</sup>, 2012 with the director to discuss the final draft of the MoU. During the meeting, the FORSA management team reviewed the MoU word by word, making sure it reflected the project's objectives and strategy. Also, the management team was informed that the Social Care Department has approached MoISA branches at Assuit and Sohag governorates and already nominated lists of potential CDAs to work with the FORSA Project, which will save some time for the FORSA team once the implementation starts. After amending the MoU, the Legal Department is currently reviewing it in order to have it signed by the Minister herself. The Social Care Department

head seemed very confident and welcoming, urging the middle management to amend and review the MoU as soon as possible. Once the MoU is signed, FORSA can start field activities with no further delays. Accordingly, the signing of the MoU and start of project activities is expected to occur with the start of year two.

All through year one of the project; continuous communication was ensured with USAID, and all actions taken by the FORSA project to facilitate obtaining MoISA and Security approvals were communicated with the USAID AOTR in a timely manner. Moreover, monthly meetings took place to update the AOTR on the project's approvals and activities undertaken.

Details of activities achieved during Year 1 as per the workplan are listed in table 1.

Table 1: Achievements of Year 1 according to the workplan

Activities	Expected Results	Year 1 Achievement	Comments/Challenges
<b>Outcome 1:</b>			
<b>Personnel and Office Set up</b>			
Hire Staff	Project personnel recruited	Staff identified, interviewed, and selected. Key Personnel were hired. A second accountant joined the project in Q3Y1 and the M&E coordinator joined the project in Q4Y1.	The project has yet to hire technical specialists based on needs and requirements with the start of field activities, e.g. Souhag Field Implementation Specialist. Thus the activity is still in progress.
Rent Office Premise/ Office Setup	Project premise Furnished and equipped	Office located and rented. Requests for quotations for office furniture and equipment were developed.	Completed in Q2Y1.
Establish Project's Operation Systems (Finance, personnel, etc...)	Project Operation System developed	Project's personnel manual, job descriptions and financial manual were developed.	Completed in Q1Y1.
<b>Outcome 2</b>			
<b>Technical Pavement for Project Implementation</b>			
Develop Project's Workplan	Project Workplan developed	The project received the USAID approval on the re-submitted modified Project Workplan.	Completed in Q3Y1.
Develop Performance Monitoring Plan (PMP)	PMP developed	The final USAID approval on the project's re-submitted PMP was obtained.	Completed in Q3Y1.
Submit Workplan and PMP to USAID	Project Workplan and	The project received USAID approval on both the Project	Completed in Q3Y1 but will be re-opened to re-

<b>Activities</b>	<b>Expected Results</b>	<b>Year 1 Achievement</b>	<b>Comments/Challenges</b>
	PMP were submitted	Workplan and PMP.	schedule the WP timing of activities and PMP reporting dates and targets once MoISA final approvals are obtained.
Develop Project's trainings' outlines and materials	Project's trainings outlines and materials developed	The entire project's training curricula and materials were developed and finalized in Q2Y1.	Completed in Q2Y1.
<b>Outcome 3</b>			
<b>Communication and Coordination</b>			
Establish Communication with AOTR and set Communication Schedule	Smooth ongoing communication with USAID Mission	Monthly meetings were held with Project's AOTR during Year one.	Completed and communication is ongoing.
<b>Field activities</b>			
<b>Batch 1</b>			
<b>Result 1: Jobs created among local CDAs in intervention areas</b>			
1.1.1 Approaching and orienting MoISA officials in intervention governorate	MoISA officials at the intervention governorates were approached and oriented about the project's mission, vision and goals. A continuous communication channel was established.	To date, the project is following up closely with MoISA to sign the MoU and thus start its field activities. Accordingly, all subsequent activities are halted until the MoU is signed. (Details are explained under section II, project accomplishments.)	The project has succeeded to obtain the security clearance and is currently working closely with MoISA on the MoU signing and thus starting its field activities. Regular follow-up by project management is ensured.
1.1.2 Ranking and selection of intervention districts\communities	A list of intervention districts selected and ranked based on socio-economic and poverty indicators agreed upon with MoISA officials	See 1.1.1 above. Project field activities are halted until MoISA signs the MoU (Details are explained under section II, project accomplishments).	See 1.1.1 above. When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan. This challenge applies to all subsequent activities below.
1.1.3 Project orientation meeting	Meetings conducted and	See 1.1.1 above.	See 1.1.1 above.

