

Fostering Opportunities in Rural Southern Areas- FORSA

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List of Abbreviations

CDA	Community Development Association
EWSO	Egyptian Women Speak Out
HH	Household
IPC&C	Interpersonal Communication and Counseling
MoISA	Ministry of Insurance and Social Affairs
PM	Project Manager
RR	Raedat Rifiat (Community Outreach Worker)
TC	Technical Coordinator
TOT	Training of Trainers
UNGO	Umbrella Non-Governmental Organization

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 1,400 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).

Executive summary

During the reporting quarter, project activities rolled at a remarkably fast-tracked pace, compensating for earlier delays caused by the turbulent political situation, which started nearly with project inception. The project team used experience gained during the past months to drive the project swiftly through the turbulent environment surrounding the country. Project staff also developed standing, yet flexible, solutions to prevent problems encountered during the implementation of field activities with Batch 1 UNGOs and their partner CDAs from affecting future project activities. Additionally, the FORSA project received approval for a 12-month No Cost Extension by the USAID agreement officer on the 13th of August 2013.

During Q4Y2, the last of Batch 3 UNGOs in Souhag (Al Masria, LeI Tanmia, Al Insanian) successfully signed agreement contracts with Pathfinder International. Additionally, the second fund transfer for Batch 1 and Batch 2 UNGOs is pending and expected to be processed by the beginning of Q1Y2. Also, during this quarter Batch 2 and Batch 3 UNGOs in Assiut and Souhag, finalized signing agreement contracts with their partner CDAs to implement project activities in target sites.

By the end of the first month of the reporting quarter all target households of Batch 1 CDAs were successfully visited at least once. A total of 45,003 households were visited; 15000 in Souhag and 30,003 in Assiut which reflects a careful and efficient implementation of the Household (HH) visits.

By the end of Q4Y2, FORSA successfully created 817 Jobs in Assiut and Souhag governorates 98% of which were exclusively for women. Those jobs created represent the required Batch 3 UNGOs FORSA project staff as well as Batch 2 and Batch 3 Partner CDAs staff. Adding the 817 jobs created this quarter to the 586 job opportunities that were created by the end of the last quarter gives a total of 1403 jobs that were successfully created by the FORSA project by the end of Q4Y2.

Overall, 10 IPC&C training workshops were conducted during Q4Y2 for Batch 2 CDAs Outreach Workers, five in Assiut and five in Souhag. The total number of trainees who participated in the 10 training sessions amounted to 399, of those, 202 were from Assiut governorate and 197 were from Souhag governorate. The average percent knowledge gain among all outreach workers (Indicator 2a) was 34.02%. The knowledge gain was 39.14% for Assiut and 28.86% for Souhag.

Two financial training workshops and two managerial training workshops were conducted this quarter in Assiut and Souhag Governorates. These workshops were attended by 24 Batch 2 and Batch 3 UNGO staff. The average percent knowledge gain due to financial and managerial trainings (indicator 2a) was very high, 148.6% (i.e. increased by one and a half times), which far exceeds the PMP target of 20%. This high observed value can be explained by the fact that in the extremely unprivileged communities where FORSA project is currently working, Capacity of grass root workers is very limited, which highlighted the impact of the training.

During this quarter, the first Egypt Women Speak Out (EWSO) Training of Trainers (TOT) workshop to train a cadre of trainers for the Egyptian Women Speak Out (EWSO) program was conducted. The



workshop was attended by 25 Raedat Rifiats (RRs), RR Supervisors, Technical Coordinators (TCs) and Project Manager (PM) of Batch 1 UNGO in Assiut (Sahel Selim)

This quarter, the first quarterly meeting was held in Assiut and Souhag and was attended by Batch 1 UNGO key staff, their partner CDAs representatives and FORSA field implementation specialists. During the meeting, UNGOs reviewed with their partner CDAs the implementation status of project activities for the past quarter, evaluated strengths and weaknesses, and fine-tuned the workplan for the upcoming quarter.

The FORSA project supported the kick-start of field activities with Batch 2 UNGOs and Partner CDAs in Assiut and Souhag. Field implementation specialists attended the preparatory meetings held in both governorates which joined UNGOs officials and their partner CDAs. During the meetings the project was introduced to CDA staff, the implementation plan was reviewed, and the Public Hearing Meetings in Target project villages was planned.

An exploratory field visit was performed for Batch 1 UNGO (Sahel Selim CDA) and its partner CDAs in late September 2013 by the FORSA PM and Field Implementation Assistant to review the implementation status of project activities during the quarter, obstacles, and the challenges that were overcome. A collective decision was taken by FORSA staff to replace the Batch 1 UNGO FORSA Project Manager, as soon as possible as it was determined that PM was unable to cope with the crucial constraints imposed to the project during this critical period where the project activities have to be implemented at highest efficiency to avoid any delays. Measures for selecting a competent replacement PM are currently ongoing.

A significant collaboration with MoISA was put into action over the past quarter. To ensure sustainability and scale-up of FORSA capacity building and female empowerment activities curricula of three trainings offered by FORSA were adopted by the ministry's central level, namely IPC&C training, EWSO TOT training, and EWSO Workshops.

This quarter coordination between the FORSA project and the SMART project successfully transitioned from a proposed concept to reality. Health messages adopted by the SMART project were incorporated into IPC&C training of RRs. Some SMART trained physicians also participated in the delivery of IPC&C training workshops that were held in Souhag governorate this quarter.



Accomplishments

Q4Y2 represents a substantial turning point in FORSA project life cycle. During Q4Y2, FORSA gained enormous momentum to move forward with implementation of the planned activities -particularly field activities in target project sites - at a fast-tracked pace that compensated for the periods of delay imposed by the turbulent political situation in Egypt whose onset nearly coincided with project inception.

Although Egypt's political crisis continued to throw its shadows heavily on the Egyptian community (including the project implementation sites) during this quarter, the project team, equipped by experience gained from confronting and overcoming various types of obstacles during the past period and energized by devotion and determination to make a change in people's lives, was able to tactfully handle obstacles and drive the project swiftly through the turbulent environment of a politically unstable country, giving it this enormous energy to empower the implementation of field activities.

Ongoing demonstrations or strikes in one project target area were rationally handled by rescheduling planned activities to implement those that would fit the existing security situation limitations in order to minimize their adverse effect on implementation pace. Alternative means of transportation was also strategized as part of the project contingency plan. The practice of moving in groups was adopted by field staff to overcome threats to the safety of transportation. During this quarter, project staff learned to be fearless and extremely resourceful in its determination to successfully implement project activities.

During this quarter, the project team held an extended staff meeting in Cairo in September 2013 to discuss and share experiences gained during the implementation of Batch 1 UNGOs and CDAs. During this meeting staff shared experiences, discussed challenges and brainstormed to develop standing, yet flexible, proactive solutions to these challenges for implementation of subsequent Batches. An important outcome of this meeting was a review of the beneficiary groups targeted by trainings provided by FORSA, especially the IPC&C training and Financial and Managerial Trainings. Solutions for operational challenges encountered during the implementation of project activities over the past quarter have been developed and the reporting system of the project has been enhanced and improved.

