

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

**Quarterly Report # 3**

**Year 2012**

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

**Period from April to June 2012**

**Q3Y1**

**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**

During this quarter, the FORSA project continued its close follow-up with the Ministry of Insurance and Social Affairs (MoISA) to obtain the necessary approvals to start field activities. Two accomplishments were reached as a result of this follow-up. First, the project drafted a Memorandum of Understanding (MoU) between Pathfinder and MoISA based on a request from the Ministry’s Security Department that was submitted on May 27, 2012. FORSA management then intensely followed up with MoISA through June 27, 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 started communication with the Social Care Department to meet the official responsible for the final signing of the MoU and a meeting was set for July 4, 2012.

Late in Q3Y1, on June 16, 2012, the Performance Monitoring Plan (PMP) and the workplan (WP) were officially approved by USAID. However, the workplan 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.

Additionally, during this quarter, a second accountant was recruited for the finance unit, putting the total FORSA project staff at 16.

### **II- Accomplishments**

This quarter, the project continued its close follow-up with MoISA on obtaining approvals to start field activities. Accomplishments during this quarter focused on fulfilling the following objectives:

1. Follow up with MoISA and submit a draft MoU to the Security Department.
2. Follow up with MoISA to obtain feedback on the MoU and obtain security clearance.
3. Obtain USAID official approval on the re-submitted workplan and PMP.

4. Finalize financial personnel recruitment.
5. Ensure continuous communication with USAID.

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 through all of Q3Y1. During this quarter, the FORSA management team conducted 13 telephone calls with MoISA security officials and made four visits to the Security Department. The main purpose of these visits was to clearly explain, better communicate, and stress the importance of the project activities in the field of development. FORSA project staff 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 Souhag governorates). All actions taken were timely and communicated with the USAID AOTR (Annex 1: detailed matrix of actions taken during Q3Y1).

In response to close follow-up by FORSA, the MoISA Security Department informed FORSA on May 16, 2012 that they received feedback from the National Security Department requesting the project to draft a 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, 2012 and we are currently awaiting feedback.

On June 27, 2012, the MoISA security department informed the project that the security clearance was obtained and a letter number 2450 was issued to the Social Care Department at MoISA. This letter confirmed the clearance and that the ministry could cooperate with Pathfinder International within the scope of the submitted MoU. The FORSA project management then started communication with the Social Care Department to arrange a meeting with the official responsible for the final signing of the MoU. A meeting was scheduled for July 4, 2012 to meet with the MoISA Social Care Department officer in charge. This encouraging feedback is expected to end with the signing of the MoU and start of project activities during Q4Y1.

USAID officially approved the FORSA PMP and workplan modifications that were re-submitted last quarter. As requested, the PMP includes more in-depth analysis of gender norms as reflected through the project activities. This activity is considered completed this quarter but will be re-opened to re-schedule the workplan timing of activities and PMP reporting dates once MoISA final approvals are obtained.

Additionally, during this quarter, the second project accountant joined the project. Other technical staff, such as the Souhag Field Implementation Specialist and the M&E Coordinator, are expected to join with the start of project activities on the field level. Thus, this recruitment activity is still in progress.

During Q3Y1, continuous communication was ensured with USAID and several meetings took place. During those meetings, updates concerning the project's approvals and activities were shared with the AOTR.

Details of activities achieved during Q3Y1 as per the workplan are listed in table 1.

Table 1: Achievements of Q3Y1 according to the workplan

Activities	Expected Results	Quarter Achievement	Comments/Challenges
<b>Outcome 1: Personnel and Office Set up</b>			
Hire Staff	Project personnel recruited	The second accountant has joined the project this quarter.	The project is yet to hire technical specialists based on needs and requirements with the start of field activities, e.g. Souhag Field Implementation Specialist and the M&E Coordinator. Thus the activity is still in progress.
<b>Outcome 2 Technical Pavement for Project Implementation</b>			
Activities	Expected Results	Quarter Achievement	Comments/Challenges
Develop Project's Workplan	Project Workplan developed	The project received the USAID approval on the re-submitted modified Project Workplan during this quarter.	Completed
Develop Performance Monitoring Plan (PMP)	PMP developed	The final USAID approval on the project's re-submitted PMP was obtained this quarter.	Completed
Submit Workplan and PMP to USAID	Project Workplan and PMP were submitted	The project received USAID approval on both the Project Workplan and PMP.	Completed
<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	To date, the project is following up closely with MoISA to sign the MoU and obtain the approval to start field activities. Accordingly, all subsequent activities are halted until the approval is	The project is facing the challenge of delayed approvals. After obtaining the security clearance, the project is waiting for