<b>Activities</b>	<b>Expected Results</b>	<b>Year 1 Achievement</b>	<b>Comments/Challenges</b>
for all active CDAs in intervention districts\communities	CDAs oriented on the project objectives and the proposed interventions; interested CDAs submit a standard letter of interest to the project	Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
1.1.4 Proposal writing workshop for interested CDAs	Conducted proposal writing workshop for all the CDAs that submitted letters of interest; Participants trained to prepare successful proposals that qualify them for the proposed subgrants	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
1.1.5 Review and evaluate proposals	Submitted CDA proposals reviewed and evaluated by project review committee, thus ready for selection	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
1.1.6 Conduct a pre-award assessment	Conducted pre-award assessment of CDAs as to both institutional and financial capacities based on a standard "terrorist check"	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
1.1.7 Signing of subgrant agreements	Project signed subgrant	See 1.1.1 above.	See 1.1.1 above.

Activities	Expected Results	Year 1 Achievement	Comments/Challenges
	agreements with CDAs that submitted successful proposals and passed the pre-award assessment	Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
1.1.8 Awarded CDAs recruit the proposed staff with the help/guidance of Pathfinder	Awarded CDAs recruited staff from their respective communities, to include a project manager, finance manager, three outreach supervisors, and an average of 15 outreach workers. The number of recruited RRs depended on the size of the community and catchment area.	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
1.1.9 Capacity Development of CDA staff based on training material developed	FORSA project developed the capacity of awarded CDAs through two types of training, financial training and Outreach Workers training on interpersonal communication and counseling and on health messages.	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
1.1.10 CDAs start implementation of proposed activities	With completed capacity building of recruited CDA staff, home visits to implement project activities	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an

Activities	Expected Results	Year 1 Achievement	Comments/Challenges
	were started and continued in intervention communities.		amended workplan.
<b>Result 2: Women owned microenterprises established in intervention areas</b>			
1.2.1 Identify and train a cadre of Trainers for the Egyptian Women Speak Out program	The Project will select one RR supervisor from each CDA to receive the EWSO TOT. The training will be held by consultants who specialize in EWSO program implementation at field levels.	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
1.2.2 Implement EWSO program in communities	EWSO training workshops for community members will be rolled out by the EWSO trained RR supervisor within each CDA catchment area.	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
<b>Batch 2:</b>			
<b>Result 1: Jobs created among local CDAs in intervention areas</b>			
2.1.1 Approaching and Orienting MoISA officials at intervention governorate	MoISA officials at the intervention governorates were approached and oriented about the project's mission, vision and goals. A continuous communication channel was established.	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
2.1.2 Ranking and selection of intervention	A list of intervention districts selected	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start	See 1.1.1 above.  When MoISA signs the MoU, the project will

<b>Activities</b>	<b>Expected Results</b>	<b>Year 1 Achievement</b>	<b>Comments/Challenges</b>
districts\communities	and ranked based on socio-economic and poverty indicators agreed upon by MoISA officials	field activities is obtained upon signing the MoU.	re-schedule its activities in an amended workplan.
2.1.3 Project orientation meeting for all active CDAs in intervention districts\communities	Meetings conducted and CDAs oriented on the project objectives and the proposed interventions; Interested CDAs submit a standard letter of interest to the project	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
2.1.4 Proposal writing workshop for interested CDAs	Conducted proposal writing workshop for all the CDAs that submitted letters of interest; participants trained to prepare successful proposals that qualify them for the proposed subgrants	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
2.1.5 Review and evaluate proposals	Submitted CDA proposals \reviewed and evaluated by project review committee, thus ready for selection	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
2.1.6 Conduct a pre-award assessment	Conducted pre-award	See 1.1.1 above.	See 1.1.1 above.

