

**Consultancy Report
Quarterly Report: January - March, 1994**

**Egypt: Rural Cottage Industries Development
263-0220-A-2017-00**

Prepared for:
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March 1994

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RCID QUARTERLY REPORT
January - March 1994

Specific Support Grant No. 2017-SG-010

Effective Dates: January 5, 1994 - 31 September, 1995
Total Amount: \$372,436, and L.E. 1,144,383
Amount Obligated: \$187,286, L.E. 679,900

I. Introduction

The RCID project grant agreement is effective as of January 5, 1994. ACDI is therefore using calendar-year quarters for reporting purposes, i.e., the first quarter of the project is defined as January 5, 1994 - March 31, 1994. However, ACDI did not accomplish all of the activities planned for the first quarter due to some initial delays in project mobilization. Specifically, on January 17, 1994, ACDI received a letter dated January 5, 1994 from the NCNW stating that the RCID project had been funded. It was not clear from the letter, however, whether ACDI could in fact begin incurring expenses for the project, given that the grant agreement had not been finalized. ACDI sought clarification from the NCNW, and -- through an exchange of phone calls and letters -- received confirmation on January 26, 1994 that project spending could begin. Because it is ACDI's policy not to incur expenses for a new project until such approval is provided in writing, the first month of the project was essentially lost. Nevertheless, the subsequent two months were productive ones, and every effort is being made to implement project activities as scheduled.

II. Plans for the Quarter

- A. Finalize NCNW-ACDI Grant Agreement
- B. Secure Office Space and Establish Office
- C. Finalize Job Descriptions and Roles
- D. Hire Staff
- E. Orient Staff
- F. Develop and Finalize ACDI-AAHE Agreement
- G. Develop Detailed Workplan
- H. Obtain Legal Services for AAHE Registration
- I. Procure Equipment and Vehicles
- J. Develop Office Procedures and Systems
- K. Set up Accounting System
- L. Begin Institution Building Activities

III. Accomplishments During the Quarter

A. Grant Agreement

ACDI's Regional Vice President and Associate Director worked with the NCNW to finalize the text of the grant agreement and the attachments. The grant agreement was signed by the NCNW on February 20, 1994, and by ACDI on February 21, 1994.

B. Office Space

The AAHE is providing space for the project office as part of their in-kind contribution. The AAHE has provided written confirmation of this contribution, which includes a space of approximately 60 square meters, utilities, access to parking, and kitchen and janitorial services. Through its Common Support Services (CSS), ACDI staff met with the AAHE to plan for the establishment of the office and launched plans accordingly.

C. Job Descriptions and Roles

Job Descriptions and the Organizational Chart have been finalized, and are included in Appendix A.

D. Staff

The Project Advisor arrived in Egypt on February 15, less than three weeks after ACDI's receipt of the NCNW letter authorizing expenditures on the project. In addition to having strong management skills and experience with small enterprise development and institution-building programs, Anne Johnson is familiar with the Middle East, having lived and worked in Egypt for two years in the early 1980's and, more recently, in the West Bank for three years. Working quickly to settle into Egypt, she located a flat in Alexandria just days after arrival in country, and moved into it a week later.

The Project Director started his work with the RCID project on February 20, and also brings excellent qualifications to the job. Magued Helmy has had over 15 years of experience with the management of PVO projects and departments in Egypt, with a particular emphasis on small enterprise development and institution-building. A native of Alexandria, he has been able to "hit the ground running" as a result of his extensive network of contacts in the area.

Reviewing CV's that were obtained in Summer/Fall 1993, at a

time when project start-up was anticipated for September 1993, the Project Advisor and Project Director drew up a preliminary list of candidates to interview for the other Alexandria-based positions (Credit Specialist, Training Specialist, Accountant/Administrator, and Secretary). Candidates for the field-based positions (Field Assistants and Loan Extension Officers) will be recruited later. Interviews will be conducted upon finalization of recruiting procedures in coordination with the AAHE.

E. Staff Orientation

RCID staff orientation began with visits to the ACDI/Cairo office for the Project Advisor and Project Director to familiarize them with ACDI administrative and financial procedures. ACDI also scheduled an introductory visit to the NCNW office, which took place on February 16, 1994, and provided the Project Advisor and Project Director with an opportunity to learn about the Egypt PVO Development Project and to meet Dr. Addison Richmond, Director; M. Jean Thomas, Deputy Director; Olfat Guirguis, Project Officer; and Josephine Kamel, Grants Administrator.

Upon arriving in Alexandria, the Project Advisor and Project Director (known collectively as the "RCID Management Team") first met informally with several members of the AAHE on Sunday, February 20, 1994. The next day, a more formal meeting with the AAHE Board of Directors was held, in which the project budget was reviewed. Other orientation meetings took place that week with Ministry of Agriculture officials at the project sites of Boustan and Bangar il Sukkar.

F. ACDI-AAHE Memorandum of Understanding

Notable differences in project understanding emerged early during the introductory meetings between the RCID Project Management team and the AAHE board members. As such differences are often present when developing a partner relationship with a project counterpart organization, ACDI was not unduly concerned, but rather saw these differences as an opportunity for dialogue and learning about the roles and responsibilities of ACDI and AAHE in implementing the RCID project. This dialogue took the form of negotiations on the drafting of a Memorandum of Understanding between the two organizations. The agreement was signed on March 28, 1994; a copy is presented in Appendix B.

G. Workplan

Upon reviewing the project proposal, grant agreement, correspondence, and other related documentation, the Management Team developed a detailed workplan for the first six months of project implementation. This plan is presented in Appendix C. In the process of developing the plan, the Team identified areas where earlier planning had not been revised to accommodate start-up delays or budget cuts that occurred between the time of proposal submission and grant agreement finalization. They therefore developed a revised implementation schedule, which is presented in Appendix D, with notes describing the changes made.

H. Legal Services

In February, ACDI solicited bids from legal offices for the task of registering the AAHE with the appropriate GOE authorities (Labor, Social Insurance and Tax Departments), and with drafting work agreements for new AAHE employees which would take full advantage of savings opportunities available under the new unified tax law. Kamel Law Office in Cairo was chosen for the job since they submitted the most reasonable bid, and because they have a branch office in Alexandria which would facilitate the registration work. A meeting was held in Kamel Law office on March 21, 1994 to finalize the agreement. As soon as the first AAHE employee is hired, the firm can proceed with final registration. In the meantime, they are drafting employment contracts, and reviewing AAHE documentation.

I. Procurement

As of the end of March, 1994, almost all office furniture and equipment had been obtained, and office set-up was underway. The AAHE has submitted a request for a project telephone/fax line, but as of the date of this report, it had not none has been installed.

In February ACDI requested NCNW approval to purchase the two vehicles included in the budget. Because of the continuing AID ban on procurement of vehicles with USG funds, however, the NCNW was not able to approve the request. One vehicle has been rented temporarily for project use.

J. Office Procedures

In the absence of most RCID project staff, as well as

permanent office space (the Project Management Team is working from temporary quarters while waiting for office set-up to be completed), development of office procedures has been slow. The RCID management team plans to use the process of developing these procedures as a learning experience for the AAHE, who will take part in the drafting of office regulations and administrative procedures. This is expected to take place in April, 1994.

K. Accounting System

With extensive input and assistance from ACDI/Cairo's Finance Department, an outline for accounting procedures has been established, first quarter cash flow estimate prepared and submitted, bank accounts in Cairo and Alexandria have been opened, and preliminary training on ACDI policies and procedures has been conducted.

L. Institution Building (IB) Activities

While formal IB workshops have not yet taken place, many informal, but important, IB activities were undertaken in the last quarter. These include:

Understanding Board Member Roles - Greater clarity on this subject was reached through numerous discussions between AAHE Board Members on their roles, responsibilities and time commitment requirements related to the RCID project. In addition, Government of Egypt regulations on this subject were reviewed with the AAHE.

Understanding Community Outreach and Group Formation - AAHE Board Members accompanied a US expert on cooperative development, Mr. Eugene Ingalsbe (working in Egypt under the auspices of ACDI's FtF Program), on a field trip to Bangar El Sukkar on February 24, 1994, where they jointly met with some of the women interested in participating in the RCID project. Together they addressed women's questions about problems facing new groups, and discussed the possibilities of Bangar il Sukkar women joining the AAHE or forming their own local AAHE chapter. This meeting provoked more thought about the role of AAHE chapters, and it was decided that time and work were needed to clarify AAHE's strategy with respect to local chapter formation.

Understanding Budgetary Processes - AAHE Board Members spent many hours reviewing the project budget with ACDI representatives. Through these discussions, they began to

learn more about concepts such as in-kind contributions, overhead, donor concerns, and costs associated with expatriate project employees.

IV. Planned vs Actual Accomplishments

Due to the late start in project implementation, as discussed above in the "Introduction," some activities originally planned for the first quarter were not implemented. These activities are:

- Hire AAHE Staff
- Develop Office Procedures
- Develop Training Curricula
- Field Test Training Curricula
- Conduct Institution Building Workshops
- Start Training of Trainers Program
- Launch Awareness Campaign (recruiting trainees)

These activities have therefore been shifted to the second quarter, and a revised Implementation Schedule has been developed accordingly (Appendix D).

In addition, vehicle procurement has been delayed due to the ongoing customs dispute between the U.S. Government and the Government of Egypt.

V. Plans for Next Quarter

A detailed list of planned activities is presented in Attachment C, which contains the workplan for the first six months of project implementation. Briefly, project staff will concentrate on the following three areas: 1) Business Skills Training, 2) Association Building, and 3) Credit Program.