Accomplishments during this quarter focused on fulfilling the following objectives:

- Finalizing and Signing sub-grant agreement contracts by UNGOs
- Transfer of Funds to UNGOs
- Finalizing and signing agreement contracts between Batch 2 and 3 UNGOs and their partner CDAs
- Conducting household visits by Batch 1 CDAs community outreach workers (RRs)
- Creating Job Opportunities and hiring project staff for Batch 3 UNGOs and Batch 2 & 3 partner CDAs



- Training Batch 2 CDAs' Project Managers, Outreach Workers (RRs) , RR Supervisors and UNGO Technical Coordinators on Interpersonal Communication and Counseling (IPC&C) skills and health Messages
- Capacity Building in Financial Management and Managerial skills for Batch 3 UNGOs Staff
- Selecting and training a cadre of trainers for the Egyptian Women Speak Out (EWSO) Program from Batch 1 UNGO and CDAs staff, Assiut governorate
- Follow up and guidance of Batch 1 UNGOs to implement Project activities with partner CDAs
- Supporting the kick-start of Batch 2 UNGOs and their partner CDAs field activities
- Follow-up, Monitoring and Control of field implementation status.
- Communication and collaboration with MoISA at Central and/or Governorate Levels
- Organizing an extended Forsa Staff Meeting to share field implementation experience and lessons learned.
- Communication with USAID.
- Collaboration with other CAs.

A. Finalizing and Signing sub-grant agreement contracts by UNGOs

As of Q3Y2, the signature of the sub-grant agreement contract between one Batch 3 UNGO (Al Masria Lel Tanmia Al Insania) in Souhag and Pathfinder International was still pending. Early this quarter, the contract was successfully signed thus paving the way for the implementation of subsequent project activities swiftly through all six UNGOs.

B. Transfer of Funds to UNGOs

After the conduction of Financial and Managerial training for all Batch 1 and 2 UNGOs during Q3, funds were transferred to three UNGOs. The transfer of funds for the fourth UNGO (Tanmiet El Mogtamaa in Sahel Seleim in Assiut) was pending, however, early this quarter, this transfer was finalized. The funds transferred to the UNGO's bank account are to cover the expected expenditures for the initial three-month period. A second transfer to cover the project expenses of Batch 1 UNGOs during Q1Y3 is in process and expected to take place early October 2013.

C. Finalizing and signing agreement contracts between Batch 2 and 3 UNGOs and their partner CDAs

During this quarter, Batch 2 and Batch 3 UNGOs in Assiut and Souhag, signed agreement contracts with their partner CDAs to implement project activities in target sites. Shortly after the signature of the contracts, one CDA from Batch 2 in Souhag (*Al Khaireya Letahfiz Al Quran wa reayat al yateem in Margha*) apologized for being compelled to discontinue work on the implementation of the project because of serious internal organizational problems. The project team in collaboration with the UNGO and MoISA officials were able to select another CDA (*As Salam in Al zara*), who also shortly apologized for discontinuing work on the project due to logistical problems on the 31st of July 2013. A third CDA, Al Gameya Al nesaeya letanmeyat El Mogtamaa in Al rashaydah, was promptly selected as a replacement. A similar situation took place in Assiut governorate. A CDA from Batch 2, *Tanmeyat Al Mogtamaa in Al Nawawrah*, apologized for being unable to participate in the project because of internal organizational problems. A similar approach was used to select its replacement, (*Al Khayreya Al Islameya in Al Badari*).

The project team realized that they faced the substantial challenge that in the disadvantaged communities where the project was to be implemented most CDAs lack adequate infrastructure and reliable organizational structure, despite a meticulous CDA selection process. The project team discovered that most CDAs were run by subjective intuition on a communal basis, rather than sound organizational principals. However, the project team was ready for this challenge. The CDA capacity issue was thoroughly evaluated and a system implemented to neutralize the negative effect on project implementation, while not neglecting the importance of guiding and coaching Partner CDAs, through the UNGOs, to build sound organizational capacities. (Details are discussed under challenges section)

D. Conducting household visits by Batch 1 CDAs community outreach workers (RRs)

In Q3Y2 each of the 30 Batch 1 CDAs in Assiut and Souhag governorates identified 1,500 HHs through a mapping of the corresponding villages and an overall 45,000 HHs were identified (1500 HHs X 30 CDAs) as prospective beneficiaries of health education home visits in accordance with the PMP. A Household survey was also conducted to measure the health knowledge of a random sample of target beneficiaries. A convenience sample survey of non-beneficiary women from nearby control villages was also conducted.

Early this quarter, the “squad” of Batch 1 CDA’s RRs, fully equipped with the Health Knowledge, interpersonal communication and counseling skills and capacities they acquired through training, and empowered by the will to improve their community and the determination to prove that they - women - can play an active role in this improvement, started conducting HH visits.

For the FORSA project, Household visits were not just a substantial and core project field activity to be implemented as effectively and efficiently as possible, they represented the pass card that will present the FORSA project to the community. With FORSA Community Outreach Workers visiting households in the project target villages, they carry more than just the health messages to those households; they carried a more substantial message to the whole local community: **WE, WOMEN, CAN MAKE A DIFFERENCE.**

On their way to conduct their visits, RRs were observed carefully by community members, who were eager to find out about the nature of their work. Women from the local community sometimes stop them to ask about the whereabouts of FORSA project. During some of the visits, curious neighbors would invite themselves in, and in most instances, the RR finds it an excellent opportunity to deliver the health message to an extra-audience which might magnify the value of her message.



Figure 1: Two RRs conducting Household visits



Figure 2: Curious Neighbors gathering in a target woman's household during the visit of FORSA project staff

As each RR was responsible for 100 HHs, and she was supposed to conduct 25 visits/week, it was expected that each RR will be able to visit all 100 HHs each month on the average.

By the end of the first month of this quarter all target households of Batch 1 CDAs were successfully visited at least once. A total of 45,003 households were visited; 15000 in Souhag and 30,003 in Assiut which reflects a careful and efficient implementation of the HH visits.

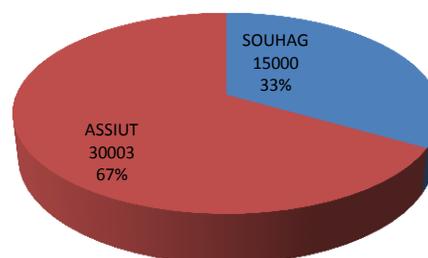


Figure 3: Number of Households visited during Q4Y2

The cumulative number of Household visits conducted by Batch 1 CDAs' RRs during Q4Y2 reached 135,000 visits, which suggests an average of three visits for each target household. At least one monthly visit was conducted to each target household in target villages during this quarter.

It is worth noting that during this quarter, some of the hired RRs in Batch 1 partner CDAs quit their posts with FORSA project for personal reasons related to family circumstances (five in Souhag governorate late August 2013 and eight in Assiut governorate early September 2013). However, those retired RRs did not adversely affect the implementation of planned Household Visits, and the stated targets have been successfully achieved. FORSA promptly replaced the retired RRs and ensured the replacements received adequate "express" preparation to join the field team without delay. that the replacement RRs were also scheduled to participate in the nearest IPC&C training conducted for RRs of subsequent Batches. Needless to say, the local CDAs were competent in redistributing workloads to compensate for the transient absence of those RRs.

Although the number of withdrawn RRs during this quarter did not represent a significant troublesome phenomenon, as the calculated turnover rate was only 3.5% (13 out of 375), the project team thoroughly investigated the RRs' reasons for quitting and developed a system to handle employee turnover and ensure retention of qualified staff (see Challenges Section)

Another implementation challenge that was faced this quarter was the withdrawal of some Batch 1 target households in Assiut and Souhag. Some households in these governorates expressed their wish to withdraw from participating in the project. These withdrawal requests were carefully communicated to the FORSA project team by the CDAs and UNGOs. These withdrawals necessitated a careful investigation to determine the reason for the withdrawal. Efforts were made, in conjunction with Community leaders, to convince withdrawn families to re-engage in project activities. Efforts were successful for a good proportion of withdrawn families, yet a few were persistently reluctant to rejoin the project, and in fact those had fair objective reasons that prevented them from receiving visits. For many, the reasons were related to the vengeance crimes taboo deeply rooted in Upper Egypt villages. A family stigmatized by vengeance crime was in a situation where receiving frequent visits from strangers in general was a significant compromise to the whole family's security. Families who withdrew from project activities were replaced easily using the database of households built during the village mapping process. Further details about withdrawn households and how the project team handled the challenge is discussed in the Challenges Section.

