



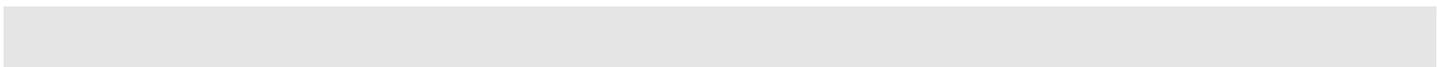
Maria A. Beebe
1249 South Wall St
Spokane, WA 99204
Phone 509-456-2571
email beebem@ucs.orst.edu

Maria A. Beebe (October 15, 1997)

NCNW UMI PVO Development Project



Annual Results Report (Oct 96-Sept 97)



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NCNW UMI PVO Development Project

Results Report (Oct 1996 - Sept 1997)

Part 1: Overview and Factors Affecting Program Performance

A. Factors Affecting the CSO Situation in Egypt

Egypt is witnessing a pronounced increase in domestic and foreign investment as the private sector responds to the strong macro-economic fundamentals and intensification of structural reforms (privatization, deregulation, and trade liberalization, among others). Signs of advances are apparent; school attendance and literacy rates have increased, a higher percentage of the population has access to safe water, child deaths are lower (Egypt Human Development Report 1996). Egypt rated an “investment grade” in 1996 (El-Erian 1997). For this process to be sustainable, it must be supported by strengthened institutions and information flows. Egyptian decision-makers recognize that NGOs have a vital role to play in the sustainable development process and that a modicum of citizen participation is an imperative so they can preside over a smoother trajectory of societal development (see for example the Shorouk program launched in 1994).

Egypt's NGOs or civil society include some 14,000 PVOs/Private Foundations, 5,000 club and youth associations, more than 100 chambers of commerce, 25 professional and trade unions, and 14 political parties. A study of 1990 data of registered PVOs with Ministry of Social Affairs (MSA) indicates that as many as 5,761 PVOs provide financial aid to as many as 5.5 million of Egypt's poor.

A 1980 USAID study estimated that health services provided by the PVOs reached about 4.5 million; in 1992 this number rose to 14 million. Between charity and health services, it is estimated that PVOs cater to about 20 million Egyptians (1 out of 60); with a per capita service ranging from an estimated L.E. 12 to L.E. 60.

Several factors make the NGO operating environment in Egypt challenging.

- Citizen participation at the grassroots level appears to succeed. Factors underlying the success of informal attempts may be the very fact that they are informal - i.e. free from much of the bureaucratic encumbrances that limit the formal PVO as a result of inertia and governmental practices (Ibrahim 1994).
- Law 32 (1964) puts Egyptian PVOs under tight governmental control and domination – administratively, substantively, technically and financially. Law 32 and other existing Laws and practices governing PVOs which served their purpose in an earlier phase of Egypt's development are now being reviewed and modified in order to keep pace with the changes in society and with the needs of an emerging civil society.
- The gradual withdrawal of the Egyptian state from many of the production and service fields has left a substantial vacuum in Egypt's public space. This vacuum started to show up in the 1970s. NGOs and other civil society formations have not been able to fill the vacuum because they were neither equipped nor allowed to do so.

Thus, the nature of Egyptian NGOs and their contexts require a sensitive approach to changing patterns of decision-making. While democratic culture is emerging, social values run contrary to the premise of citizen participation; respect for authority is fundamental, regardless of how authority operates. Finally, engaging the ultimate customers require more time than the usual one to two year project time period. One to two years does not allow time for NGOs to fully engage communities in the process of defining and analyzing problems, which is a critical step in enabling the communities to take responsibility for solutions. This process of institution-building and community development, if it were to contribute to democratization, takes nurturing, nurturing takes time, and progress will be uneven and uncertain.