A. Business Skills Training

- * Hire and train Training Staff (Training Specialist and Field Assistants)
- * Design Business skills training packages (includes Entrepreneurial Assessment, Basic Business Skills, and Business Start-up component)
- * Recruit trainees in Bangar il Sukkar area and begin training according to work plan schedule

B. Association Building

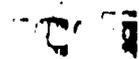
- * Complete AAHE legal registration process, hire and train office staff
- * Design and deliver Institution Skill Building workshops for the AAHE
- * Design and implement RCID Management Information System
- * Design and implement RCID project office administrative and financial management procedures
- * Research feasibility of AAHE graduate students working as extension agents, establishment of retail outlets and development of additional AAHE chapters

C. Credit Program

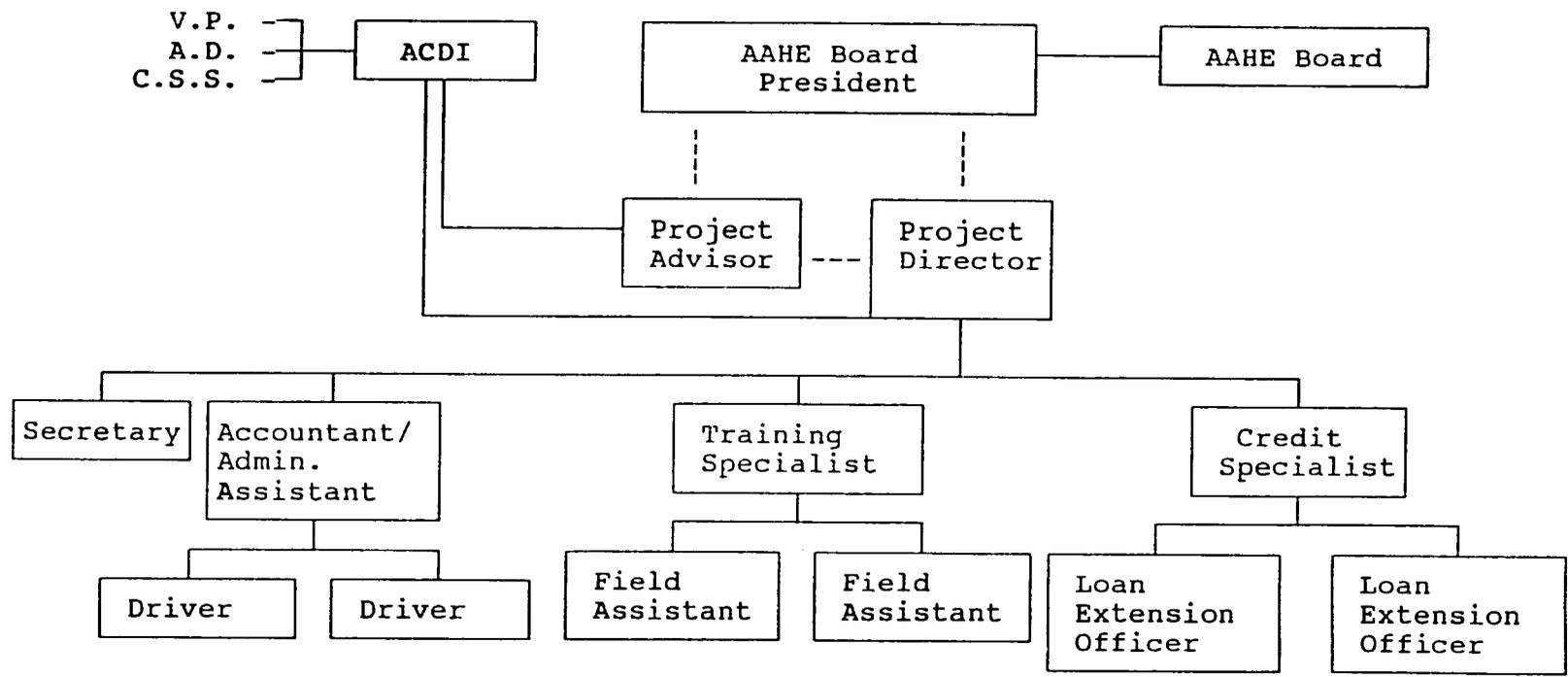
- * Hire and train credit staff
- * Research viable credit delivery institutions
- * Develop credit methodology and procedures
- * Establish loan review committee

APPENDIX A

ORGANIZATIONAL CHART AND JOB DESCRIPTIONS



RCID PROJECT
PHASE I



PROJECT ADVISOR

REPORTS TO: Associate Director for ACDI/MENA

PURPOSE: The Project Advisor will focus primarily on the implementation of the association building component of the project, but will also assist with the implementation of the enterprise development component. The Project Advisor is responsible for ensuring that the Project Director and the AAHE Board President are informed and supportive of project plans and activities.

RESPONSIBILITIES:

- Develop, finalize and monitor a memo of understanding with the AAHE Board that outlines ACDI and AAHE responsibilities.
- Establish and maintain operating procedures that ensure the AAHE's active involvement in the implementation of the project.
- Develop and implement annual work plans designed to enhance the AAHE's capacity in the following areas:

Project Implementation, measured by the AAHE's understanding of and involvement in the implementation of the RCID project, and by their ability to initiate other activities in line with their organizational mission to improve living standards in Egypt.

Organizational Management, measured by the acquisition of legal status, the development of administrative procedures, the ability to hire and supervise staff, and the Board's understanding of their role.

Member Services, measured by the establishment of local AAHE chapters, the creation of market retail outlets, the expansion of membership, the commitment and support of members, and the identification of new activities to serve members.

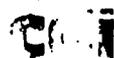
Financial Sustainability, measured by the establishment of relationships with donor agencies, the identification of new projects, and the mobilization of additional financial resources for this project (Phase I and Phase II) and for other AAHE activities.

- Develop and conduct training workshops for the AAHE Board and the RCID Project staff on topics including the role of an EPVO Board of Directors; project planning and management;



staff training and supervision; mobilization of resources; financial management; etc.

- Direct local consultants' work related to the association building component of the project: develop scopes of work, select consultants, write letters of assignment, provide orientation, and ensure effective completion of assignments.
- Work with the AAHE in developing linkages with other development organizations and activities, particularly dealing with small enterprise development and women.
- Facilitate the development of one or more local women's associations in the geographic areas targeted by the project, either as an AAHE chapter, or as an independent entity.
- Assist with the recruitment and orientation of RCID project staff.
- Review and monitor annual workplans related to the enterprise development component of the project.
- Monitor project budget and cash flow, and ensure that project activities are carried out in line with the budget.
- Review and approve quarterly narrative and financial reports prior to submission to ACDI/MENA or the donor; ensure the completion of other reports as may be requested by ACDI or the donor.
- Coordinate mid-term and final evaluations.
- Assume the duties of the Project Director in his absence.
- Serve as a liaison between the AAHE and the donor(s), and between the AAHE and ACDI.
- Undertake other duties as may be requested by the Associate Director.



PROJECT DIRECTOR

REPORTS TO: Associate Director for ACDI/MENA

PURPOSE: The Project Director is responsible for ensuring the effective planning, management, implementation, and monitoring of all project activities. The Project Director is responsible for ensuring that the Project Advisor and AAHE Board President are informed and supportive of RCID plans and activities.

RESPONSIBILITIES:

- Recruit, hire, supervise, and evaluate all project staff.
- Oversee the establishment of the project office (procurement, organization, etc.).
- Establish and maintain office management systems.
- Develop and monitor annual workplans designed to achieve the following outputs:

The Establishment of Successful Enterprises, measured by the number of enterprises established or expanded by groups or individuals, and by the sales, income, employment, and investment generated.

The Acquisition of Business Skills by the Target Population, measured by their ability to generate business ideas, conduct feasibility studies, plan production to meet orders, produce to quality standards, keep accurate financial and non-financial records, accurately cost and price goods and services, and effectively market products and services.

The Establishment of a Successful Loan Fund, measured by the number of loans extended and repaid, and by the ability of the fund to become self-sustaining.

The Creation of Marketing Services, measured by the establishment of a market data base, the development of market strategies, and the establishment of marketing groups and/or outlets, including local AAHE chapters.

- Ensure the development of baseline data collection instruments for measuring project performance. Ensure that project progress is tracked on a quarterly basis.
- Provide technical input and ensure the timely completion of TA/Training activities (overall TA/Training strategy,

development of curricula, materials, and manuals; delivery and follow-up of training).

- Provide technical input into and ensure the effective establishment of the Revolving Loan Fund (RLF terms, lending procedures, portfolio management, etc.).
- Direct local consultants' work related to the enterprise development component of the project: develop scopes of work, select consultants, draft letters of assignment, provide orientation, and ensure effective completion of assignments.
- Establish and maintain linkages with local government officials, and with other development organizations and activities, particularly dealing with small enterprise development and women.
- Draft narrative progress reports as required by the grant agreement and other reports as may be requested by ACDI or the donor.
- Authorize project expenditures, ensuring that all payments are in accordance with the project budget and with donor and ACDI regulations.
- Review financial reports.
- Coordinate the use of ACDI/MENA Common Support Services (CSS) by the project.
- Assist the AAHE and the Project Advisor in identifying and obtaining additional sources of funding for this project (Phase I and Phase II) and for other AAHE activities.
- Assume the responsibilities of the Project Advisor in her absence.
- Undertake other duties as requested by Associate Director.



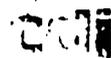
CREDIT SPECIALIST

REPORTS TO: Project Director

PURPOSE: The purpose of this position is to coordinate the design and implementation of a revolving loan fund to be disbursed in conjunction with the RCID project. This includes researching appropriate credit delivery institutions, development of credit methodology and design of lending system, and supervision of implementation.