E. Creating Job Opportunities and hiring project staff for Batch 3 UNGOs and Batch 2 & 3 partner CDAs

One of the principal objectives set forth by FORSA project was to create 1400 job opportunities for youth in rural Upper Egypt by establishing a network of community health outreach workers to encourage greater access to health delivery services. During this quarter, FORSA was able to successfully achieve this objective through creating 817 Jobs in Assiut and Souhag governorates, 98% of which were exclusively for women. The jobs created represent the required Batch 3 UNGOs FORSA project staff, as well as Batch 2 and Batch 3 Partner CDAs staff. The details of the jobs created during this quarter are shown in Table 1.

Table 1: Number of jobs created during Q4Y2

	UNGO			CDA			TOTAL
	Accountants	PM	TC	PM	RR supervisor	RRs	
Assiut	1	1	1	20	40	300	363
Souhag	0	1	3	25	50	375	454
Total	1	2	4	45	90	675	817

Adding the 817 jobs created this quarter to the 586 job opportunities that were created by the end of the last quarter gives a total of 1403 jobs successfully created by the end of Q4Y2. This achievement is in accordance with the PMP, which actually set the end of Q4Y2 as a milestone for the achievement of this stated objective.



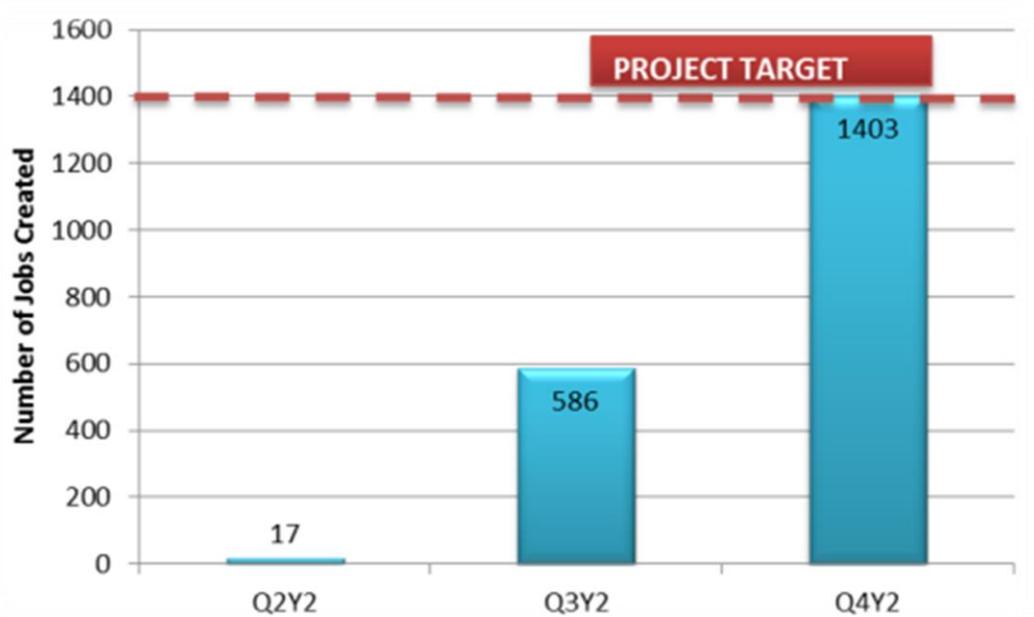


Figure 4: Cumulative Number of Jobs Created during Year 2

The FORSA project made all possible efforts to reinforce the rules of transparency in the recruitment, selection, and hiring process to ensure equal opportunity to candidates based on their skills and experience. FORSA also to set forth sound organizational behavior among partner UNGOs and CDAs. FORSA representatives participated in the hiring process ensure that any nepotism or bias by CDA Board Members was avoided.

It is also worth noting that during this quarter the FORSA project team also faced the withdrawal of staff hired in the previous quarter by Batch 1 UNGO and its partner CDAs, or Batch 2 UNGOs. FORSA took all possible measures to coach UNGOs and Partner CDAs to promptly hire replacements to avoid any Implementation delays, while also ensuring a fair hiring process. The hired replacements received all relevant training (Financial and Managerial for accountants, IPC&C for RR).

The FORSA project team also developed a process to deal with staff withdrawals, taking into consideration staff motivation and retention and setting a mechanism for prompt replacement and training. In doing so, Forsa has ensured that project activities will not be interrupted or delayed and the number of job opportunities created by the project remains constant.

F. Training Batch 2 CDAs' Project Managers, Outreach Workers (RRs) , RR Supervisors and UNGO Technical Coordinators on Interpersonal Communication and Counseling (IPC&C) skills and health Messages

The IPC&C training is the main cornerstone in the preparation of FORSA project Community Outreach Workers (RRs) for their substantial role in transmission of health messages to project target beneficiary households. During the training workshop, RRs are trained on Inter-Personal Communication skills, counseling, as well as on the health messages they will deliver. This training was therefore the subject of meticulous evaluations and several ameliorations, based on experience gained from performing the training for Batch 1 CDAs' RRs during the previous quarter.

The FORSA project team was very careful in the identification of target attendees for the IPC&C workshops. Additionally, the project stressed the importance of guaranteeing an adequate proportion of workshop time was devoted to health message training. In doing this the project ensured that the RRs have an in-depth knowledge on project health messages and are confident of this knowledge and their communication skills.



Figure 5: Group assignment during IPC&C training in Assiut governorate

This quarter, a planned partnership with the SMART project was put into action. The SMART projects health messages were adopted for the RR training and SMART project physicians participated as trainers in the IPC&C training workshops conducted in Souhag.

The IPC&C training of Batch 2 CDAs outreach works (RRs) started in mid-September. All RRs from the 10 Partner CDAs of Souhag successfully completed their training by the end of the reporting quarter. In Assiut, the RRs of 10 Partner CDAs also successfully completed their IPC&C training by the end of the quarter. Training is still ongoing within Q1Y3 for the RRs of the remaining Batch 2 CDAs.

Overall, 10 IPC&C training workshops were conducted during Q4Y2, five in Assiut and five in Souhag. The total number of trainees who participated in the 10 training sessions is 399, of those, 202 were from Assiut governorate and 197 were from Souhag governorate. A total of 363 trainees who attended the workshops were from Batch 2 CDAs and 36 were from Batch 1 CDAs (18 from Assiut and 18 from Souhag). These trainees were either replacements of withdrawn RRs or RRs who missed the initial training with their colleagues. Distribution of IPC&C trainees by Batch and governorate is further detailed in Table 2.

Table 2 Distribution of IPC&C trainees by Batch and Governorate

	Assiut	Souhag	Total
Batch 1 CDAs	18	18	36
Batch 2 CDAs	184	179	363
Total	202	197	399

Pre-tests and post-tests were administered to outreach worker trainees. Two RRs were selected in each CDA to become RR Supervisors, based on their performance during the training, as well as previous experience. The average percent knowledge gained among all outreach workers (**Indicator 2a**) was 34.02%. The knowledge gain was 39.14% for Assiut and 28.86% for Souhag.