Activities	Expected Results	Year 1 Achievement	Comments/Challenges
	assessment of CDAs as to both institutional and financial capacities based on a standard “terrorist check”	Project field activities are halted until MoISA’s approval to start field activities is obtained upon signing the MoU.	When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
2.1.7 Signing of subgrant agreements	Project signed subgrant agreements with CDAs that submitted successful proposals and passed the pre-award assessment	See 1.1.1 above.  Project field activities are halted until MoISA’s approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
2.1.8 Awarded CDAs recruit the proposed staff with the help/guidance of Pathfinder	Awarded CDAs recruited staff from their respective communities, to include a project manager, finance manager, three outreach supervisors, and an average of 15 outreach workers. The number of recruited RRs depended on the size of the community and catchment area.	See 1.1.1 above.  Project field activities are halted until MoISA’s approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
2.1.9 Capacity development of CDA staff based on training material developed	FORSA project developed the capacity of awarded CDAs through two types of training, financial training and Outreach Workers training on interpersonal communication	See 1.1.1 above.  Project field activities are halted until MoISA’s approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.

Activities	Expected Results	Year 1 Achievement	Comments/Challenges
	and counseling and on health messages.		
2.1.10 CDAs start implementation of proposed activities	With completed capacity building of recruited CDA staff, home visits to implement project activities were started and continued in intervention communities.	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
<b>Result 2: Women owned microenterprises established in intervention areas</b>			
2.2.1 Identify and train a cadre of Trainers for the Egyptian Women Speak Out program	The Project will select one RR supervisor from each CDA to receive the EWSO TOT. The training will be held by consultants who specialize in EWSO program implementation at field levels.	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
<b>Batch 3:</b>			
<b>Result 1: Jobs created among local CDAs in intervention areas</b>			
3.1.1 Approaching and Orienting MoISA officials at intervention governorate	MoISA officials at the intervention governorates were approached and oriented on the project's mission, vision and goals. A continuous communication channel was established.	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
3.1.2 Ranking and selection of intervention	A list of intervention districts selected	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start	See 1.1.1 above.  When MoISA signs the MoU, the project will

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districts\communities	and ranked based on socio-economic and poverty indicators agreed upon with MoISA officials	field activities is obtained upon signing the MoU.	re-schedule its activities in an amended workplan.
3.1.3 Project orientation meeting for all active CDAs in intervention districts\communities	Meetings conducted and CDAs oriented on the project objectives and the proposed interventions; interested CDAs submit a standard letter of interest to the project	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
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3.1.5 Review and evaluate proposals	Submitted CDA proposals reviewed and evaluated by project review committee, thus ready for selection	See 1.1.1 above.  Project field activities are halted until MoISA's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
3.1.6 Conduct a pre-award assessment	Conducted pre-award	See 1.1.1 above.	See 1.1.1 above.

Activities	Expected Results	Year 1 Achievement	Comments/Challenges
	assessment of CDAs as to both institutional and financial capacities based on a standard “terrorist check”	Project field activities are halted until MoISA’s approval to start field activities is obtained upon signing the MoU.	When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
3.1.7 Signing of sub grant agreements	Project signed subgrant agreements with CDAs that submitted successful proposals and passed the pre-award assessment	See 1.1.1 above.  Project field activities are halted until MoISA’s approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.
3.1.8 Awarded CDAs recruit the proposed staff with the help/guidance of the Pathfinder	Awarded CDAs recruited staff from their respective communities, to include a project manager, finance manager, three outreach supervisors, and an average of 15 outreach workers. The number of recruited RRs depended on the size of the community and catchment area.	See 1.1.1 above.  Project field activities are halted until MoISA’s approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU, the project will re-schedule its activities in an amended workplan.

### III- Other Activities/events

During its first year, the FORSA project aimed at getting acquainted with other organizations working in Egypt on delivering Reproductive Health messages within communities. On December 11<sup>th</sup>, 2011 key FORSA staff participated in a conference organized by the Egyptian Family Health Society in Cairo. The conference tackled Youth and Adolescent Health and was sponsored by Ford Foundation under the auspices of Ministries of Education, Higher Education and Health and Population. A presentation was given by Pathfinder International on “Comprehensive Sexuality

Education, a Multisectoral approach". The conference was attended by participants from different ministries, donors, NGOs and CAs.

#### **IV- Collaboration with other CAs**

To ensure consistency and synchronization of activities between the different USAID projects working in Egypt, the FORSA project team established a continuous communication channel with Save the Children's USAID project MCHIP which works on delivering health messages in their intervention communities.