RESPONSIBILITIES:

- Develop and ensure the maintenance of policies and procedures for loan extension and recovery, savings generation, portfolio management bookkeeping, accounting and reporting.
- Develop and ensure the maintenance of detailed operational plans, manuals, loan and savings forms, monitoring and reporting systems.
- Develop lending targets and prepare projections for loan funds required.
- Work with Training Specialist to develop curricula and manuals for training loan staff.
- Organize the establishment of Loan Screening Committees in each of the target areas, and ensure their active and timely participation in the loan decision-making process.
- Work with Training Specialist to develop training sessions for entrepreneurs that deal with loan applications.
- Monitor lending implementation, ensuring the effective management of the credit component of the program.
- Develop indicators to track RLF success and monitor accordingly.
- Monitor the number, content and quality of Loan Extension Officers visits to clients.
- Participate in aspects of AAHE Institution Building workshops.
- Coordinate monthly financial reports to Project Director.
- Other tasks as needed.



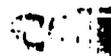
LOAN OFFICERS (2)

REPORTS TO: CREDIT SPECIALIST

PURPOSE: The purpose of this position is to carry out the daily operations of the credit component of the RCID project, including the identification of potential borrowers, the review of loan applications, the disbursement and collection of loans, and the financial monitoring of the loan fund.

RESPONSIBILITIES:

- Submit monthly reports on portfolio performance to Credit Specialist.
- Working with other RCID staff, identify new loan applicants, and train them in loan application procedures.
- Assist entrepreneurs with the completion of loan applications, as needed.
- Review loan applications before submission to the Loan Screening Committee.
- Visit clients every two weeks, at a minimum, to assess performance of business and to collect loan installments.
- Keep daily records of loan payments, deposits, and disbursements, and of visits to clients.
- Follow up on delinquent payments.
- Maintain clients credit history in RLF files.
- Assist in data collecting requirements related to loan recipient income and business profitability.
- Other tasks as needed.



TRAINING SPECIALIST

REPORTS TO: Project Director

PURPOSE: The purpose of this job is to design, coordinate and implement all field training activities included in the RCID business skills training and credit program. This includes, but is not limited to the development, testing and delivery of training program, the recruitment of trainees, the training of other project personnel as required, and the on-going monitoring and evaluation of the program.

RESPONSIBILITIES:

- Develop entire business skills training program, including two day Entrepreneurial Assessment workshops, as well as the Business Skills and Business Start-up Programs. This includes arranging all logistical arrangements, as well as design of curricula, manuals and training materials.
- Coordinate delivery of field training programs, either through delivery in person, or organizing delivery by guest trainers or other RCID staff members.
- Train Field Assistants in aspects of program delivery (TOT).
- Conduct training needs assessment for production training and coordinate necessary technical training identified during needs assessment.
- Conduct on-going monitoring of training programs. Develop training indicators and track progress towards fulfillment of training goals.
- Coordinate with Credit and AAHE Institution Building programs in aspects of training design and delivery.
- Submit monthly reports on training program progress to Project Director.
- Assist in identifying training opportunities for AAHE and rural women outside of the RCID project.
- Other tasks as needed.



FIELD ASSISTANTS (2)

REPORTS TO: Training Specialist

PURPOSE: The purpose of these positions is to assist the Training Specialist in the design and delivery of the training component of the project as well as other field assistance as needed and as requested by the Project Director.

RESPONSIBILITIES:

- Under Training Specialist's supervision, assist in conducting training programs in targeted areas.
- Assist in logistical arrangements for the training programs.
- Assist with baseline and on-going data collection.
- Provide technical assistance to trainees through follow-up visits, especially during the business start-up portion of the training program.
- Assist in the gathering and interpretation of market related information as needed.
- Other tasks as needed.



ACCOUNTANT/ADMINISTRATOR

REPORTS TO: Project Director

PURPOSE: The purpose of this job is to provide financial and administrative management support to the RCID/Alexandria operations in accordance with ACDI and Government of Egypt regulations and procedures.

RESPONSIBILITIES:

- Conduct all necessary bookkeeping and accounting functions for RCID/Alexandria related expenditures, ensuring compliance with ACDI regulations and procedures.
- Monitor project expenditures, and ensure correct designation of expenditures according to approved budget line items.
- Maintain filing system for all financial information.
- Prepare bank reconciliations and monthly financial reports for review by the Project Management Team and AAHE, and for submission to ACDI/Cairo.
- Prepare and maintain inventory records and reports.
- Handle Petty Cash.
- Prepare payroll, assist in the development of personnel policies, ensuring compliance with local law. Ensure compliance with personnel policies such as vacation requests, scheduling and permissions, sick leave determination, etc.
- Purchase supplies, and monitor their effective usage.
- Take primary role in development and maintenance of administrative procedures, such as use of vehicles, maintenance of office equipment, etc.
- Participate in aspects of AAHE Institution Building workshops.
- Other tasks as needed.

OFFICE ASSISTANT

REPORTS TO: Project Director

PURPOSE: The purpose of this job is to provide general program and office assistance through the provision of clerical, secretarial, translation and MIS services.

RESPONSIBILITIES:

- Maintain office filing systems.
- Provide secretarial assistance in the office including typing documents in English and Arabic, translating documents, photocopying and other tasks as needed.
- Assist in MIS efforts through entry of project related data onto data base program and preparing reports as directed by Project Director or Project Advisor.
- Assist in translating during AAHE skill building workshops.
- Provide support in maintenance of office administrative and financial policies and procedures.
- Other tasks as needed.

DRIVER (2)

REPORTS TO: Administrator

PURPOSE: The purpose of this position is to provide safe, reliable transportation for project staff, as well as ensuring proper usage of project vehicles. Drivers should also assist in other program tasks such as delivering messages and running errands.

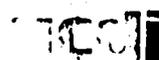
RESPONSIBILITIES:

- Provide safe conveyance of project related personnel and materials.
- Ensure regular maintenance and repair of project vehicles.
- Track project related vehicle usage.
- Provide office support such as photocopying, collating, and minor repairs as needed.
- Run errands and deliver messages as needed.
- Other tasks as needed.



APPENDIX B

ACDI-AAHE AGREEMENT



AGREEMENT

between

AGRICULTURAL COOPERATIVE DEVELOPMENT INTERNATIONAL (ACDI)

and

ALEXANDRIA ASSOCIATION FOR HOME ECONOMICS (AAHE)

REF: Support Sub-Grant No. 2017-SG-010 from USAID/NCNW to ACDI for the Rural Cottage Industries Development (RCID) Project

THIS agreement, related to the above-referenced Sub-Grant, is made and entered into between the Alexandria Association for Home Economics, hereinafter referred to as "AAHE", and Agricultural Cooperative Development International, hereinafter referred to as "ACDI".

WHEREAS, ACDI is responsible for the administration and management of the Grant between the United States Agency for International Development (USAID)/National Council for Negro Women (NCNW) and ACDI, for the purpose of implementing the Rural Cottage Industries Development project (Grant No. 2017-SG-010) through its offices located in Cairo, Egypt and Washington, D.C.; and

WHEREAS, AAHE, in keeping with its commitment to join ACDI in implementation of the project, desires to enter into an agreement with ACDI to implement a Rural Cottage Industries Development project hereafter set forth;

NOW THEREFORE, ACDI and AAHE agree as follows:

ARTICLE I. STATEMENT OF WORK

Introduction:

This agreement is between ACDI and AAHE in order to undertake a project aimed at improving family living conditions in the "New Lands" (Bangar il Sukkar and Boustan Phase I) by establishing and improving some cottage industries to benefit women of those areas. This project is known as the Rural Cottage Industries Development (RCID) project. In addition, the RCID project will include a specific training package for the AAHE designed to increase their project management capabilities. This will be done through the provision of ACDI technical assistance to the AAHE during the course of implementing a small enterprise development training and credit project in the "New Lands". In order to achieve the objectives of improving rural women's status through the business, training and credit program, and through the AAHE institution building program, ACDI and AAHE agree to fulfill the conditions described below.

The RCID project is envisioned as a five year effort. Phase I will be implemented from January 1994 until September 1995. If funding is obtained, Phase II will be implemented from October 1995 until September 1998. This agreement is for the first Phase only, and can be renewed by mutual agreement of both parties.

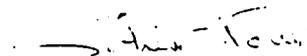
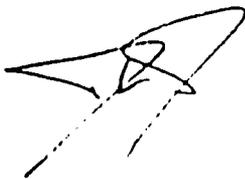
ACDI-AAHE AGREEMENT
RCID PROJECT

ACDI Inputs:

- A. With funding from AID/NCNW, ACDI will provide support for the two year RCID project, as detailed in the project budget (Attachment I). Implementation is planned according to the text in the project summary (Attachment II). Both attachments form an integral part of this agreement.
- B. Resources for the project will include: two project vehicles, project office furniture, training and credit program costs (including a revolving loan fund of L.E. 300,000), as well as operating costs including a project staff of 12 people.
- C. As the conduit for AID/NCNW funding, ACDI assumes primary responsibility for the financial management and monitoring of RCID project expenditures. This includes design and maintenance of records, approval of payments, maintenance of bank accounts, submission of reports, and periodic auditing and financial analyses. ACDI will provide assistance to help rural women establish small enterprises through implementing a training and credit program, as well as to the AAHE members in acquiring skills for RCID financial management and administration.
- D. ACDI will employ a Project Director who, in coordination with AAHE Board Members, will be primarily responsible for the RCID project implementation, and a Project Advisor who, in coordination with the AAHE President, will be primarily responsible for AAHE capacity building to expand AAHE activities. These two employees, in coordination with the AAHE Board Members, will oversee RCID project implementation in such a way as to ensure that AAHE familiarizes itself with all aspects of project design and management in order to assume oversight of the project.
- E. As the recipient of AID funding, ACDI will liaise with the grantor office, the National Council for Negro Women (NCNW), on all RCID-related communications.
- F. ACDI, in coordination with the AAHE, will be responsible for completion and submission of all RCID-related narrative and financial reports to the donor agency.