Figure 6: An IPC&C trainee from Souhag practicing Presentation Skills

G. Capacity Building in Financial Management and Managerial skills for Batch 3 UNGOs Staff

Training Batch 3 UNGOs Staff in Assiut and Souhag governorates took place during this quarter, as a required step for the transfer of funds to the UNGOs. During this quarter, Financial and Managerial trainings have undergone a significant make over.

During the past quarter, the managerial training targeted UNGO Project Managers and board members. However, UNGO Technical Coordinators (TC) were also invited to attend the training based on the recommendation of the FORSA Field Implementation team. Reevaluation of past trainings resulted in a recommendation to also include UNGO Accountants in the training to ensure smooth interaction between management and accounting.

During the last quarter, the financial training targeted Accountants and Senior Accountants and Project Managers of UNGOs. FORSA team suggested that CDA treasurers also attend the training since they handle cash advances and training them would help ensure a smooth workflow between UNGO and partner CDAs. When the training experience was re-evaluated this quarter during the FORSA staff meeting, it was discovered that the training was too specialized for CDAs's treasurers, who realized that they would not be implementing some of the extra knowledge and skills they acquired during the training for the project's work. FORSA team found it more practical that UNGOs take the lead by arranging for an on –the job step down training of CDAs' treasurers through their accountants who received the training., Batch 1 and Batch 2 UNGOs in Assiut and Souhag were requested to retrospectively plan for this step-down training.

As per FORSA project staff recommendations, conducting financial and managerial trainings successively, to facilitate logistics was also applied this quarter, where the managerial training was conducted over two days and the financial training conducted on the two successive days. Significant enhancements to the training reporting tools were also made.

Two financial training workshops were conducted this quarter, one in Assiut Governorate, which was attended by two accountants from Al Bora UNGO (Batch 3) and two accountants from Sahel Selim UNGO (Batch 2) the second workshop was conducted in Souhag Governorate and was attended by two accountants and one PM from Al Masreya LeI Tanmeya El Ensaneya UNGO (Batch 3)

Two managerial training workshops were also conducted, one in Assiut governorate, which was attended by nine trainees, one PM, two Accountants, two Board Members and one TC from al Bora UNGO (Batch 3), and 3 Accountants, and 1 Board Member form Sahel Selim UNGO (Batch 2) who needed to attend the training after the decision taken to include UNGOs' accountants in Managerial Training. The second workshop in Souhag was attended by eight Trainees, two UNGO's Board Members, two Accountants, one PM and three TCs.

The average percent knowledge gained due to financial administration and managerial trainings (indicator 2a) was very high, 148.6% (i.e. increased by one and a half times), which far exceeds the PMP target of 20%.

This high observed percent knowledge gain can be explained by the fact that partner UNGOs work in extremely unprivileged communities where the initial knowledge and capacity of personnel is very limited which highly emphasized the impact of the training. This limited initial knowledge was observed despite the fact that all hired staff has gone through a fair and objective screening process to select the best candidates, and that the screening process for accountants in particular also involved a structured written test.

H. Selecting and training a cadre of trainers for the Egyptian Women Speak Out (EWSO) Program from Batch 1 UNGO and CDAs staff, Assiut governorate

During this quarter, the first TOT workshop to train a cadre of trainers for the Egyptian Women Speak Out (EWSO) program was conducted. It was planned that one RR supervisor from each CDA would be selected to attend the EWSO TOT Training based on work performance, leadership and communication skills, however, since during actual field work, it became evident that some RRs have shown exceptional capabilities and skills, FORSA project team decided to widen the pool of selection of trainees giving exceptional RRs the chance of joining the TOT training.

One participant (RR/RR supervisor) from each of the 20 Batch 1 CDAs in Assiut governorate was invited to attend the workshop as well as the Technical Coordinators of the UNGO. Selection was based on evaluated performance at work, as well as ability to communicate with target groups. A total of 20 RR supervisors, four Technical Coordinators as well as the UNGO Project Manager attended the workshop.

The importance of the EWSO workshop was highly valued by FORSA project team. First, as it was the first in a series of TOT workshops taking place next quarter, it was necessary to closely evaluate this pilot training, identify how to improve the following workshops, and avoid potential training problems. Additionally, as the TOT trainees who attended this workshop are responsible for conducting EWSO workshops for project beneficiary women and their families, where some of them will be selected for starting their own micro-enterprises supported by FORSA, the FORSA team worked to ensure that the trainings were as effective as possible.



Figure 7: A session of the EWSO-TOT workshop

This EWSO TOT workshop was a crucial milestone for the FORSA project and, therefore, FORSA made every effort to ensure these the trainees completed their training and did not begin their rollout trainings until FORSA staff were convinced that each and every one of them had the needed competencies, skills and knowledge to perform their planned tasks in a flawless way.

With importance of this training clearly identified, it was customary for the FORSA Project Manager to attend sessions of the training, accompanied by the project Field Implementation Assistant, to identify any training pitfalls or flaws and adjust for them. Discussions with the training facilitator took place throughout the workshops to highlight strengths and weakness, as well as areas for improvement and follow-up on the implementation of agreed-upon issues during the sessions. This close follow up ensured that the pilot training was as effective and flawless as possible.

At the onset of the training, it became apparent that the trainees struggled to understand the training concepts. In a disadvantaged communities, such as Upper Egypt, the concepts of Training of Trainers is may likely seem ambiguous and confusing, particularly to grassroots female community workers. The performance of trainees in the pre-test at the start of the workshop clearly charted the situation; the average score calculated for the 25 trainees was 12.48 out of 43.



Figure 8: FORSA Project Manager Discussing areas for improvement in the workshop with the Facilitator

Discussions were held between the FORSA Project Manager and the training facilitator to adopt new strategies for motivating trainees and communicating the TOT concept to them. It was amazing to see how grasping the idea by trainees led to a dramatic paradigm shift. In one instance trainees who were awkwardly passively observing the training, became absorbed in the training content and participated in all subsequent activities. Group assignments became lively with enthusiastic participants' collaborations.



Figure 9: EWSO-TOT trainees participating in group assignments

The change that overwhelmed the training workshop and the spark of enthusiasm that enlightened the subsequent sessions was objectively translated when post-tests were administered to trainees. The average post score for the 25 participants was 36.48 out of 43. It was amazing to see that trainees at the end of the workshop could acquire triple the amount of knowledge they came in with. The average percent knowledge gain among all trainees (**Indicator 2a**) was 192.8%, which –enormously exceeds the preset PMP target of 20%. This high observed value can be explained by the fact that, in the unprivileged communities where FORSA project is actually working, the concept of TOT among grass root female community workers is practically unknown. The training had therefore a great impact on the trainees. This represents an

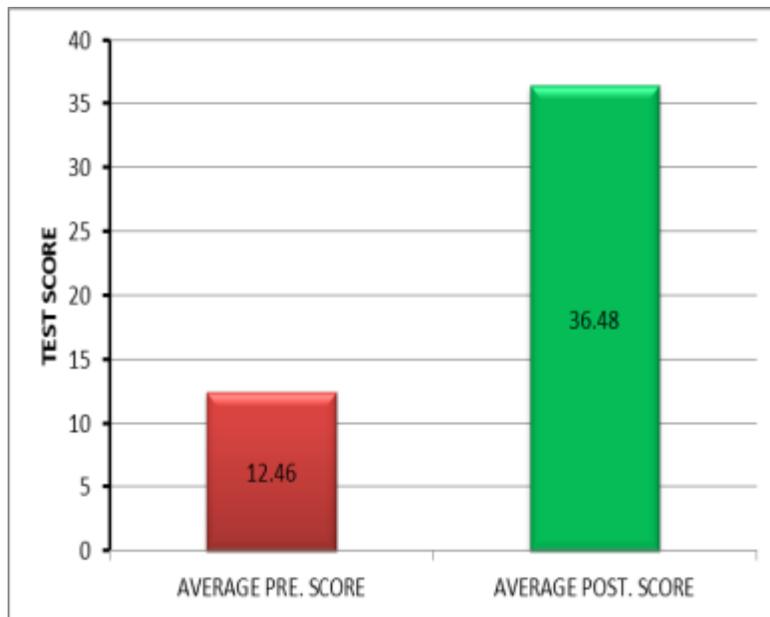


Figure 10: Average Pre and Post Score of EWSO-TOT trainees

important achievement for FORSA - effectively seeding the concept of TOT among grassroots female community workers in such disadvantaged areas, thus helping them to take future active roles in making change in their own life and their community.