Activities	Expected Results	Quarter Achievement	Comments/Challenges
	the project's mission, vision and goals. A continuous communication channel was established.	obtained. (Details are explained under section II, project accomplishments.)	the MoISA MoU signing and approval to start 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's approval to start field activities is obtained upon signing the MoU. (Details are explained under section II, project accomplishments.)	See 1.1.1 above.  When MoISA signs the MoU and approval is obtained, 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 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 and approval is obtained, 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	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 and approval is obtained, the project will re-schedule its activities in an amended workplan.

Activities	Expected Results	Quarter Achievement	Comments/Challenges
	the proposed subgrants		
1.1.5 Review and evaluate proposals	Submitted proposals by CDAs 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 and approval is obtained, 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 and approval is obtained, the project will re-schedule its activities in an amended workplan.
1.1.7 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 and approval is obtained, 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 its 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	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 and approval is obtained, the project will re-schedule its activities in an amended workplan.

Activities	Expected Results	Quarter Achievement	Comments/Challenges
	community and catchment area.		
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 and approval is obtained, 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 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 and approval is obtained, 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 and approval is obtained, the project will re-schedule its activities in an amended workplan.
2.1.2 Ranking and selection of intervention districts\communities	A list of intervention districts selected and ranked based on socio-	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 and approval is obtained, the project will re-schedule its

<b>Activities</b>	<b>Expected Results</b>	<b>Quarter Achievement</b>	<b>Comments/Challenges</b>
	economic and poverty indicators agreed upon with MoISA officials		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 and approval is obtained, 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 and approval is obtained, the project will re-schedule its activities in an amended workplan.
2.1.5 Review and evaluate proposals	Submitted proposals by CDAs 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 and approval is obtained, the project will re-schedule its activities in an amended workplan.
2.1.6 Conduct a pre-award assessment	Conducted pre-award assessment of CDAs as to both	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 and approval is

Activities	Expected Results	Quarter Achievement	Comments/Challenges
	institutional and financial capacities based on a standard “terrorist check”	field activities is obtained upon signing the MoU.	obtained, 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 and approval is obtained, 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 its 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 and approval is obtained, 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 about the project’s mission, vision and goals. A continuous	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 and approval is obtained, the project will re-schedule its activities in an amended workplan.

Activities	Expected Results	Quarter Achievement	Comments/Challenges
	communication channel was established.		
3.1.2 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's approval to start field activities is obtained upon signing the MoU.	See 1.1.1 above.  When MoISA signs the MoU and approval is obtained, the project will 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 and approval is obtained, the project will re-schedule its activities in an amended workplan.
3.1.4 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 and approval is obtained, the project will re-schedule its activities in an amended workplan.

#### Collaboration with other CAs

FORSA project established a continuous communication channel with MCHIP; the latest communication during Q3Y1 revealed that they were in the process of finalizing and approving their IE&C material that would be shared with FORSA to use during the implementation of field activities. FORSA will continue to ensure collaboration and synchronization with MCHIP and other CAs.

**Challenges:**

The ongoing political instability is the main factor in delaying final approvals to start field activities of the project. Despite the fact that the MoU has been drafted and submitted to the MoISA Security Department, the FORSA project is still facing challenges to starting its field activities. The project is waiting for the signing of the MoU and the final approvals that were pending security clearance. The project management is closely following up and coordinating with central-level MoISA officials to obtain such approvals. With obtaining the security clearance and declaring the results of the final stage of the presidential elections, the project is expecting the signing of the MoU and thus final approvals to be obtained early next quarter.

With the MoISA security clearance obtained, once the MoU is signed and the project is able to start field activities, the workplan and the reporting schedule will require modifications that will be shared with the USAID AOTR in an amended workplan for approval.

As no field activities were conducted during Q3Y1, only monitoring and evaluation (M&E) indicator #1 was calculated.

**III- Success Stories**

As field implementation did not start this quarter due to awaiting MoISA approvals, success stories are yet to be demonstrated.