AAHE Inputs:

- A. Coordination with the Project Advisor and Project Director in supervising the RCID project.
- B. Mobilization of full membership support and understanding of the RCID project through:
1. Formation of RCID project-related committees to support aspects of RCID project implementation. At a minimum, a project monitoring committee comprised of the full AAHE board should be formed. Other committees comprised of one board member and at least three general members shall be formed as the need arises. These other committees will be concentrate on specific aspects of project implementation such as training or credit delivery, for example.
 2. Committee participation in Capacity-Building workshops and meetings coordinated by the Project Advisor, with the AAHE Board President, (outlined in Attachment III) requiring a weekly time commitment of 2 hours from board members and bi-weekly time commitment of 2 hours for other committees.
 3. Enhanced RCID project related communication within the AAHE via the presentation of quarterly progress reports by each committee to the Board, and the publication of a quarterly



ACDI-AAHE AGREEMENT
RCID PROJECT

newsletter circulated to every member of the AAHE.

- C. Provision of in-kind project related inputs summarized in monthly reports consisting of:
1. Office space for the RCID project staff.
 2. Usage of Janitorial and kitchen staff assistance.
 3. Utilities for office (electricity, gas, and water).
 4. Parking space for two vehicles.
 5. Building badges for staff.
 6. Usage of kitchen and bathroom facilities for project staff.
 7. Training facilities, conference room, and large Meeting Room.
- D. Registration and Establishment of Procedures for Employment of Staff
1. AAHE agrees to fulfill all steps necessary to register AAHE for the employment of 10 RCID staff, and, via AID/NCNW funding, to provide them with all benefits outlined in the project budget.

AAHE, in consultation with the Project Management Team, also agrees to develop and maintain appropriate personnel policies necessary for the management of the RCID project staff to be employed through the AAHE in accordance with Egyptian law and AID regulations.

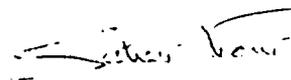
ARTICLE II. GENERAL CONDITIONS

ACDI and AAHE agree to the following general conditions:

- A. All property funded through the project is to be used for RCID-related purposes only, in accordance with ACDI policy.
- B. If reasonable and adequate progress has been made towards fulfillment of project goals at the end of the RCID project, the current phase and any follow-on phases, titles to property funded through the RCID project and responsibility for the revolving loan fund shall be turned over to the AAHE.
- C. The AAHE President, as well as the project management team (comprised of the Project Director and the Project Advisor) will maintain copies of the office keys.

ARTICLE III. TERMINATION

This agreement may be terminated: (1) by ACDI for cause at any time, in whole or in part, (2) upon written notice by either party, of failure to comply with the terms and conditions set forth in this agreement, or (3) by mutual consent. If at any time, the sub-grant is terminated for cause, convenience or suspension, this agreement will also be terminated.



ACDI-AAHE AGREEMENT
RCID PROJECT

ARTICLE IV. ATTACHMENTS

Attachment I Budget
Attachment II Project Summary
Attachment III AAHE Capacity Building Workshops

ARTICLE V. COMPLETE AGREEMENT/AMENDMENTS

This agreement, together with the Grant and any amendments, appendices, attachments, or regulations, present or future, incorporated herein by reference, constitutes the full and complete understanding of the parties. No modification or addition to this agreement shall be effective to bind the parties hereto, unless it shall be in writing and signed by the parties or their authorized representative.

ARTICLE VI. COMMUNICATIONS BETWEEN ACDI AND AAHE

Official communications regarding this agreement shall be addressed to:

Sarah Jackson
ACDI Associate Director
53 Manial Street, P.O. Box 51
Manial El Roda 11451
Cairo, Egypt

Dr. Soheir Nour
AAHE Chairman, Fac. of Agriculture
Department of Home Economics
University of Alexandria
Alexandria, Egypt

IN WITNESS WHEREOF, THE PARTIES HERETO HAVE EXECUTED THIS AGREEMENT,

AGRICULTURAL COOPERATIVE
DEVELOPMENT INTERNATIONAL

ALEXANDRIA ASSOCIATION
FOR HOME ECONOMICS

Name: DAVID L. DAVIES

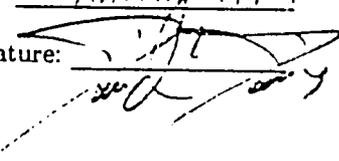
Name: Soheir F. Nour

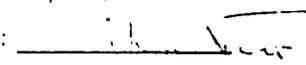
Title: VICE PRESIDENT- MENA

Title: Head of the Association

Date: 28 MARCH 1994

Date: 23 / 3 / 1994

Signature: 

Signature: 

RCID PROJECT SUMMARY

"Rural Cottage Industries Development" (RCID) Project

I. PROBLEM STATEMENT

Development operations are now receiving greater attention in the whole world, especially in developing countries, for integrated, sustainable development projects. Women usually have a major role in development, since they constitute 50% of the population. Women usually participate in agriculture and home based rural industries and other activities.

The goals of the AAHE are to improve the abilities of recent graduates to implement income generating programs especially by women.

As is known about development projects, especially when implemented in newly reclaimed desert areas, development efforts confront several problems, particularly in economic and technical areas. Among the economic constraints are problems with infrastructure, transport and establishment of markets. To address these problems, a tremendous amount of resources are needed in the areas of training, technical assistance and credit.

II. ACTIVITY DESCRIPTION AND CONTEXT

Purpose and objectives:

The overall goal of the RCID Project is to increase the participation of women and local associations in rural economic development in Egypt. Within this framework, the project has two purposes with their respective targeted outputs.

Objective 1

To strengthen women's ability to establish and operate viable rural enterprises through conducting field studies to get acquainted with the human, social and financial conditions which apply to the project area. This will help in identification of the kinds of projects that can be implemented and establish the foundation for more detailed feasibility studies and work plans. This objective can be achieved through:

- Output 1: 500 women in targeted project areas trained to identify business possibilities, conduct feasibility studies and develop business plans.
- Output 2: 300 entrepreneurs assisted in the creation or expansion of enterprises, operated by women owners trained to plan production to meet orders; produce to quality standards; keep financial and non-financial records; accurately cost and price goods and services.
- Output 3: Viability of enterprises assisted by the project demonstrated by increases in sales and income.
- Output 4: 200 initial or repeat loans provided to enterprises participating in the project, increasing access to start-up and operating capital.

RCID PROJECT SUMMARY

Output 5: Improved access to market through market database, marketing strategies, marketing groups, or retail outlets.

Objective 2

To enhance the capacity of local organizations to plan and manage training, technical assistance and financial schemes to promote rural women's enterprise development leading to:

Output 1: Capacity to implement the RCID project created within the Alexandria Association of Home Economics (AAHE), enabling them to achieve their goals through the implementation of the RCID Project and helping them to deal with and train rural women.

Output 2: Increase the management capacity of the AAHE to identify new project possibilities and mobilize human and financial resources.

Output 3: At least two rural branches of AAHE created to enable women to work together and facilitate members' access to services.

Output 4: Courses and manuals developed and in use by the AAHE, with staff trained and participating in delivery of entrepreneurship and business-skills training. Improving effectiveness of AAHE to train the beneficiaries in managing businesses.

Output 5: Replicable Revolving Loan Fund managed by AAHE, demonstrating capacity to deliver financial assistance through project appraisal and approval, and portfolio management and follow-up.

Output 6: Sales point established and managed by AAHE, providing a market outlet for women's products.

2. Geographic:

The RCID Project was designed to be implemented in two phases. The present phase will focus on the New Lands (south and west of Alexandria), with emphasis in Bangar El Sukkar and Boustan, where the target beneficiaries will consist primarily of graduates and graduates' wives.

Within the New Lands, each of the two districts is unique. Bangar El Sukkar is perceived as being the best of the two areas, given its proximity to the main road, higher quality land, better irrigation facilities, and more established services. In Bousran, land and services are also perceived as being fairly good, and the graduates population is more stable, due to a number of factors: they come from distant areas so back-and-forth traveling is more costly; the irrigation system in the area requires that they be present on a more frequent basis; and many of them are married to other graduates and reside permanently on the land.

Each of the two targeted areas within the New Lands has between 10 and 40 villages. Rather than target specific villages, however, the project will aim to target clusters of

RCID PROJECT SUMMARY

villages, expanding the benefits of the project to a wider geographic area and ensuring that sufficient numbers of beneficiaries participate in the activities.

3. Beneficiaries:

The AAHE Board and Members will benefit from the association-building component of the project as the organization is strengthened its ability to identify and implement projects, mobilize resources, and provide additional services to its members.

The enterprise development component of the project will primarily target graduates and graduates' wives in Bangar El Sukkar and Boustan. The project will aim to train 500 women in identifying business possibilities, conducting feasibility studies, and developing business plans. Of this group, 300 entrepreneurs will be assisted -- through training and technical assistance in the areas of planning production, quality control, record-keeping, and costing and pricing -- in the creation or expansion of their enterprises, 200 of which are expected to receive loans from the Revolving Loan Fund.

III. ENDORSING GOE AUTHORITY

Ministry of Agriculture.

IV. IMPLEMENTATION STRATEGY

1. Narrative Description:

The RCID Project will provide training, technical assistance and credit funds to women in the New Lands west of Alexandria to enable them to start or expand small, home-based businesses. This package of assistance will be managed by the Alexandria Association of Home Economics (AAHE), an urban-based, academically-oriented EPVO interested in developing a more action-oriented program and linkages with women in rural areas. Linkages between AAHE and rural women will be made through creation of local AAHE chapters, which will provide members with an associative structure absent in the rural areas and a focal point for delivery of enterprise-development support services.

Recognizing that AAHE does not currently have the institutional capability or technical expertise to implement the proposed package of assistance, project staff will be hired -- under AAHE auspices and with ongoing ACDI guidance -- to provide training and technical assistance to rural women. AAHE's training capacity will thus be significantly strengthened over the life of the project.