The training report includes individual evaluations for each trainee and recommendations on whether or not she is capable of administering the EWSO workshops at the local level. Based on the evaluations some RRs and RRs supervisors may be laid off or re-trained.

I. Follow up and guidance of B1 UNGOs to implement Project activities with partner CDAs

As Batch 1 UNGOs/CDAs in Assiut and Souhag governorates started field activities last quarter the responsibility of FORSA staff particularly that of the Field Implementation Specialists in the two target governorates was amplified. Supervision, coaching and directing of the UNGOs was necessary to ensure implementation of planned activities.

During this quarter, the first quarterly meeting gathering of Batch 1 UNGO key persons and their partner CDAs representatives was due in both governorates. FORSA Field Implementation Specialists had to be there, to set sound organizational rules that would be adopted by the UNGOs and their partners for the project. Coaching and Mentoring UNGOs during this important meeting was not only a means of ensuring efficient project implementation, but was also an important capacity building initiative for UNGOs and CDAs.

During the quarterly meeting, UNGOs reviewed the past quarters implementation status with their partner CDAs, evaluated strengths and accomplishments, identified challenges and brainstormed solutions. The implementation plan for the following quarter was also reviewed and fine-tuned with partner CDAs.

In Assiut, Batch 1 UNGO announced to the attendees an achieved agreement protocol with the District Hospital in Manfalout district, according to which, a referral system between the UNGO and the District hospital is established to facilitate referral of FORSA project beneficiaries to the hospital for obtaining needed services.



Figure 11: First Quarterly Meeting for B1 UNGO and Partner CDAs in Assiut governorate



Figure 12: Manfalout District Hospital Director Signing Agreement Protocol with Al Hawatka (Batch 1 UNGO)

During the meeting, a similar protocol was presented by one of the partner CDAs (Emad Abdel Nabie CDA) working in Bany Zaid Village, Manfalout District. The CDA signed an agreement protocol with OmEl Quosour General Hospital to secure the transfer of FORSA project beneficiaries in need of Health Care or Hospitalization.

In Souhag, in addition to the regular agenda, the UNGO (Sohbet El-Kheir) also gave partner CDAs the opportunity to conduct brief presentations about their achievements and success stories during the implementation of FORSA project activities. The attendees highly valued the resourceful and creative skills of CDAs' community workers, who developed simple and effective detail aids to facilitate the transmission of health messages to target beneficiary women. The meeting in Souhag was closed by a ceremony to Honor distinguished UNGO and partner CDAs' FORSA project staff and award them appreciation certificates and token gifts.



Figure 13: A Sample organizational tool developed by Sonnaa EL Hayah CDA RRs In Souhag



Figure 14: Batch 1 UNGO and CDAs FORSA Staff Honored during the first Quarterly Meeting Souhag

J. Supporting the Kick-start of Batch 2 UNGOs and their partner CDAs field activities

FORSA project has supported the kick start of field activities with Batch 2 UNGOs and Partner CDAs in Assiut and Souhag. Professional technical Support, on-the-job training and follow-ups have been provided by FORSA Staff particularly field implementation specialist to help UNGOs set up their accounting systems and to issue monthly and quarterly financial reports from the accounting records. Reporting forms have also been communicated and fully explained to UNGOs staff and their partner CDAs staff.



Figure 15: A CDA representative Describing village map to attendees of Preparatory meeting in Souhag

An important step in the initiation of field activities in Batch 2 villages was the preparatory meeting held in both Assiut and Souhag governorates to gather UNGOs officials and FORSA project staff with their counterparts of the partner CDAs. Both meetings were successfully conducted during this quarter and were both attended by FORSA field implementation specialist in the corresponding governorate.

During the meetings the project was introduced to CDAs' staff, the planned project activities were presented, and each CDA presented a map of the its target village, reviewing their expectations for the organization and planning of the subsequent mapping process and field work later on.

During the preparatory meeting planning, the public hearing meetings in the target village of each CDA were also planned. The public hearing meetings represented a pass card for the project into target villages' community. During those meetings CDA board members invited local community leaders and introduced FORSA project activities and staff to them, thus gaining their endorsement of the project.



Figure 16: FORSA field Implementation Specialist attending Preparatory meeting of B2 UNGO in Souhag governorate

K. Follow-up, Monitoring and Control of field implementation status.

As a part of their continuous efforts to monitor and control field implementation status, the FORSA PM and Field Implementation Assistant performed an exploratory field visit to Batch 1 UNGO (Sahel Selim CDA) and its partner CDAs late September 2013. During the visit they met with UNGO FORSA PM and TCs, as well as the CDAs RR Supervisors. The meeting overviewed the implementation status of the project activities during the quarter, obstacles met and challenges overcome. Following the meeting, the FORSA PM and Field Implementation Assistant concluded that the UNGO PM's performance was below expectations and her managerial and leadership skills did not meet the challenges imposed by the implementation of project field activities, particularly during this crucial phase of project life span where zero tolerance for defects or delays should be the rule. This conclusion was supported by the input of the FORSA Fieldl specialist in Assiut, which compelled the Project to collectively take a decision to replace her as soon as possible. Measures for selecting a competent replacement are currently ongoing.

L. Communication and collaboration with MoISA at Central and/or Governorate Levels

During this quarter, the FORSA Field Implementation Specialists continued their efforts to coordinate with MoISA in Directorates in Assiut and Souhag. They also played an important role in coaching and mentoring of UNGOs to fulfill the supervisory and reporting requirements of MoISA.

During this quarter, a significant collaboration with MoISA was put into action: To ensure sustainability and scale-up of FORSA capacity building and women empowerment activities, the curricula of three trainings offered by FORSA were adopted by the ministry's central level, namely IPC&C training, EWSO TOT training, and EWSO Workshops.

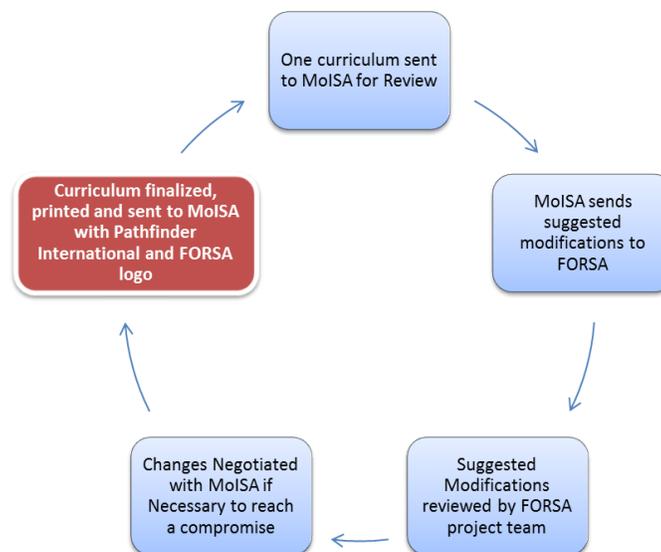


Figure 17: The Process of adoption of FORSA Training curricula by MoISA

Each month, starting in July 2013, training materials and tools of one training was sent to MoISA officials who reviewed them and suggested necessary modifications to adapt the materials to suit MoISA contexts and requirements. Suggested modifications were then reviewed by FORSA Project team and negotiated with MoISA officials. When a final compromise had been reached, materials were finalized, printed with Pathfinder International and FORSA logos and sent to the MoISA to be used as a reference in its library for future adoption in other MoISA projects and ministry activities.