B. NCNW UMI Approaches

During the past twelve months (Phase IIa of the PVO Development Project), NCNW Umbrella Management Institute (UMI) has continued with its provision of training, technical and financial assistance to its intermediate customers – across the whole spectrum of CSOs in Egypt. NCNW UMI has emphasized (a) the formation of strategic partnerships between US PVOs and Egyptian civil society organizations and (b) promotion of citizen participation in planning, implementing, and monitoring development initiatives. NCNW UMI recently established a mechanism for reporting on results or organizational performance of U.S. and Egyptian PVOs that will make it easier to document how improved organizational capacity has made a difference in the quality of life (increased income from micro-enterprises,

more girls in quality basic education, and improved health) of NCNW UMI's ultimate customers – the ordinary citizen. **NCNW UMI's approach of working with its intermediate customers, in a partnership mode, have undoubtedly increased citizen participation in public decision making which, in turn, is contributing to sustainable development results.**

TABLE 1: NCNW UMI PVO DEVELOPMENT PROJECT

	PHASE I	PHASE II	
NCNW UMI ASSISTANCE	1993-1996	FY 1997	FY 1998
Capacity building			
-EPVOs	26	12	23
-CSOs	113	116	
TIE (proposal development)	17	5	25
Grants	20	22	15

Part II. Progress toward Results

NCNW-UMI's DEVELOPMENT HYPOTHESIS

Citizen participation is essential to achieve sustainable development results. Building citizen participation in decision-making requires mobilizing communities around their concerns and strengthening the capacity and commitment of organizations to engage their ultimate customers, the ordinary citizen – women and men in the process.

STRATEGIC OBJECTIVE 3: INCREASED CITIZEN PARTICIPATION IN PUBLIC DECISION-MAKING

Indicator: level of citizen participation in public fora to make decisions

NCNW UMI's PVO Development Project has succeeded in contributing to increased citizen participation - not merely to enable a few NGO leaders to persuade policy makers. About 750,000 ultimate customers in 19 governorates have benefited from sectoral activities as a result of increased citizens participation. Of these, it is estimated that at least **100,000 citizens** have participated in at least one of the following levels of citizen participation. NCNW UMI's intermediate customers have succeeded in **empowering the voiceless to speak for themselves.**

NCNW UMI has developed a 5-point scale to measure level of citizen participation as follows:

Level 1: participation in needs assessment

Level 2: participation in project/activities design

Level 3: participation in project/activities implementation

Level 4: participation in project/activities in monitoring and evaluation of results

Level 5: participation in ensuring project/activities sustainability (including valuation of community contributions)

What are the results from increased citizen participation?

From the efforts of the **Moslem Young Women's Association:**

- After attending a human (women) rights awareness training program - twelve women decided to run for local elections in El Arish, a predominantly traditional Moslem society, and WON!
- A homeless woman who lived in the streets with her children joined the Moslem Young Women's Association is now engaged in an income generating activity and is no longer homeless. She has given back to the community by being a trainer and acting as a group leader.
- 300 families who are members of the association have 100 percent full vaccination for their children and, from their example, another 300 non-member families from the same area also have 100 full vaccination for their children.

IR 3.1 INCREASED CIVIL SOCIETY ORGANIZATION (CSO) PARTICIPATION IN PUBLIC DECISION-MAKING

Indicator(s):

- (a) number of CSOs who have attempted to influence decision-making over the total number of CSOs who have strengthened organizational capacity*
- (b) percent increase in attempts by CSOs to influence (1) policy makers and (2) public at large and the community*

CSOs are the institutional embodiments of empowerment of all social formations – women, the poor, and other marginalized or disadvantaged groups. Thus, CSO participation in public decision-making is a necessary step that will lead to increased citizen participation.

- a) number of CSOs who have attempted to influence decision-making over the total number of CSOs who have strengthened organizational base (see IR3.1.2 below)

A hundred percent of the CSOs who make up the strengthened organizational base have attempted to influence decision-making.

- b) percent increase in attempts by CSOs to influence decision-making.

Attempts included: meetings between local authorities and CSOs, visits to CSOs by local authorities, initiatives taken to local authorities, and more importantly, making the concern be realized as a public concern.