On October 24<sup>th</sup> and December 12<sup>th</sup>, 2011 two coordination meetings took place with MCHIP project staff to give Save the Children an overview of Pathfinder's operations in Egypt, and to ensure the start and continuation of collaboration and coordination between the two organizations and subsequently their projects. During that meeting, challenges faced due to the unstable political and economic situation in Egypt were also discussed.

Another meeting was held with the same project on March 6<sup>th</sup>, 2012 to ensure consistency and synchronization of activities between the two USAID projects. The FORSA team shared the health messages they have prepared with the MCHIP team, and finally all agreed to share the final developed messages before starting the different field activities.

Later and during Q3Y1, FORSA project found out from MCHIP that they were in the process of finalizing and approving their IE&C material, which they would share with FORSA for use during the implementation of field activities. FORSA will continue to ensure collaboration and synchronization with MCHIP and other CAs working in Egypt.

#### **V- Challenges:**

The FORSA project has faced major challenges from the beginning in starting its field activities, namely the approvals from MoISA at the central level. The ongoing political instability was the main factor in delaying security clearance and thus the approval of the project's start of field activities. The project management made all possible efforts required to accelerate the process of approvals through close follow-up and continuous communication and coordination with central level government officials. Conditions adversely affecting the situation included the political atmosphere, the parliamentary and presidential elections, and other turbulent issues such as the events accompanying the production of the Anti-Islam film which created conflict in Egypt affecting the issue of foreign funding to civil society.

During Q3Y1, the project obtained its security clearance from MoISA and submitted a draft MoU based on MoISA Security Department's request. The project management had hoped that with obtaining the security clearance and the results of the presidential elections, signing of the MoU would occur early in Q4Y1. However, the continued wavering political instability has caused several stops and delays in obtaining the project's final approvals to start field activities.

The draft MoU was re-visited during Q4Y1 by the MoISA Social Care Department to include some changes that were shared and reviewed thoroughly with the FORSA management team on September 25<sup>th</sup>, 2012. Currently, the project is still waiting for the signed MoU and the final approvals to start the implementation of its field activities. Additionally, the project is closely following up and coordinating with central-level MoISA officials to obtain the Minister's signature on the MoU and is expecting to start its field activities early in Year two.

As per the FORSA WP, field activities and interventions were delayed and expected to start after obtaining approvals early in Year two. This may require a no-cost extension to make-up for the unforeseen delay in implementing project activities. Accordingly, the WP, PMP targets and, the reporting schedule will require modifications that will be shared with the USAID AOTR in an amended WP and updated PMP for approval.

In regards to the monitoring of project activities, and since no field activities were conducted during the first year of the project, only monitoring and evaluation (M&E) indicator #1 was calculated.

#### **VI- Success Stories**

Field implementation have not yet started during Year one; implementation is awaiting the MoISA MOU signing, thus success stories are yet to be demonstrated.

#### **VII- Monitoring and Evaluation**

During Q1Y1, the PMP was developed and submitted to USAID. The PMP described the project's M&E strategy, which is two-pronged: monitoring performance and evaluating results through nine indicators evaluating outputs, effectiveness, and outcomes of the project. The plan's design provided comprehensive data on CDAs projects' structure, employment opportunities, contact information and participant profiles for capacity building activities, activity reports, pre- and post-test results, successful enterprises, and positive change in community knowledge. Details concerning data collection plans, tools, and data sources, as well as reporting formats were also described in the PMP submitted document. The FORSA project will fully involve the awarded CDA partners in all the stages of the M&E process in order to use the results in implementing and improving their plans.

At the end of Q1Y1, the project received USAID feedback on the submitted PMP. The Monitoring and Evaluation/Reporting Specialist has implemented all the necessary changes based on USAID recommendations and suggestions. During Q2Y1, the project's PMP was fine-tuned and modified to include a qualitative assessment component of gender issues and norms within the project intervention communities as advised by USAID. It was thus re-submitted to USAID on March 5<sup>th</sup> and received final approval during Q3Y1 on June 18<sup>th</sup>, 2012.