The IPC&C training material was reviewed and approved in July, EWSO TOT training material was finalized and approved in August and finally the EWSO workshop training material in September this quarter.

M. Organizing an extended Forsa Staff Meeting to share field implementation experience.

During the implementation of FORSA project, learning from experience is not just an intuitive or subjective behavior; it is a substantial and essential pillar in the project design. The project was planned to be implemented on three batches with the aim of learning from the experiences gained during the implementation of each batch to improve performance with the following batch.

During this quarter, the project team excelled in learning from experiences gained during the implementation of Batch 1 UNGOs and CDAs, an extended staff meeting was held in Cairo Office early during September 2013. The meeting was attended by the entire Pathfinder LLC FORSA team, including field staff from both Souhag and Assiut. During the meeting staff shared experiences, discussed encountered problems and developed flexible solutions to prevent problems with subsequent Batches. This meeting resulted in important perfections to the implementation process.

During the meeting, targeted attendees for each of the trainings provided by FORSA project were revisited in the light of the potential impact of the training outcomes on achievement of project objectives and experience gained from implementing trainings for Batch 1 UNGOs and partner CDAs. The development of solutions for handling withdrawal of partner CDAs from project, withdrawal of beneficiary women, as well as UNGOs and Partner CDAs staff turnover was achieved through brainstorming. The project reporting forms were enhanced and an electronic reporting system based on Google forms was proposed by the monitoring and evaluation team. Means to encourage UNGO to build capacity of CDAs and utilize its other resources and cadres and networks to benefit FORSA were also discussed and evaluated.

Orientation meetings held at the community level by CDAs at the onset of project implementation took a good part of the discussions during the meeting, being the first and most important step of FORSA introduction to the community. A set of criteria to select local community leaders involved in those meetings was proposed and a decision was taken that project staff and UNGO staff will be thoroughly involved in the preparation and implementation of these sessions with CDAs, given its enormous impact on the kick-start of project activities in target sites.

N. Communication with USAID

During Q4Y2, continuous communication with USAID was sustained and several meetings with USAID staff took place. During those meetings, updates concerning the project's approvals and field activities were shared with the AOTR.

Also during this quarter, approval was granted by USAID agreement officer to the submitted FORSA project 12-month NCE request on the 13th of August 2013. Based on the approval granted, an updated project plan and PMP (where indicator targets and timelines were rationalized according to the actual start date of implementation) were resubmitted to the USAID AOTR during September.

O. Collaboration with other CAs

During this quarter, coordination between FORSA project and SMART project successfully converted from a proposed concept to an actual entity. FORSA project staff expressed their need for an increased portion of health Messages delivered to RRs during their IPC&C training, and this expressed need embodied an opportunity for actual collaboration between the two projects. First of all, Health messages adopted by SMART project have been used during the training of RRs. Second, a list of physicians affiliated to the SMART project in Assiut and Souhag governorates was provided to FORSA project, and coordination allowed some of them to participate in the delivery of health Messages training within the context of the IPC&C training workshops that were held in Souhag governorate this quarter.

Table 3 Q4Y2 Achievements

Activities	Expected Results	Quarter Achievement	Comments/Challenges
Technical Pavement for Project Implementation:			
Develop Project's Workplan	Project Workplan developed	Updated Workplan according to 12 Month NCE developed	
Develop Performance Monitoring Plan PMP	PMP developed	Updated PMP according to 12 Month NCE Developed	
Submit Workplan and PMP to USAID	Project Workplan and PMP were To USAID	Updated Workplan and PMP based on the approved 12 month NCE submitted to USAID	
General Activities			
9.0 Sign implementation agreements between UNGOs and partner CDAs	Agreement contracts signed between all 3 Batches UNGOs and their partner CDAs	By the end of this quarter all agreement contracts have been signed between all 3 Batches UNGOs in Assiut and Souhag governorates and their partner CDAs	
Batch One (30 communities)			
Result 1: Jobs created among partner UNGOs and CDAs in intervention areas			
1.1.6 Guide UNGOs to supervise partner CDAs while implementing Project activities	With completed capacity building of recruited CDA staff, home visits to implement project activities started and continued in intervention communities.	All Batch 1 CDAs' outreach workers started Home visits this quarter. All 45,000 targeted households have been visited on the average 3 times during this quarter.	
Result 2 : Women owned microenterprises established in intervention areas			
1.2.1 Identify and train a cadre of trainers for the Egyptian Women Speak Out (EWSO) program	The Project will select one RR supervisor from each CDA to receive the EWSO TOT. The training will be held by consultants specializing in EWSO program implementation on field levels	25 RRs /RR supervisors and/or TCs have been selected from Batch 1 UNGO and its partner CDAs in Assiut governorate and participated in a 6 days EWSO TOT training late September 2013.	Selection of participants and conduct of the EWSO TOT Training in Batch 1 UNGO and its partner CDAs in Souhag governorate ongoing during October.
Batch Two (25 communities)			
Result 1: Jobs created among local CDAs in intervention areas			
2.1.2 Assist CDAs to hire project staff guided by job descriptions prepared by FORSA Team in collaboration with UNGOs	One project manager, 15 outreach workers and 2 supervisors hired by each partner CDA	5 Project Managers, 50 RR supervisor and 375 RRs have been hired by Batch 2 CDAs in both Assiut and Souhag governorates.	
2.1.5 Provide UNGOs and partner CDAs with IPC&C Training	UNGOS TC, CDAs' RRs, and PM received IPC&C training	An overall of Batch 2 UNGOs' TCs, and CDAs' RRs ,RR supervisors and Project Managers Successfully received IPC&C training	
Result 2 Women owned microenterprises			

established in intervention areas			
Batch Three (20 Communities)			
Result 1: Jobs created among local CDAs in intervention areas			
3.1.1 Assist UNGOs to hire project staff according to job descriptions prepared by FORSA	One project manager, 2 accountants and 1 TC/5 CDAs hired by each UNGO	2 accountants, 2 project managers, 4 TCs have been hired by Batch 3 UNGOs in Assiut and Souhag	
3.1.2 Assist CDAs to hire project staff guided by job descriptions prepared by FORSA Team in collaboration with UNGOs	One project manager, 15 outreach workers and 2 supervisors hired by each partner CDA	4 Project managers, 8 RR Supervisors and 300 RRs have been hired by Batch 3 CDAs in Assiut and Souhag governorates	

Challenges

During Q4Y2, FORSA project encountered several substantial challenges yet determination, devotion and professionalism enabled the project team to successfully handle each and every one of them and set forth preventive measures to neutralize the potential hazards they might have on the implementation of project activities in the future. Some of the challenges encountered this quarter included:

Withdrawal of some Partner CDAs

Shortly after the signature of agreement contract between Batch 2 and Batch 3 UNGOs and their partner CDAs, one CDA from Batch 2 in Souhag (*Al Khairyeya Letahfiz Al Quran Wa Reayat Al Yateem in Margha*) apologized for not being able to work on the implementation of the project because of serious internal organizational problems involving board members. A replacement CDA was suggested by MoSS officials and UNGO staff "As Salam in Al Zara Village". Shortly after undergoing the security checks and the financial and administrative screening and signing the agreement contract, the CDA also apologized for participating in the implementation of project activities being unable to recruit the required number of community outreach workers to implement FORSA project activities. A third CDA was promptly nominated, undergone necessary checks and selected to replace the withdrawn one: "Al Gameya Al Nesaeya Letanmeyat El Mogtamaa in Al Rashaydah".