Key components of the RCID Project are described in the following sections.

a. Institution-Building: AAHE/Headquarters

The RCID Project will provide the AAHE with the technical assistance and infrastructure that will enable the organization to manage a development project, and thereby gain experience in outreach and implementation of action programs. Office space will be provided by the AAHE and equipped through the project; vehicles will be provided to enable field activities. A project-implementation unit will be set up to carry out the RCID project, but it is intended to be sustained

RCID PROJECT SUMMARY

through funding for additional projects secured by the AAHE as it develops project design and proposal-writing expertise.

The Project Advisor will work with the Board and staff of AAHE over the life of the project on organizational development, first to define responsibilities of executive and administrative officers, and then to develop job descriptions, strategies and work plans. One- to two-day workshops or retreats for board and staff will be held on topics including: functions of Board Members; proposal writing; project planning; team building; project management and follow-up; community development/outreach.

The Project Advisor and Project Director will work closely with the staff and board of AAHE to develop program management and monitoring systems. These systems will include a computerized Management Information System (MIS) developed by outside specialists, and training to enable staff to enter and analyze data. The MIS will be structured to track key purpose-level indicators and outputs, especially related to enterprise creation and credit.

Service provision is a key feature of an effective association. In addition to the training provided by the AAHE, development of small-business support services for members will focus on marketing, which has been cited as a key constraint by women in the New Lands.

b. Association-Building: AAHE Local Chapter

At present, the AAHE is centralized in Alexandria, and lacks a framework for operating in rural areas. At the same time, women in the New Lands have tried to form village associations, which have fallen apart after several months. Among the reasons for failure is lack of guidance in organizing groups and activities. Creation of local AAHE chapters would help AAHE forge links with rural areas, while integrating rural women into a larger system that could support their organizing delivering training, technical assistance and credit, and possibly as a basis for other group activities, such as collective marketing.

c. Enterprise Development

Assistance to women entrepreneurs in the targeted project areas will be provided through an integrated package that combines training, one-on-one technical assistance, financial and marketing assistance. This strategy has been designed to overcome the problems faced by women in the New Lands, as well as problems common to new businesses in general. The components that make up the enterprise development strategy are described in the following sections.

Baseline Data Collection

Information on communities, individual entrepreneurs and markets will be critical to the RCID Project. First, data will provide a baseline for measuring changes in individual businesses and communities if studies are updated regularly. Second, information will constitute the basis for data banks to assist entrepreneurs in learning about available resources and analyzing the state of their own businesses.

RCID PROJECT SUMMARY

The three major data-collection activities planned in conjunction with the project are community resource survey, enterprise/ household economic profile, and market information data bank. They will provide needed information for purpose-level monitoring of project activities.

Training and Technical Assistance

The RCID Project will provide phased training and technical assistance through a three-step program. Each step focuses on a key stage of new enterprise development:

- entrepreneurship assessment
- business planning
- business start-up

Program components, including orientation and follow-up, are described in the following sections.

Orientation

Orientation will begin at the outset of the RCID Project, through visits by AAHE Members and Senior Project Staff to representatives of the Agency for Development and Graduates Affairs of MOA (ADGA), local Government and key Ministries (Agriculture, Social Affairs), to explain the project and explore strategies for collaboration in outreach to village women.

During the initial months of implementation, the Field Assistants, accompanied by MOA Women's Extension agents, will begin to contact women through village visits, including both personal contacts (e.g., door-to-door campaigns) and meetings in individual villages or clusters of villages, to discuss project activities. These visits will be coordinated with outreach efforts related to creation of AAHE chapters; women leaders who show interest in forming chapters will be recruited to assist in overall project outreach. Prior to starting the training and technical assistance activities in each project area, orientation meetings will be held to explain the program, and possibly register participation for Step 1 of the program.

Step One: Entrepreneurship Assessment

Before investing time, effort and money into developing an idea or sporadic income-earning activity into a business, prospective entrepreneurs should decide whether they have the motivation, determination, and resources -- as well as a sound business idea -- to survive the perils of start-up. The Project will try to choose participants with the greatest chances of success, primarily by fostering a process of self-selection.

The RCID Project will begin its training program with a short Entrepreneurship Assessment Workshop. Topics to be covered in the workshop will include: assessment of entrepreneurial characteristics; identification of available and needed resources; elements of feasibility study.

RCID PROJECT SUMMARY

At the end of the workshop, participants will decide if they should pursue a business idea, and identify one or more possible products that they will study during the second step.

Step Two: Business Planning

Entrepreneurship Assessment will be followed by a six-week Business Planning sequence. During this phase, participants will go through the steps of a feasibility study, receiving two forms of guidance:

- One classroom training session per week on topics that will include: market survey; start-up and operating costs; costing and pricing; cash-flow analysis; production planning. Participants will be given assignments to work on outside the classroom (collecting information or making calculations).
- A one-on-one advisory session per week, to ensure that participants are applying what they have learned in training and completing their assignments. These sessions can be carried by training staff, field assistants and women who have successfully completed earlier courses. To minimize logistical pressure on advisors, sessions would be held in a classroom rather than at the site of participants' businesses.

This step will result in a completed feasibility/market study, and a business plan which can be used as an application for financing.

Step Three: Business Start-up

Business Start-up will follow directly after planning. It will last for about 3 months and will include:

classroom training sessions (one per week or as needed) on topics including: bookkeeping/accounting; non-financial record-keeping; inventory control; quality control; promotion and packaging; marketing. Based on interest and observed needs, demonstrations of specific production techniques will be included.

individual, on-site advisory visits, to help participants incorporate what they have learned in training into their operations, and discuss problems encountered. Attempts will be made to visit each participant weekly, but frequency will depend on the client load and total advisory manpower available (including Field Assistants, trainers and Women's Business Advisors.)

Follow-up

The training and technical assistance described above guides new entrepreneurs through only the first four months of business start-up;

RCID PROJECT SUMMARY

project designers recognize the need for on-going assistance and follow-up. Therefore, the project will include a follow-up program, which will include at least one site visit per quarter to participants through their first year. As WBAs are recruited and trained, they will be expected to assume an increasingly active role in these visits. Follow-up also will include refresher courses and workshops, organized on the basis of needs observed during site visits.

Revolving Loan Fund

The Revolving Loan Fund (RLF) of the RCID Project provides a flexible response to needs for start-up and operating capital, and is designed to allow maximum local-level decision-making and management that involves women to the fullest extent possible. The fund will total LE 300,000. The RLF will be able to cover basic costs and generate a monthly surplus based upon the available financial analysis.

RLF Terms

The specific terms for RLF loans will be finalized during the first quarter of project implementation.

Marketing

Responding to observed and stated needs for information and assistance in marketing, the RCID project includes activities that address these needs. In general, they are directed at helping women do their own marketing, rather than selling products for them; however, some direct marketing assistance will be provided. Efforts will focus on development of market information to assist women in contacting retail outlets. In addition, modules on assessing market demand and on promotion and marketing, will teach women how to interview both consumers and retailers about interest in their products.

In addition to information-collection and training, the AAHE will take primary responsibility for two activities that will provide marketing services to its members:

- * Building on its network of contracts, AAHE will develop a directory of retail outlets in Alexandria and Agami, which will be made available to members of rural branches. This will help overcome difficulties faced by women in the New Lands in determining where appropriate outlets are located; however, women will be expected to make contacts with shopkeepers themselves.
- * To help develop product recognition, AAHE will open a retail outlet in Alexandria in year 2. It will be run as a for-profit shop, featuring food and craft products; it will work like any other retail outlet that women sell to (producers will be expected to transport their goods to market.) To reduce initial costs, it will

RCID PROJECT SUMMARY

be staffed by volunteer members of AAHE/Alexandria; as business develops, profits will be expected to cover the salary of a full-time manager.

2. Strategy and Approach:

The keystone of the RCID Project is a two-pronged strategy, to simultaneously assist women entrepreneurs and the organizations that support them. The enterprise development activities could be implemented as a stand-alone project by ACDI, and would provide a valuable service to rural women; however, in the context of collaboration with AAHE, it takes on additional value as a "learning by doing" tool for an Egyptian PVO interested in developing service-delivery capacity.

Institutional

The AAHE Board will participate in all aspects of the project: implementation, management, financing, monitoring and evaluation. With assistance from ACDI the Board will be responsible for securing office space and hiring staff, defining job responsibilities and providing guidance to AAHE staff, creating local AAHE chapters, assisting with marketing and production skills training for women entrepreneurs, planning for Phase II, and ongoing monitoring.

Entrepreneurs

Women entrepreneurs who benefit from the project will contribute to its implementation as well. As they become incorporated more fully into the program, they will participate in data collection, particularly for the community resource and retailer surveys. These surveys will not only provide them with useful information for their feasibility studies and marketing, but will establish a useful databank for the project to assess progress in achieving its objectives.

3. Implementation Plan:

Attached is the implementation schedule.

V. MONITORING AND EVALUATION PLAN

Monitoring and evaluation will be carried out at several levels through a number of on-going and structured events. Assessment will be made on the basis of informal contacts, regular meetings and written reports.

A key mechanism for monitoring overall progress will be a Project Steering Committee, which will need quarterly to review targets, activities and issues of interest to the Project. The final composition of the committee can be expected to include at least one representative from each of the following organizations: UMI, ACDI, the AAHE Board of Directors, The Ministry of Agriculture.

A Computerized Management Information System (MIS) will be housed in project Headquarter in Alexandria, under the supervision of the Project Director. Staff will be trained to enter and analyze data. The MIS will be structured to track project activities as well as expenditure.