This year, eight indicators are to be reported on, as per the submitted WP and PMP. The eight indicators are:

- Indicator #1: Number of jobs created for the implementation of FORSA project activities

- Indicator # 2: Average percent change in knowledge gained among CDA trainees in FORSA outreach workers training
- Indicator #2a: Average percent change in knowledge gained among CDA trainees in FORSA financial management training
- Indicator #3: Number of people trained in FP/RH/maternal/newborn/child health/nutrition during FORSA outreach workers training
- Indicator #4: Percentage of CDAs that submitted proposals scoring  $\geq 60\%$  in FORSA intervention areas
- Indicator #5: Number of households visited by awarded CDAs outreach workers in intervention areas
- Indicator #7: Average percent knowledge gain among RR supervisors trained in FORSA EWSO TOT
- Indicator #8: Number of beneficiaries trained by CDA RR supervisors through EWSO programs in intervention areas

However, as no field activities were conducted during the first year, only monitoring and evaluation (M&E) indicator #1 is calculated.

Achievement details are described in table 2.

Table 2: Achievement of project indicators

Number of indicator	Results Data	Baseline Year:	FY 1					FY 2					Total	Comments  (Explanation on a - / + 10% actual from target)
			Q1	Q2	Q3	Q4	FY1 total	Q1	Q2	Q3	Q4	FY2 total		
Indicator # 1	Target			18	527	1027	1027	1527				1527	1527	One FORSA full-time staff member was hired in Q3Y1 and another in Q4Y1. Another staff member, a field implementation specialist, will join with the start of project activities. Since project activities did not start, the targets could not be achieved.
	Actual			16	17	18	18							

Number of indicator	Results Data	Baseline Year:	FY 1					FY 2					Total	Comments  (Explanation on a - / + 10% actual from target)
					≥ 20 %	≥ 20%	≥ 20%	≥ 20%						
Indicator # 2	Target				≥ 20 %	≥ 20%	≥ 20%	≥ 20%					≥ 20%	NA= calculation not applicable as project activities did not start
	Actual				NA		NA							
Indicator # 2a	Target				≥ 20 %	≥ 20%	≥ 20%	≥ 20%					≥ 20%	NA= calculation not applicable as project activities did not start
	Actual				NA		NA							
Indicator # 3	Target				100 0	1500	1500						1500	NA= calculation not applicable as project activities did not start
	Actual				NA		NA							
Indicator # 4	Target			50 %	50 %	50%	50%						50%	NA= calculation not applicable as project activities did not start
	Actual			NA		NA	NA							
Indicator #5	Target					37, 500	37, 500	75, 000	112, 500				112, 500	NA= calculation not applicable as project activities did not start
	Actual					NA	NA							
Indicator #7	Target					≥ 20%	≥ 20%	≥ 20%					≥ 20%	NA= calculation not applicable as project activities did not start
	Actual					NA	NA							
Indicator #8	Target					1, 000	1,000	4, 000	6, 500	7, 500			7, 500	NA= calculation not applicable as project activities did not start
	Actual					NA	NA							

## VIII- The Way Forward

FORSA project stands at a point where all its trainings' curricula, materials, data collection, evaluation tools, and CDA reporting forms required for the implementation of the project's field activities are developed. Thus the project is ready to kick its activities off in the field.

All throughout the first year of the FORSA project, the FORSA staff has worked to obtain the approvals required for the start-up of field activities, but the delays encountered from MoISA officials hindered the process. Nevertheless, the project has succeeded in obtaining the clearance of the MoFA and the security clearance, which are pivotal to have prior to any approvals. Also, these approvals have been obtained at a time when conducting civil society development projects with

external funding are highly questionable by authorities. Moreover, MoISA officials have expressed great interest in conducting the project as it would provide job opportunities to youth in some of the poorest villages in Upper Egypt. MoISA officials have already contacted the concerned officials in Assuit and Sohag to nominate a list of CDAs working in the more vulnerable geographic areas that the FORSA project can partner with.

Currently, MoISA is undertaking the final necessary step that is a pre-requisite to the Minister's approval. The Legal Department is in the process of reviewing the MoU, and thus is ready for the Minister's signature. Accordingly, once the MoISA Minister signs the MoU, FORSA will immediately navigate into its field activities with no further delays.