A similar scenario took place in Assiut governorate where one Batch 2 CDA (*Tanmeyat Al Mogtamaa in Al Nawawrah*) also apologized for being unable to participate in the implementation of project activities because of internal organizational problems. The same process was used to nominate and select a replacement (*Al Khayreya Al Islameya in Al Badari*)

FORSA project team thoroughly investigated the reasons for withdrawal of partner CDAs and realized that a substantial challenge is being faced: first of all, despite the meticulous selection process of CDAs, in the disadvantaged communities where the project was to be implemented, most CDAs lack adequate infrastructure and sound organizational behavior. They were mostly run by subjective intuition on communal bases rather than sound organizational principles. Second, some communities were unfavorable media for the implementation of project activities as was the case with "As Salam in Al Zara" where women work is intolerable by the community which made it practically impossible to recruit 18 female community workers.

The project team was ready for the challenge, the situation was thoroughly evaluated and a system was set forth to ensure prompt replacement of any CDA who withdraws from project activities to avoid unnecessary delays in implementation of project activities. The system was based on the following pillars: First of all, arrangements were made with MoISA officials at the district level to always nominate back-up candidate CDAs for partnership to be readily available in case of need. Secondly, coordination between FORSA Project Cairo staff and Field Implementation specialists was amplified, to speed up the necessary checks to be conducted on replacement CDAs to avoid any un-necessary delays in the implementation of field activities. Finally, FORSA project could not neglect its responsibility in guiding and coaching CDAs through Partner UNGOs to help them cross the gap of their organizational problems

and build-up capacities and infrastructure enabling them to actively participate in the development of their disadvantaged communities.

Turn-over of hired Project Staff in UNGOs and Partner CDAs.

Although employee turn-over is an acceptable phenomenon in any organization, yet in projects it might have a deleterious effect on the achievement of objectives, due to the transient nature of projects, and the time constraints imposed on them.

This problem is of particular importance in FORSA project, since job creation is one of the ultimate goals of the project. It was therefore deemed necessary that each and every job created throughout the project life span remains constantly occupied, to ensure that the objective has been met yet give the flexibility to Project Team to replace incompetent personnel in case of need.

During this quarter, FORSA project team was faced by the problem of staff-turn over for the first time when 5 Community Outreach Workers (RRs) from Batch 1 CDAs expressed their intention to quit their jobs, followed by 8 RRs from Bath 1 CDAs in Assiut and an accountant from Batch 1 UNGO in Souhag “Sohbet El Kheir” early September. The issue was a subject of exhaustive in depth investigation by FORSA project team, to find out the underlying reason for their decision, and make sure it was not a growing generalized unfavorable communal attitude towards the project activities. Investigations revealed that all of the 13 RRs had objective personal reasons for discontinuation of work, ranging from receiving job offers with better payments, the need to rest at home to protect a threatened pregnancy, getting married and the desire of the new husband that his wife stays at home, the need to stay at home for taking after family members, to finally being unable to withstand the workload imposed by conducting household visit.

The issue was raised again when it was reported that the performance of Batch 1 UNGO PM’s in Assiut was below expectations, her managerial and leadership skills could not meet the challenges imposed by the implementation of project field activities during this crucial phase of project life span, which compelled the Project Team to collectively take a decision to replace her as soon as possible.

FORSA project team found out that the ultimate key to overcoming the challenge of staff turn-over was to establish a fixed yet flexible standing system to ensure proper selection of devoted and interested candidates for different post, retention of competent staff through establishing a simple incentives system in collaboration with UNGOs and partner CDAs, strengthening the coordination between FORSA Field implementation specialists, Cairo Office and UNGOs to speed up the processes of selection and rehiring of replacements, as well as to ensure speedy preparation of re-hires to fulfill the duties and responsibilities of their jobs through express on-the job training followed by scheduling them to join full formal training with their counterparts in subsequent batches of the project.

Withdrawal of Some Targeted Families

During this quarter which witnessed the start of the Household visits conducted by Batch 1 CDAs' RRs in both Assiut and Souhag governorates, FORSA project team faced a startling request from some target beneficiary families to withdraw from the project and cease to receive household visits by the RRs. This request was an alarming signal for the project team which merits in-depth root cause analysis.

Prompt visits were conducted by FORSA field implementation specialists in the relevant governorate, together with key CDA board members as well as some key figures in the village where the rejecting families reside. The cause of withdrawal was explored and all efforts were made to convince those families to resume their participation in project and continue receiving Household visits from project RRs.

For the majority of the families, the reasons they submitted were fair, convincing and objective reasons. For many, the reasons were related to the vengeance crimes taboo deeply rooted in Upper Egypt villages. A family stigmatized by vengeance crime was in a situation where receiving frequent visits from strangers in general was a significant compromise to the whole family's security and thus, their request to stop receiving RRs visits was straightforwardly granted.

Once communal adverse public opinion reasons for withdrawal have been ruled out, FORSA project team in collaboration with CDAs' FORSA project staff in the pertinent villages replaced the withdrawn target families by other families from the data base which was generated during the mapping process conducted last quarter. The number of target households which will be served by the project was thus not compromised in any respect.

It was set forth by FORSA project team that, despite the ease at which a withdrawn family can be replaced, especially in the early stages of project implementation in a particular village community, the incidence will always be a subject of meticulous investigation, as it might always be an early sign of rising adverse public opinion against the project in the served villages due to misunderstandings or rumors. If this proves to be the case at any point of time, a committee formed by FORSA field implementation specialist, CDA's key board members and key opinion leaders in the village would thoroughly investigate the causes and start on behavior change communication and community mobilization to clarify any ambiguities and resolve any misunderstandings or misconceptions related to project activities.

Success Stories

Upper Egypt Vulnerable women empowered

For women in rural Upper Egypt, divorce is a major social stigma. Divorced women are usually subjects of social discrimination, their families and community usually impose on them a state of isolation. They are rarely given the opportunity to work outside the family house which directly jeopardizes financial independence. FORSA project successfully provided job opportunities for 7 divorced women who joined the team of RR (Outreach workers) recruited by Batch 1 partner CDAs in Assiut and Souhag governorates. This work opportunity allowed those 7 women to regain their self-confidence by providing them with a source of income to achieve financial security and support their own selves and their dependents as well as an opportunity to play an active role in their community as leaders and information givers.