The most **successful** attempt in influencing decision-making is in the development of community programs through strategic partnerships. NCNW UMI has developed strategic partnerships between US PVOs and Egyptian CSOs that go beyond simple networking. NCNW UMI has created purposeful coalitions to affect change that meets the needs of the ultimate customers. For example:

- Working with 10 Community Development Associations (CDAs), Moslem Young Women's Association has expanded its health, education, and social services across the North Sinai Governorate.
- The Alexandria Association for Home Economics (AAHE) and the Home Economics Department of Alexandria University, in partnership with ACDI/VOCA , are engendering citizen participation in provision of credit for 1,000 micro-entrepreneurs in 34 villages in Alexandria Governorate.
- 1,200 women are generating income from handicrafts as a result of the collaboration between the Women Income Generation and Training Association, Orthodox Youth Association of Akhim, Mottamadya Women's Group, Assuit Burns Program, Helwan Women's Association, Nubian Heritage Preservation Association and World Education.
- The Coptic Evangelical Organization for Social Services (CEOSS) is working with 10 CDAs to increase the income of micro-entrepreneurs.

IR3.1.1 Improved skills to promote special concerns

Indicator: special concerns matrix (showing skill level by level of progress towards successful promotion of special concerns)

Embedded in this result are the following elements which are discussed more fully in NCNW UMI's Performance Monitoring and Evaluation and Results Reporting Plan:

- special concerns being promoted

- who is expected to act on the special concerns being promoted
- what additional skills were gained to promote special concerns
- types of promotion activities
- results of promotion of special concerns

Special Concerns. NCNW-UMI intermediate customers have promoted special concerns related to USAID/Egypt's special concerns.

SO1 Private sector led, export oriented economic growth

IR1.2 Increased productivity of private enterprise (improved capacity to promote the growth of SMEs)

SO2 Increased participation of girls in quality basic education

IR2.1 Increased number of schools in which constraints to girls' attendance have been removed

IR2.2 Increased demand for girls' education

SO4 Reduced fertility

IR4.1 Increased use of family planning services

IR4.2 Strengthened sustainability of family planning systems

SO5 Sustainable improvements in the health of women and children

IR5.1 Increased knowledge and improved health behavior in households

IR5.2 Improving the quality and increasing the utilization of health services provided to women, infants, and children

IR5.3 New tools and approaches to combat selected endemic and emerging diseases developed and disseminated

IR5.4 Improving the environment to plan, manage and finance sustainable maternal and child health systems

Who is expected to act on special concerns being promoted. The special concerns were taken mainly to the general public or community and, to some extent, to local decision makers.

Skills to Promote Special Concerns. Effective promotion of special concerns requires a sharp understanding and analysis of a concrete problem (special concern) and a coherent proposal for its solution. Because promotion of special concerns is intended to expand citizen participation - not merely to enable a few NGO leaders to persuade a few policy-makers - NCNW UMI's intermediate customers ensure that the special concern that is chosen reflects actual needs and grievances felt by a broad group of people. Ordinary people, community activists and NGO leaders are examining their own context, starting to define promotion of special concerns concepts for themselves and generating their own vision for change.

NCNW UMI has developed specific skills, in addition to organizational capacity-building skills, to assist ordinary citizens in understanding and transforming their own reality.

- strengthening organizational capacity and institutional linkages for the purpose of enhancing citizen's leverage in policy and sustainable development.
- developing skills in community needs assessments which take into account the systemic causes of problems and are based on a long-term agenda for social change.

Types of Attempts to Promote Special Concerns. Please see discussion in 3.1 above.

Results of Promotion Attempts. The results of the promotion of special concerns by NCNW UMI's intermediate customers are:

- strengthened citizen organizations, social movements, community development associations, and NGOs that assist disadvantaged communities to articulate demands to the state and ensure sustained participation and influence on the decision-making process
- trained women, workers and other marginalized communities to be able to identify and analyze problems, define their own priorities and solutions, exercise their rights and understand and use the "system" to their benefit.
- expanded citizen participation in decisions that affect their lives.

Levels of skills to promote special concerns

Level 1: no skills available

Level 2: some but not all

Level 3: most plus some application

Level 4: skills being applied for promotion of special concerns

Level 5: skills being applied for promotion of special concerns plus demonstrable results

Levels of Promotion of Special Concerns

Level 1: no promotion of special concerns

Level 2: initiation of promotion of special concerns campaign (strategy, vision, etc.)

Level 3: public education ongoing but no indication of campaign effectiveness, plans for constituency building, etc.)