**IV- Activities for Next Quarter**

Expected upcoming pending activities including those for Q4Y1 are listed in table 2.

Table 2: Pending project activities including next quarter (Q4Y1)

Activities	Next quarter: Q4Y1
<b>Outcome 1: Personnel and Office Set up</b>	
Complete Hiring Staff	Based on technical needs, more staff will join with the start of project field activities.
<b>Outcome 2:</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 at intervention governorate	See 1.1.1 above. When MoISA signs the MoU and final approval to start field activities is obtained, the project will re-schedule its activities in an amended workplan. This challenge applies to all subsequent activities below.

<b>Activities</b>	<b>Next quarter: Q4Y1</b>
1.1.2 Ranking and selection of intervention districts\communities	
1.1.3 Project orientation meeting for all active CDAs in intervention districts\communities	
1.1.4 Proposal writing workshop for interested CDAs	
1.1.5 Review and evaluate proposals	
1.1.6 Conduct a pre-award assessment	
1.1.7 Signing of subgrant agreements	
1.1.8 Awarded CDAs recruit the proposed staff with the help/guidance of the Pathfinder	
1.1.9 Capacity development of CDA staff based on training material developed	
1.1.10 CDAs start implementation of proposed activities	
<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	
1.2.2 Implement EWSO program in communities	
<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	
2.1.2 Ranking and selection of intervention districts\communities	
2.1.3 Project orientation meeting for all active CDAs in intervention districts\communities	
2.1.4 Proposal writing workshop for interested CDAs	
2.1.5 Review and evaluate proposals	
2.1.6 Conduct a pre-award assessment	
2.1.7 Signing of sub grant agreements	
2.1.8 Awarded CDAs recruit the proposed staff with the help/guidance of the Pathfinder	
2.1.9 Capacity development of CDA staff based on training material developed	

<b>Activities</b>	<b>Next quarter: Q4Y1</b>
2.1.10 CDAs start implementation of proposed activities	
<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	
<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	
3.1.2 Ranking and selection of intervention districts\communities	
3.1.3 Project orientation meeting for all active CDAs in intervention districts\communities	
3.1.4 Proposal writing workshop for interested CDAs	
3.1.5 Review and evaluate proposals	
3.1.6 Conduct a pre-award assessment	
3.1.7 Signing of sub grant agreements	
3.1.8 Awarded CDAs recruit the proposed staff with the help/guidance of the Pathfinder	

## **V- Monitoring and Evaluation**

During Q3Y1, the project's PMP received official USAID approval on June 18, 2012.

This quarter, five indicators are to be reported on as per the workplan and the earlier submitted PMP. The five 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

As no field activities were conducted during Q3Y1, only monitoring and evaluation (M&E) indicator #1 was calculated.

Achievement details are described in table 3.

Table 3: 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. Another staff member, a field implementation specialist, will join with start of project activities.  Since the project's field activities have not yet started, the expected target of jobs created was not reached.
	Actual			16	17										
Indicator # 2	Target				≥ 20%	≥ 20%		≥ 20%					≥ 20%	NA= calculation not applicable as project activities did not start	
	Actual				NA										
Indicator # 2a	Target				≥ 20%	≥ 20%		≥ 20%					≥ 20%	NA= calculation not applicable as project activities did not start	
	Actual				NA										
Indicator # 3	Target				1000	1500							1500	NA= calculation not applicable as project activities did not start	
	Actual				NA										
Indicator # 4	Target			50%	50%	50%	50%						50%	NA= calculation not applicable as project activities did not start	
	Actual			NA											