“Working as an outreach worker is a real challenge for a divorced woman in rural Upper Egypt, not only did I have to convince my family of letting me go out for work, but I also had to face the suspicious looks and embarrassing questions from women I visit every day. This challenge only made me stronger and more determined to go on with my work especially that I was for the first time in my life able to pay for my daughter’s provisions.” Reports Sherine Khallaf; FORSA Outreach Worker Meshta Village, Sohag governorate



Figure 18 Sherine Khallaf, FORSA Outreach Worker During a household visit

FORSA Project Rapidly Gains Advocates in Target Sites:

This quarter, was rapidly able to gain advocacy throughout the communities in which it is acting, the “squad” of Batch 1 CDA’s RRs presented the pass card of FORSA project to their local communities by successfully building rapport with the beneficiary families through conducting their visits equipped with health knowledge, strong interpersonal communication skills. Having the skills and the –insight to keep an eye on the social aspect of their job, they brought more than just acceptance to the project, they made target families feel that they are privileged by being part of FORSA project activities. This was clearly embodied during the quarterly meeting where Mrs. Fatma, Board Chair Sohbet El Kheir UNGO in Souhag, reported that FORSA project beneficiary families now self-present as **“FORSA FAMILIES”**.

On their way to conduct their visits to target households, RRs were moving banners for FORSA project throughout target villages, being carefully observed by community members eager to find out about their work and the whereabouts of FORSA.

“Sometimes on my way to conduct a visit to a household, Women from the local community sometimes stop me to ask about the whereabouts of FORSA project, and may want to find out about the health messages. During some of the visits, curious neighbors would invite themselves in, and in most of the instances, when the conditions are favorable; I get an extra-audience my health messages.”

Reports –Amira Sobhy- FORSA Outreach Worker Bani Raea Village, Assiut governorate.



Figure 19 Amira Sobhy, FORSA Outreach Worker talking to women on her way to conduct a household visit

FORSA Project Responds to Social Needs of Beneficiaries

A Terrorism Victim Family Consoled

Sahar Mabrouk, a mother of two children and a young wife of a recruit in the Egyptian security forces is one of FORSA Project beneficiary families in Al-Ansar Village, Al-Qusia District, Assiut governorate. She has been visited twice by FORSA Project RR, Yathreb CDA to receive health messages in July and August 2013. Early in September the RR knew that Sahar’s Husband lost his life in one of the terrorist attacks that targeted a police station where he served. The RR promptly visited Sahar to submit condolences and find out how she can help.

Finding out that the late husband was the only source of income to the family, and knowing the extremely harsh conditions under which the family lived, the RR instantaneously started communication with the “Masr El Kheir” a trustworthy foundation working in community development all over the country, which successfully provided the grieving family with some necessary furniture to equip their house. Communications were also promptly initiated with the Governor of Assiut governorate, through “Yathreb” CDA officials and “Al-Hawatka” UNGO officials to secure a source of income to Sahar and her two children. The governor responded instantaneously and an exceptional pension was devoted to the mourning family.

Provisions and Garments fair

In Souhag governorate, Batch 1 UNGO (Sohbet El Kheir) utilized the database of beneficiary Households built during the mapping stage of FORSA project, as a resource to identify needy families that will receive support in the form of free meals and gift provisions bags during the holy month of Ramadan. FORSA project families in need were also invited to a charity garments fair organized by the UNGO before the feast. The fair lasted for 3 days, during which 200 needy FORSA families received necessary garments for the feast.



Figure 20 FORSA garments Fair, Shouhag

Securing Health Needs

In a seriously disadvantaged community where Health Insurance coverage is obviously lacking, Health needs of community members may represent a serious concern. FORSA Project was able to respond to the health needs of targeted families in a multitude of ways including lots of coordination and between CDAs, governmental and non- governmental health care organization.

In Assiut, Yathreb CDA, working in collaboration with El Hawatka UNGO, was able to coordinate with Masr El Kheir foundation and Assiut Military hospital to provide 3 FORSA beneficiaries with Corneal Transplant surgery, allowing them to regain the long lost sense of sight. This surgery Costs more than 35,000 LE/ Case and was practically an impossible dream for those Family supporters in Upper Egypt.

To secure health services to FORSA beneficiaries, El Hawatka UNGO in Assiut arranged for the signature of a protocol for long term coordination with Manfalout District Hospital. The protocol was signed by representative of the UNGO Board and the Hospital Director. According to this agreement, FORSA Family members could be referred to the hospital by UNGO staff to receive health services. A partner CDA (Emad Abdel Nabie CDA) working in Bany Zaid Village, Manfalout District followed the steps of the UNGO. The CDA signed an agreement protocol with Omm El Quosour General Hospital to secure the transfer of FORSA project beneficiaries in need of Health Care or Hospitalization.

FORSA Project Networks with KNOWLEDGE IS POWER Project

The same UNGO submitted a provisional protocol for networking between FORSA project and a literacy project (**KNOWLEDGE IS POWER**) established by one of the Reputable Nationwide Community Development Initiative “Sonaa El Haya” which happened to be also one of the Partners implementing FORSA project in collaboration with the UNGO. According to the proposed protocol, each FORSA RR will act as literacy facilitators for 5 illiterate FORSA target women. The Foundation, Sonaa El Haya, will provide the classes, study material and nominal incentives for both RRs and target women. Classes would be conducted in the afternoon, not to interfere with the activities of FORSA project. The protocol has been approved provisionally by FORSA project manager and the idea of extending the collaboration to Batches 2 and 3 is currently being studied.

Monitoring and Evaluation

This quarter the project achieved all targets according to the submitted NCE work plan and PMP based on the approval to 12 month No Cost Extension request granted by USAID agreement officer on the 13th of August 2013

As per the NCE workplan and PMP, the following indicators are to be reported on this quarter:

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

Indicator #2: Average percent change in knowledge gain among FORSA CDAs outreach workers (Raedat Refeyat /RRs) and UNGOs technical coordinators.

Indicator #2a: Average percent change in knowledge gain among UNGO trainees in FORSA managerial and financial training

Indicator #3: Number of people trained in FP/RH/ maternal/ newborn/ child health/ nutrition during FORSA CDAs outreach workers (Raedat Refeyat /RRs) and UNGOs technical coordinators trainings.

Indicator # 5: Number of households visited by awarded CDAs outreach workers in intervention areas

Indicator # 7: Average percent knowledge gain among UNGO Technical Coordinators and RR supervisors trained in FORSA EWSO TOT

Table 4 Achieved indicators FORSA Project Q4Y2

Indicator Number	Results Data	Baseline Year:	FY 2					FY 3					Total	Comments (Explanation on a -/+ 10% actual from target)
			Q1	Q2	Q3	Q4	FY1	Q1	Q2	Q3	Q4	FY2		
Indicator # 1	Target		--	--	586	1400	1400						1400	
	Actual			17	586	1403								
Indicator # 2	Target		--	--	≥ 20%	≥ 20%	≥ 20%	≥ 20%					≥ 20%	As FORSA is working with UNGOs and CDAs in unprivileged communities, initial capacity and knowledge of staff was very limited and hence the benefits of the training were huge.
	Actual		--	--	53%	34.0%								
Indicator # 2a	Target		--	--	≥ 20%	≥ 20%	≥ 20%						≥ 20%	initial capacity and knowledge of staff was very limited, and small number of trainees (24) exaggerates extreme values
	Actual		--	--	148%	148.6 %								
Indicator	Target		--	--	546	846	1365						1365	Numbers exceed the expected

# 3	Actual		--	--	548	957								targets as rehires from Batch 1 joined the training. Also, some of Assiut CDAs who were planned to finish their training early October successfully completed it by the end of September.
Indicator # 5	Target		--	--	--	45,000	45,000	112,500					112,500	
	Actual		--	--	--	45,003								
Indicator # 7	Target					≥ 20%	≥ 20%	≥ 20%					≥ 20%	Attendees of EWSO TOT Training in unprivileged project sites were initially unaware of the concept of TOT and were not interested yet after training went on they became energetic, enthusiastic and devoted.
	Actual					198.5%								