RCID PROJECT SUMMARY

Monitoring activities will be designed to ensure a continuous process of feedback on achievement of project purposes, outputs and impact. ACDI-level monitoring will be carried out through meetings of the project steering committee, and regular site visits by the ACDI Regional Representative or Resident Program Coordinator. The purpose of these visits will be to discuss workplans, and to review with the Project Director, Advisor and AAHE Board Members, AAHE's progress toward achievement of targets, and issues concerning project implementation.

Field level monitoring will be carried out on several levels: by project headquarters staff and AAHE through visits to the project sites.

Baseline for monitoring and evaluation will be provided through Annual Work Plans prepared by the Project Manager and Advisor in conjunction with AAHE staff. These will be based on the outputs described in this project description, and supplemented by individual workplans prepared by Project staff.

Evaluation Plan:

The mid-term assessment and the final evaluation will be organized by UMI and ACDI and should attempt to assess two components:

ASSOCIATION-BUILDING COMPONENT

Increased AAHE capacity in the following areas:

Project Implementation, measured by the AAHE's understanding of and involvement in the implementation of the RCID Project, and by their ability to identify and plan other activities in line with their organizational mission to improve living standards in Egypt.

Organizational Management, measured by the acquisition of legal status, the development of administrative procedures, the ability to hire and supervise staff, and the Board's understanding of their role.

Member Services, measured by the establishment of one or more local AAHE chapters, the creation of marketing services, the expansion of membership, the commitment and support of members, and the identification of new activities to serve members.

Financial Sustainability, measured by the establishment of relationships with donor agencies, the identification of new projects, and the mobilization of additional financial resources for this project and for other AAHE activities.

ENTERPRISE DEVELOPMENT COMPONENT

The Establishment of Successful Enterprises, measured by the number of enterprises established or expanded by groups or individuals, and by the sales, income, employment, and investment generated.

The Acquisition of Business Skills by the Target Population, measured by their ability to generate business ideas, conduct feasibility studies, plan production to meet orders, produce to quality standards, keep accurate financial and non-financial records, accurately cost and price goods and services, and effectively market products and services.

RCID PROJECT SUMMARY

The Establishment of a Successful Loan Fund, measured by the number of loans extended and repaid, and by the ability of the fund to become self-sustaining.

The Creation of Marketing Services, measured by the establishment of a market data base, the development of market strategies, and the establishment of marketing groups and/or outlets, including local AAHE chapters.

VI. ACTIVITY SUSTAINABILITY

Both purposes of the RCID project are expected to be sustainable. Successful implementation of the project will not only strengthen the immediate project beneficiaries' "ability to establish and operate viable rural enterprises," but will also create a critical mass of women who can serve as role models and advisors to other women in the future who decide to start their own businesses. Similarly, by undertaking an in-depth process of institution-building with the AAHE, it will be able to "plan and manage training, technical assistance and financial schemes to promote rural women's enterprise development."

The project has been designed to ensure the sustainability of the outputs. As indicated earlier, the Training and TA program related to enterprise development is tailored to meet the unique needs of new and prospective entrepreneurs. By providing intensive training and ongoing technical assistance, coupled with loans as needed, the project will be established a solid foundation for the success of the enterprises created and expanded under its auspices.

By charging market-based interest rates, accounting for inflation and possible defaults, and incorporating a minimal fee structure, the RLF will be protected against decapitalization and is expected to be active beyond the life of the project.

And finally, the AAHE will be sustained and even expanded as it begins to identify additional projects and funding sources. Toward the end of the first phase of the RCID Project, as the AAHE track record is established, the Project Advisor will assist the Board and the Project Director with project design, proposal writing, and donor identification, enabling it to mobilize other financial resources and initiate additional activities.

Implementation Schedule

Project Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7
1. b. Enterprise/Household Profiles:							
Review/Design Forms		*					
Field Test Forms			*				
Train FA, TR as Surveyors				*	*	*	
Collect Data							
Establish File & Retrieval system		*					
Update Data						*	*
1. c. Market Information:							
Review/Design Forms		*					
Field Test Forms			*	*	*		
Train FA Surveyors			*	*	*		
Collect Data			*	*	*		
Establish File & Retrieval system			*	*	*		
Update Data						*	*
2. Training and TA							
Develop Curricula, Materials, manuals	*	*					
Field Testing		*					
Train Trainers	*	*					
Awareness Campaign		*					
Entrepreneurship Assessment sessions		*	*	*	*	*	*
Business Planning Sessions			*	*	*	*	*
Production Skills Training			*	*	*	*	*
Follow-up & TA		*	*	*	*	*	*
3. Revolving Loan Fund							
Finalize RLF terms	*						
Develop RLF policies, procedures, manuals, Systems, etc.	*	*					
Train Loan Officers		*	*	*			
Begin Lending				*			
Continue Lending				*	*	*	*
Follow-up & TA		*	*	*	*	*	*
4. Marketing							
Develop directory of retail outlets in Alex & Agami			*				
Open AAHE retail outlet					*		
Monitoring & Evaluation							
1. MIS							
Design (MIS)	*	*					
Train Operators (MIS)	*	*					
Input Data		*					
2. Field Visits	*	*	*	*	*	*	*
3. Monthly Progress Reports	*	*	*	*	*	*	*
4. Quarterly Progress Reports	*	*	*	*	*	*	*
5. Training Evaluations		*	*	*	*	*	*
6. Mid-Term Evaluation				*			
7. Final Evaluation							*

Project Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7
<u>Establish Project Office</u>							
1. Secure space	*						
2. Hire Staff	*						
3. Procure Equipment, Vehicles	*						
4. Develop Office Procedures, Systems /	*						
5. Set up accounting System	*						
6. Finalize Job descriptions, Roles	*						
<u>Institution Building: AAHE HQ</u>							
1. Board/Staff Workshops:	*						
Project Orientation	*						
Board member Functions	*						
Team Building	*	*					
Project Management	*		*				
Community Development/outreach		*					
Project Planning		*					
Proposal Writing					*		
Resources Mobilization					*		
Phase II Planning						*	*
Monitoring Techniques		*		*			
2. Ongoing TA in all of above	*				*		
<u>Creation of Local AAHE Chapters</u>							
1. Develop strategy		*	*				
2. Train outreach agents		*	*				
3. Awareness campaign		*	*	*			
4. Develop Chapter Bylaws, etc		*					
5. Establish chapters			*	*	*		
6. Chapter Board Training			*	*	*		
<u>Enterprise Development:</u>							
1. Baseline data collection							
1.a. Community resources Survey							
Review/Design Forms	*						
Field Test Forms		*	*	*	*		
Train FA as Surveyors		*	*	*	*		
Collect Data		*	*	*	*		
Establish File & Retrieval system		*	*	*	*		
Update Data						*	*

AAHE CAPACITY BUILDING WORKSHOPS

The following are basic topics to be covered through presentations by Project Advisor, other staff members, or outside consultants. In addition, there will be informal meetings, readings and discussions related to the work of each committee.

For all committee members:

A. Project Design and Proposal Writing

- Development Project Philosophies
- Needs Assessments
- Goals and Objectives
- Implementation Plans
- Monitoring and Evaluation Plans
- Budgets

B. Field Support

- Effective Training Techniques (TOT)
- Participative Evaluation Techniques (PRA and others)
- Association-Building techniques

For Project Monitoring Committee (full Board) only:

A. Management

- Legal and Financial Authorities
and Responsibilities, Registration
- Development of Personnel Policies
- Development of Communication Systems
- Financial Management, Budget Control
- Fundraising
- Strategic Planning
- Setting Goals/Mission Statement

APPENDIX C

WORKPLAN



**Agricultural Cooperative
Development International**

**RCID WORKPLAN
PHASE ONE - FIRST SIX MONTHS**

I. PROBLEM

The problem to be addressed through the first phase of the Rural Cottage Industries Development (RCID) is the lack of income generating opportunities for women in the "New Lands" (newly reclaimed desert areas of Boustan and Bangar il Sukkar), as well as the need for strengthening Egyptian associations' capabilities to address such problems.

II. OBJECTIVE

The goal of the RCID project is to increase the participation of women and local associations in rural economic development. Under this goal the RCID project has two purposes: 1) to strengthen women's ability to establish and operate viable rural enterprises, and 2) to enhance the capacity of local organizations to plan and manage training, technical assistance and financial schemes to promote rural enterprise development.

III. DESCRIPTION OF ACTIVITY

ACDI will use a two-pronged approach to implement the project:

1) Training and technical assistance in business skills, and in production techniques as needed coupled with credit delivery for women living in the New Lands, and;

2) Association Strengthening of Egyptian partner agency through delivery of Institution Skill Building training and technical assistance

A. Business Training

The Business Training will be delivered through a three-step program:

1) **Entrepreneurial Assessment (EA)** - two day workshops in which trainees learn to analyze their own aptitudes for undertaking business projects

2) **Business Skills (BS)** - six week training program which includes marketing, feasibility studies, pricing and designing business plans;

3) **Business Start-up (BSU)** - two month follow-up period during which more training sessions on production planning and bookkeeping, for example, will be delivered. Individualized Technical Assistance will

also be offered for newly starting or expanding businesses.

The three-step program takes approximately four months to complete, and implementation of each cycle will be undertaken three times during Phase I of the RCID project. Because of the numbers to be reached, several training groups or sections will be conducted parallel to each other. Each group will have approximately 30 women. Loans will also become available to some trainees during the Business Start-up period.