VI- Annexes

**Annex 1: Detailed Matrix with Actions Taken with MoISA during Q3Y1**

**Annex 1: MOISA meetings matrix during Q3Y1**

Date	Description	Outcome
April 1 <sup>st</sup> 2012	Phone call	A phone call took place with the Security Department at MoISA where the officer in charge was quite positive. He recognized Pathfinder's request and highlighted that it works in the field of reproductive health. He said we should call him in a week's time to get a response while he will try to expedite the process by contacting the Central National Security Authorities.
April 8 <sup>th</sup> 2012	Phone call	A phone call took place with the Security Department at MoISA. The officer in charge informed us that he still had no response and that we should call in 7 to 10 days' time.
April 17 <sup>th</sup> 2012	Phone call	A phone call took place with the Security Department at MoISA. The officer in charge asked us to call again on Sunday 22 <sup>nd</sup> April for updates.
April 22 <sup>nd</sup> 2012	Visit	<p>A follow-up visit to the MoISA Security Department took place to ask if they received any security clearance feedback from the Central National Security Authorities.</p> <p>We were shown the register that mentions that we were still waiting for a response under the number 1158. They also reconfirmed that they sent the Central National Security Authorities a request to speed up the process earlier that month and asked us to call them back in a week's time as nobody could anticipate an exact date for receiving the National Security Clearance.</p>
April 26 <sup>th</sup> 2012	Phone call	<p>A follow-up phone conversation took place with the officer in charge at the MoISA Security Department to ask him if they received any security clearance feedback from the Central National Security Authorities.</p> <p>He informed us that MoISA is still waiting for the response. He also mentioned that he expected the feedback soon as the request had been sent over a month ago and was approaching two months.</p> <p>He asked us to continue to follow up with him the next week.</p>
May 6 <sup>th</sup> 2012	Phone call	A follow-up phone conversation took place with the officer in charge at the MOISA Security Department to ask him if they received any security clearance feedback from the Central National Security Authorities.

		He informed us that again MoISA was still waiting for the response. We asked him when we could expect this response. He informed us that the problem is that as they did not reject our request, we could get the response at any time. He also mentioned that they sent the Central National Security Authorities another request to speed up the process on the 27th of April and reconfirmed that he expected the feedback at any time and that the only option for us was to continue to follow up with him next week.
May 16 <sup>th</sup> 2012	Phone Call	A follow-up phone call with the MoISA Security Department took place. They informed us that they finally received feedback from the National Security Authorities requesting to review the draft of the MoU between Pathfinder and MoISA.
May 27 <sup>th</sup> 2012	MoU submission	A draft MoU was submitted to the MoISA Security Department with a copy sent to the Foreign Organizations Department as per their request. The MoU described detailed activities, cooperation mechanisms, and funding of sub-granted CDAs.
June 3 <sup>rd</sup> 2012	Phone Call	FORSA project staff followed up with the MoISA Security Department, where they informed us that the MoU was submitted to the National Security Department on Thursday May 31. We believed, despite of all the political aspects delaying this process, that this was an extremely positive sign that they were reviewing details of the activities in the MoU which constitutes, once signed, the kickoff of the field implementation activities.
June 11 <sup>th</sup> 2012	Phone Call	A follow-up phone conversation took place with the officer in charge at the MoISA Security Department to ask him if they received any feedback from the Central National Security Authorities.  He informed us that again MoISA was still waiting for the response. We asked him when we could expect this response. He asked us to follow up with him the next week.
June 18 <sup>th</sup> 2012	Phone Call	As a follow-up to the previous week's phone conversation, a call took place with the officer in charge from the MOISA Security Department to ask about any feedback from the Central National Security Authorities regarding the MoU.  He informed us that he will follow up to accelerate the process and a meeting was arranged with the FORSA management team at his office the following week.
June 21 <sup>st</sup> 2012	Visit	A follow-up visit took place to the MoISA Security Department to discuss updates regarding the MoU and security clearance feedback from the Central National Security Authorities. He again promised to closely follow up on the process and said that he expected feedback in a couple of days.

June 24 <sup>th</sup> 2012	Phone Call	A follow-up call took place with the officer in charge from the MoISA Security Department where he confirmed that we could call him again in a couple of days.
June 25 <sup>th</sup> 2012	Phone Call	A MoISA Security Department Official called the project and said that the security clearance was there pending the signing of the MoU by the MoISA minister. The project management decided to go and meet with him the following day to clarify matters.
June 26 <sup>th</sup> 2012	Visit	FORSA management team visited the MoISA security department to follow up on the security clearance. The official stressed that the security clearance will be issued after the MoU signing and that he would prepare a letter to the Minister's relevant departments.
June 27 <sup>th</sup> 2012	Visit and phone call	The project management visited the Ministry's Security Department to check on the security clearance letter. The management learned from the officer in charge that it was issued to the MoISA Minister's Social Department under the number 2450. The Project thus called the Social Department at MoISA to arrange for a meeting with the official for signing the MoU and obtaining final approvals.
June 28 <sup>th</sup> 2012	Phone Call	A meeting was set with MoISA Social Care Department for Wednesday July 4, 2012.