Level 4: promotion of special concerns has external relationships (governmental, community, media, private sector) – strategic partnerships defined

Level 5: promotion of special concerns showing results -- decisions made, policy formulated, etc.

**TABLE 2: PROMOTION OF SPECIAL CONCERNS MATRIX:
SKILL LEVEL BY SUCCESSFUL PROMOTION LEVEL**

<u>SKILL LEVEL BY PROMOTION LEVEL</u>	Level 1 no skill	Level 2 some skills	Level 3 most skills, some application	Level 4 skills being applied	Level 5 skills being applied + results
Level 1 - no promotion					
Level 2 - initiation					
Level 3 - public awareness ongoing but no indication of campaign effectiveness					
Level 4 - external relationships					
Level 5 - successful promotion of special concerns plus results					

IR3.1.2 Stronger organizational base

Indicator: 5 point rating scale showing progress towards improved organizational performance

A stronger organizational base now exists in seventeen (17) out of twenty-six (26) governorates -- Cairo, Alexandria, Giza, Dakahliya, Suez, Gharbiya, Fayoum, Minia, North Sinai, North Sohag, Assiut, Sharkia, Aswan, Beheira, Quena, Menoufia, and Beni Sueif.

Levels of progress towards organizational performance

Level 1: No systems available

Level 2: Some but not all system components developed. System not in use.

Level 3: Major system components developed and in testing.

Level 4: Most system components developed and in routine use. Not fully integrated and may be completely meeting all requirements.

Level 5: System developed, fully integrated and meeting requirements. In use by all appropriate staff. PVO showing improvements in organizational performance.

During the past five years, NCNW UMI and its intermediate customers, including about 40 EPVOs, have succeeded in building organizational motivation and capacity of more than a hundred CSOs. NCNW UMI has built organizational capacity in ethics, governance, project management, audit and evaluation procedures and financial management -- financial and administrative policies and procedures, organizational structure, budgeting, internal control, accounting cycles, indirect cost, compliance, audit, financial statements.

- Fifty-five percent of the assisted EPVOs have moved at least one level up the 5 point scale.
- Those who moved two levels up within two years have succeeded in winning competitive grants.
- 100 percent of those who make it to Level 4 are implementing projects.

The enabling environment for nurturing civil society organizations in Egypt has improved along with positive signs of advances, such as increased school attendance and literacy rates and increased domestic and foreign investments.

Part III: Expected Progress through FY 1998 and Management Actions

During the next two years, NCNW will move beyond reporting on the number of organizations assisted with capacity building inputs (training, technical assistance and financial assistance) but will also monitor and report on whether organizational performance, in terms of increasing citizen participation and how citizen participation contributes to more girls in schools, reduced fertility, improved health of women and children, has improved as a result of organizational capacity building. NCNW UMI has developed a five-point rating scale to show progress towards organizational performance.

Successful attempts in influencing decision-making include:

- changing or educating leaders, policy makers and those who carry out policies
- reforming policies, laws and budgets, developing new programs
- making decision-making and procedures more transparent, democratic and accountable.

To further strengthen CSOs, NCNW UMI will focus on strengthening strategic partnerships, that is nurturing a set of organizations operating collectively and individually that effectively promote sustainable development in targeted governorates in Egypt. Finally, NCNW UMI will make more effective use of the Internet to link their intermediate customers with NCNW chapters in the U.S. and with NCNW-IDC's global outreach.

TABLE 3: PERFORMANCE DATA TABLE (SO LEVEL)

OBJECTIVE APPROVED: INCREASED CITIZEN PARTICIPATION IN PUBLIC DECISION MAKING			
COUNTRY: Egypt			
INDICATOR: level of citizen participation in public fora			
UNIT OF MEASURE: 5-point scale showing level of citizen participation	<u>YEAR</u>	<u>PLANNED</u>	<u>ACTUAL</u>
SOURCE: CSO records and quarterly reports; NCNW UMI field reports			
INDICATOR DESCRIPTION: A 5-point scale showing level of citizens participation as follows: Level 1 - participation in community needs assessment; Level 2 - participation in project/activities design;	<u>1998</u>	<u>100 % of assisted CSOs have at least level 1 of citizen</u>	