The first training cycle in Bangar il Sukkar will not begin until the sixth month of project implementation, as shown in the following chart. To reach the targeted number of trainees, 500 women will participate in the two day EA workshops over the course of the three training cycles. From those 500 women, it is expected that 300 will continue for the BS and BSU training, and that 200 of those trainees will receive loans according to the following distribution:

Location	EA	BS	BSU	Loans
Bangar il Sukkar (June-Sept., 1994)	5 groups 150 women	3 groups 90 women	3 groups 90 women	60
Bangar il Sukkar (October, 1994-January 1995)	5 groups 150 women	3 groups 90 women	3 groups 90 women	60
Boustan (February May, 1995)	6 groups 200 women	4 groups 120 women	4 groups 120 women	80

B. Production Techniques Technical Assistance

During the initial EA and BS training, attention will be focused on helping trainees identify viable business ideas, and their interest in pursuing these ideas. Once the

marketability of the ideas has been established, the training specialist will arrange technical support in the production techniques required. Much of this training may be arranged through complementary efforts undertaken by other PVOs in the New Lands. Other production trainers may have to be hired from outside. The technical training will take place either parallel to part of the business training, and/or during the early part of the Business Start-up phase of the training cycle.

C. Credit

During the period of the first round of Business Skills Training (June - August, 1994), the Credit Specialist will finalize plans for credit delivery for the RCID program. As soon as this person is hired (anticipated April, 1994), he/she will begin research into other credit sources available in the New Lands, including interest and fees charged for that area, and will explore possibilities for cooperation with existing credit institutions. It is expected that the credit methodology should be determined, and credit delivery processes established in time to coincide with the first group of trainees' entry into the BSU training stage. 120 loans are planned for the trainees in the Bangar il Sukkar region.

While the Credit Specialist, in cooperation with the PA, PD and AAHE will be responsible for designing the details of the program, most of the broad program framework is already set. For example, the average loan size will be LE 1,000. Loans will be available for business start-up or expansion. The loan officers (who will be chosen in May, 1994) will be trained by the Credit Specialist. Particular emphasis will be placed on frequent loan follow-up visits at times convenient to borrowers, and loan officers' salary payments given according to an incentive system.

D. Association Building

1. Institutional Skill Building (ISB) Training for the AAHE will be divided into two parts:

- a) Office management (26 sessions)
- b) Project Skills (26 sessions)

A one-year, weekly workshop schedule will be developed in which the Project Skills and Office Management topics will be addressed in alternate weeks. If weekly sessions can not be accomplished due to AAHE time constraints, workshops will be given only bi-monthly and will be

extended into the second year of Phase I of the RCID project. This revised schedule is reflected in the project logframe, in case of need. The list of topics to be covered is attached. A detailed training plan will be developed by the Project Advisor (PA) during April, 1994. The PA will also coordinate the ISB program, drawing upon outside speakers and trainers as needed.

In addition to the ISB workshops, the PA and the Project Director (PD) will coordinate on-going technical assistance to the AAHE by inviting the AAHE Board of Directors to joint meetings to update the AAHE on project activities and to make project-related decisions.

2. AAHE Expansion

Growth of AAHE membership, resources, and activities is expected to be one of the tangible outcomes of the ISB training. Early training will focus on goal setting, community outreach, and fundraising in order for the AAHE to gain experience in selecting and planning future activities, as well as interacting with donors and beneficiaries. Additional AAHE chapters in the New Lands may be one result, if deemed appropriate by all concerned parties. New sources of funding for additional AAHE activities should be another result.

E. SCHEDULE

A project task schedule, which gives an idea of the scheduling and description of the various activities needed during the first six months of project operation, is presented on pages 7 and 8. Briefly, during the first year of Phase I of the RCID project, implementation will focus on the hiring of staff, the establishment of a project office in Alexandria and field centers in the New Lands, the development, testing and delivery of training curricula (both for the AAHE and for women in the New Lands), the development and implementation of a credit program, and the development of the project MIS in order to track indicators of project progress and impact.

IV. BENEFICIARIES

There are two main groups who will benefit from the RCID project in Phase I:

A. University Graduates and Settlers

University graduates living in the new lands of which approximately 500 are expected to be eligible to benefit from training through the RCID project. These women will be recruited with the assistance of MOA officials and extension agents in the area.

In addition, some "Settlers" or peasants from other areas who have come to settle in the New Lands may wish to participate in training offered in Phase I of the RCID project, if they are literate and can follow the training at the same pace as the graduates. Business training will be adapted during Phase II of the RCID project to address the needs of illiterate settlers and Bedouin women.

B. AAHE

Members of the AAHE, who are either university professors or graduates in the Department of Home Economics, will participate in and benefit from the project. There are currently between 30 and 40 members of the AAHE.

V. IMPACT/METHODOLOGY FOR MEASURING

Logframes showing the indicators of project impact for each stage of project implementation are presented on pages 9-10. There are separate logframes for each purpose (Business Training and Credit, and Institution Building). These documents have been drafted with the original proposal in mind, however, it must be noted that since the RCID project staff has been cut by 10 people, some of the data collecting requirements may have to be redesigned as explained below. A data collection methodology is presented on page 11.

VI. BUDGETARY CONSIDERATIONS

There are two areas in which budget constraints may affect project implementation: staff reductions in the final approved budget by 50% (from 24 to 12); and lack of budget for some activities described in the proposal.

A. Staff Reductions

The most significant RCID staff reductions have occurred in two program areas - training and credit. The original proposal contained three trainers, later reduced to one, and ten credit program employees, later reduced to three. Fewer trainers will mean that the two field assistants will have to devote most of their time to training in order to fulfill the

training schedule for the project. This may have implications for RCID data collection activities, originally one of the field assistants' primary responsibilities.

Reductions in the credit program staff may be partially mitigated by the fact the target number of loans to be disbursed has also been reduced in the final grant agreement. However, the fact that the Small Enterprise/Marketing Specialist position has also been eliminated will mean a heavier responsibility on each loan officer to provide more technical assistance and enterprise support to the borrowers.

B. Lack of Budget for Some Activities

There are some roles and activities in the original proposal which do not at this time have any specific, earmarked means of financial support. These are:

- Women Business Advisors (WBAs)
- Outreach Agents
- Retail Outlets
- AAHE Chapter Formation

To the extent that the assumptions in the proposal prove true (that these roles and activities can be incorporated into other ongoing components of the project, or can be covered through volunteer labor, in-kind donations, or funding from other sources), activities dependent on these inputs will remain unaffected. If, however, such is not the case, it must be expected that activities mentioned in the proposal such as expanded community outreach, establishment of market outlets run by the AAHE, and establishment of AAHE chapters in the New Lands may be curtailed.

RCID SCHEDULE OF TASKS - FIRST SIX MONTHS

January, 1994

- NCNW letter of funding received
- Recruit Project Director and Project Advisor
- Meet with AAHE to discuss office set up
- Solicit bids on furniture and equipment

February, 1994

- Hire Project Director (PD) and Project Advisor (Pa)
- Conduct project orientation meetings for project management staff with NCNW, ACDI staff, AAHE, MOA officials
- Procure office furniture
- Draft ACDI/AAHE project agreement
- Solicit bids for legal services to register the AAHE

March, 1994

- Review of project documents by Project Management Team
- Review applications and CVs for those applying for RCID staff positions
- Conduct initial project site visits
- Review vehicle rental bids and make final selection
- Draft six month work plan
- Negotiate and sign ACDI/AAHE Project Agreement
- Finalize arrangements for legal services

April, 1994

- Write and submit quarterly progress and financial report
- Register AAHE
- Complete office set-up
- Finalize job descriptions and establish hiring committee procedures.
- Interview and hire Training and Credit Specialist, Drivers, Accountant/Administrator, and Office Assistant
- Select consultant/s to design project MIS
- Meet with MOSA official, then submit formal project permission request (approval takes one month)
- Transmit project salaries fund to AAHE account
- Transmit the operation fund to the ACDI/Alexandria account
- Design AAHE Institution Skill Building (ISB) training curriculum and begin bi-weekly training workshops
- Establish administrative and financial procedures (internal by-laws)
- Explore possibilities for using outside trainers or training

- organizations for specific modules of the training programs.
- Identify which organizations are offering production skills training in the New Lands, and research the possibility of coordination with the RCID project.
- Research fundraising possibilities

May, 1994

- Recruit, interview and hire Field Assistants (2) and Loan Officers (2) from New Lands area
- Finalize Business Skills (BS) and ISB Training curriculum
- Orient all RCID staff and AAHE members to office systems
- Finalize project related forms (financial, data collection, administrative, etc.)
- Establish project base in Bangar il Sukkar
- Train field staff on effective training techniques (TOT)
- Begin recruiting trainees
- Begin developing RLF policies and procedures
- Obtain MOSA approval for RCID Project
- Establish Project Steering Committee

June, 1994

- Conduct Entrepreneurial Assessment (EA) Workshops in Bangar il Sukkar
- Begin three sections of Business Skills training programs in Bangar il Sukkar (75 trainees)
- Finalize RLF policies and procedures
- Train Loan Officers
- Develop AAHE chapter strategy and negotiate space for chapter premises with MOA officials
- Train Outreach Agents
- Draft chapter Bylaws
- Revise and test base line data forms
- Finalize MIS
- Finalize office administrative and financial forms
- Continue ISB training
- Begin recruiting loan applicants
- Finalize loan application review process
- Establish loan review committee

RCID PROJECT LOGFRAME - PURPOSE I - NEW LANDS WOMEN BUSINESS TRAINING

NARRATIVE	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>GOAL: to increase participation of women in rural economic development</p>	<p>Two new associations founded 20% increase in services and products offered through trainees' businesses</p>	<p>Observation/final report Community Resource Survey</p>	<p>Cultural and transportation constraints do not overly inhibit growth of local associations and markets</p>
<p>PURPOSE: To strengthen women's ability to establish and operate viable rural enterprises</p>	<p>300 businesses started or expanded 90 % repayment rate for those who received loans</p>	<p>Project financial forms tracking trainees' profit and loss Loan records</p>	<p>Training, TA and financial assistance in the RCID package will be sufficient for women to start and maintain viable businesses</p>
<p>OUTPUTS: 1) 500 women trained in Enterprise Assessment (EA) 2 day workshop 2) 300 women trained in Business Skills (BS) and Business Start-up (BSU) 3) Market strategies developed 4) Credit program established</p>	<p>1) 500 trainees complete business viability exercises 2) 300 women develop pricing strategies, production plans and financial systems for their businesses 3) 2 new market outlets established 4) 300 women receive initial or repeat loans.</p>	<p>Completed exercises Completed business plans, financial systems, production plans Observation/final report Loan records.</p>	<p>There is a sufficient interest at the village level in forming women's associations and establishing or expanding businesses</p>
<p>ACTIVITIES: 1) Develop and deliver EA workshops 2) Develop and deliver Business Skills and Business Start -up training. 3) Develop market strategy 4) Establish credit program</p>	<p>1) 16 EA training programs with an average of 30 participants each delivered in EA 2) 10 BS and 10 BSU training programs with 30 participants each delivered 3) Regional marketing plans developed with input from AAHE, and local women's groups 4) Credit methodology determined , credit personnel hired</p>	<p>Training materials, attendance records, manuals Training materials, attendance records, manuals Marketing plans Credit forms</p>	<p>There are sufficient numbers of women present in the New Lands to constitute an adequate beneficiary group</p>

RCID PROJECT LOGFRAME - PURPOSE II- ASSOCIATION BUILDING

NARRATIVE	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>GOAL: Increased participation of women in rural economic development.</p>	<p>AAHE participates in the formation of at least two new women's associations in the New Lands. AAHE attracts new membership and increases role of General Assembly members in project implementation.</p>	<p>Observation, Final Evaluation Membership records</p>	<p>AAHE is committed to devoting sufficient time and energy to increase its membership.</p>
<p>PURPOSE: AAHE capable of planning and managing training, TA, and financial schemes to promote women's enterprise development</p>	<p>AAHE participates in RCID project supervision. AAHE writes new proposal for rural development and submits it to a donor for funding.</p>	<p>Proposal document, and letter of receipt from donor agency Meeting notes reflect AAHE participation in project decisions</p>	<p>AAHEE has the interest to pursue expansion of their action oriented program by approaching new donors.</p>
<p>OUTPUTS: 1) AAHE trained in project design and management, credit delivery, training methodology. 2) AAHE established as agency which implements development projects, and is trained in office management.</p>	<p>1) AAHE committees attend planned workshops and presentations and complete assignments. 2) AAHE participating in RCID office supervision.</p>	<p>1) Completed workshop projects such as training plans, project proposals, and loan application forms 2) AAHE approval on project expenditures and notes reflect AAHE participation in office management discussion and decisions.</p>	<p>AAHE will be able to carry out their supervisory and management functions. AAHE is committed to developing an action-oriented program, and will mobilize the human and other resources needed to contribute to project implementation.</p>
<p>ACTIVITIES: 1) Develop Project Agreement delineating AAHE and ACDI roles and expectations. 2) Develop and deliver Institutional Skill-Building (ISB) training program. 3) Fulfill legal requirements and processes for AAHE employee registration.</p>	<p>1) Agreement finalized and signed 2) Weekly workshops delivered covering ISB curriculum 3) AAHE registered</p>	<p>Completed agreement Training evaluations and manuals Registration confirmed</p>	<p>AAHE members have the interest and time to attend training sessions AAHE agrees to the terms of the project as detailed in the Project Agr. MOSA approves the project.</p>

RCID DATA COLLECTION PLAN

CATEGORY	INDICATOR	BY/WHEN/HOW
<p>1. REGIONAL ECONOMY</p> <p>Products and Services</p> <p>Market Information</p>	<p>Number of new products and services available</p> <p>Prices, availability of products</p>	<p>In the beginning of each training cycle, then every two years via CSRs administered by EAs and FAs.</p> <p>FAs during each training cycle, then annually via Market surveys</p>
<p>2. ASSOC. BUILDING</p>	<p>Number of proposals developed, Number of chapters formed</p> <p>Level of AAHE participation in project/office management</p>	<p>Evaluation team, end of Phase One</p> <p>PM/PA/AAHE meeting notes analyzed quarterly</p>
<p>3. BUSINESS TRAINING</p> <p>Trainee enterprise information</p> <p>Training delivery</p>	<p>Number of new trainee businesses</p> <p>Increase in trainees' assets</p> <p>Increase in trainees' income</p> <p>Names, dates of training programs</p> <p>Training effectiveness</p>	<p>Trainers reporting quarterly</p> <p>FAs deliver household economic survey, business survey after Business start-up.</p> <p>Attendance records,</p> <p>Completed assignments</p>

RCID Workplan
January - June 1994

4. CREDIT	Number of loans disbursed Percentage repayment Increase in applications	Credit team reporting quarterly after analyzing credit program forms
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APPENDIX D

IMPLEMENTATION SCHEDULE



**Agricultural Cooperative
Development International**

NOTES FOR REVISED RCID IMPLEMENTATION PLAN

Following is a line by line explanation for changes in the Implementation Plan as compared to the plan attached to the NCNW-ACDI Grant Agreement.

1. Establish Project Office:

- "Hire staff" has been moved to Q2
- "Procure equipment, vehicles" has been extended into Q2
- "Develop Office Procedures" has been moved to Q2
- "Set up Accounting System" has been moved to Q2

Justification: Delays at project beginning detailed in First Quarterly Report. Also, vehicle procurement delay attributed to on-going customs dispute problems.

2. Institution Building:

Workshop delivery has been divided into two sections: 1) Project Skills (for all interested AAHE members), and 2) Management Skills, (for Board Members). These sessions will be delivered over a one year period, and have been scheduled to begin in Q2.

Justification: Lack of concentrated periods of time on the AAHE members' part necessitates spreading workshops over a longer period of time. Also, on-going training over longer period will provide more learning reinforcement as opposed to short term training.

3. Creation of Local AAHE Chapters

- Chapter creation has been moved to the second year of project implementation.

Justification: Informal women's groups will be the natural first step in the process of association building in the field. Once the women have more experience and confidence in working together, they can consider their options for more formal group registration.

- Specific mention of "Outreach Agents" has been dropped.

Justification: Due to the staff cuts which have significantly reduced the number of people available to implement the RCID program in the field, it is doubtful whether the resources remain to train and supervise Outreach Agents.

4. Data Collection

Treatment of the three data collection surveys mentioned in the



proposal has been consolidated under one heading. A Management Information System (MIS) consultant will reevaluate the data collection forms, and help design a system which is appropriate to the budget and staff the RCID project currently has at its disposal. Since the staff was cut from 24 to 12 employees, it is expected that some data collection activities will have to be curtailed or condensed. In particular, the Field Assistant role in survey administration may be much reduced, given that the deletion of two trainer positions will require increased involvement of the two Field Assistants in the Training Program.

5. Training and TA

- "Curriculum Development, Field Testing, Training of Trainers, and Awareness Campaign (Recruiting trainees) have been moved back by one quarter due to delays encountered in the first project quarter, as explained in the first Quarterly Report.

6. Revolving Loan Fund

- "Finalize RLF Terms" has been moved to Q2 due to delays in the first quarter.

- "Begin Lending" and "Continue Lending" has been consolidated to "Loan Disbursement" for clarity's sake because the original plan has "Continue Lending" taking place before "Begin Lending".

7. Marketing

- "Develop Directory of Retail Outlets in Alexandria and Agami" has been changed to "Develop Directory of Retail Outlets" only.

Justification: Because of staff cuts, creation of a directory for Alexandria and Agami may not be feasible, however, marketing information will be generated in some form for use by the women undertaking or expanding their businesses.



REVISED RCID IMPLEMENTATION PLAN BY QUARTER

RCID PROJECT ACTIVITIES	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Establish Project Office							
Secure space	x						
Hire staff		x					
Procure Equipment, vehicles	x	x					
Develop Office Procedures		x					
Set up Accounting System		x					
Finalize Job Descriptions, Roles	x						
Institution Building, AAHE/HQ							
<i>Board Workshops</i>		x	x	x	x		
Resource Mobilization							
Board Member Functions							
Team Building							
Phase II Planning							
<i>General AAHE Workshops</i>		x	x	x	x		
Needs Assessments							
Project Planning							
Proposal Writing							
Monitoring Techniques							
Ongoing TA in all of above	x	x	x	x	x	x	x
Creation of Local AAHE Chapters							
Develop Strategy				x	x		
Awareness Campaign				x	x	x	
Develop Chapter Bylaws, etc.					x		
Establish Chapters					x	x	
Chapter Board Training					x	x	

RCID PROJECT ACTIVITIES	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Enterprise Development							
Data Collection							
Review/ Design Forms	x						
Field Test Forms	x						
Collect Data		x	x	x	x	x	
Establish Database System	x						
Update Data		x	x	x	x	x	
Training and TA							
Dev. Curricula, Manuals, Materials	x	x					
Field Testing	x	x					
Train Trainers	x						
Awareness Campaign	x	x					
EA Sessions	x	x	x	x	x	x	
Business Planning Sessions		x	x	x	x	x	
Production Skills Training		x	x	x	x	x	
Follow-up and TA	x	x	x	x	x	x	
Revolving Loan Fund							
Finalize RLF Terms	x						
Develop RLF Policies, procedures	x	x					
Train Loan Officers	x	x	x				
Loan Disbursement			x	x	x	x	
Follow up and TA			x	x	x	x	
Marketing							
Develop Directory of Retail Outlets		x					
Open AAHE Retail Outlet				x			
Monitoring and Evaluation							
Design MIS	x	x					
Train MIS Operators	x	x					
Input Data		x	x	x	x	x	
Field Visits	x	x	x	x	x	x	
Monthly Progress Reports	x	x	x	x	x	x	
Quarterly Progress Reports	x	x	x	x	x	x	
Training Evaluations		x	x	x	x	x	
Mid-term Evaluation			x				
Final Evaluation							x