<p>Level 3 - participation in project/activities implementation (including community contributions);</p> <p>Level 4 - participation in project/activities monitoring and evaluation of results; and</p> <p>Level 5 - participation in ensuring project/activities sustainability (including valuation of community contributions)</p>		<p><u>participation</u></p> <p><u>100% of assisted CSOs will move at least one level up</u></p>	
<p>COMMENTS: Request data for USAID plus counterpart project. If possible request data for similar projects funded by other sources.</p> <p>DATA COLLECTION METHOD/APPROACH:</p> <p>(a) during visits to CSOs, ask for results (success stories) of citizen participation</p> <p>(b) in the quarterly reports, ask subgrantees and their partners to rate the level of citizen participation (ultimate customers) and to provide qualitative assessments</p> <p>(c) do focus group interviews with NCNW's intermediate customers and ultimate customers for qualitative assessments of the extent of citizen participation and the results of citizen participation</p> <p>SCHEDULE/FREQUENCY: Quarterly</p> <p>RESPONSIBLE PERSON: GRANT UNIT</p>	<p><u>1999</u></p>	<p><u>100 % of assisted CSOs have at least level 1 of citizen participation</u></p> <p><u>100% of assisted CSOs will move at least one level up</u></p>	

TABLE 4: PERFORMANCE DATA TABLE (IR3.1 LEVEL)

OBJECTIVE APPROVED: INCREASED CITIZEN PARTICIPATION IN PUBLIC DECISION MAKING			
COUNTRY: Egypt			
IR 3.1 RESULT NAME: Increased civil society organization (CSO) participation in public decision making			
INDICATOR: (a) percent increase of CSO who have attempted to influence and (b) percent increase in attempts of subgrantees to influence (1) policy makers and (2) public at large and the community			
UNIT OF MEASURE: (a) number of CSOs who have attempted to influence over total CSOs provided with capacity building/TIE assistance (b) percent increase in attempts	<u>YEAR</u>	<u>PLANNED</u>	<u>ACTUAL</u>
SOURCE: NGO records and results reports	<u>1997</u>		a) <u>100 %</u>
INDICATOR DESCRIPTION: (a) number of CSOs who have attempted over total CSOs provided with capacity-building/TIE assistance (b) qualitative assessment of attempts to influence public decision-making include: meetings between local authorities and CSOs, visits to CSOs by local authorities, initiatives taken to Local Authorities, and making the concerns be realized as a public concern. Successful attempts in influencing include changing or educating leaders and policy makers, reforming policies, laws and budget, developing new programs, etc.	<u>1998</u>	<u>100% of all assisted CSOs will have attempted to influence decision-making</u>	
COMMENTS: Request data for USAID plus counterpart project. If possible request data for similar projects funded by other sources. DATA COLLECTION METHOD/APPROACH a) check NGO records during monitoring visits b) ask for examples of attempts made by NGOs and any demonstrable results from those attempts SCHEDULE/FREQUENCY: Quarterly RESPONSIBLE PERSON: GRANT UNIT	<u>1998</u>	<u>100% of all assisted CSOs will have attempted to influence decision-making</u>	

TABLE 5: PERFORMANCE DATA TABLE (IR3.1.1 LEVEL)

OBJECTIVE APPROVED: INCREASED CITIZEN PARTICIPATION IN PUBLIC DECISION MAKING			
		COUNTRY: Egypt	
IR3.1 RESULT NAME: Increased civil society organization (CSO) participation in public decision-making			
IR3.1.1 Improved skills to promote special concerns			
INDICATOR: special concerns matrix (showing skill level by level of progress towards successful promotion of special concerns)			
UNIT OF MEASURE: (a) levels of skills to promote special concerns (b) levels of promotion of special concerns	<u>YEAR</u>	<u>PLANNED</u>	<u>ACTUAL</u>
SOURCE: NGO records and quarterly results reports	<u>1997</u>		
INDICATOR DESCRIPTION: (a) levels of skills to promote special concerns range from Level 1 - no skills available to Level 5 - skills being applied for promotion of special concerns (b) levels of promotion of special concerns range from Level 1 - no promotion of special concerns to Level 5 - promotion of special concerns showing results	<u>1998</u>	<u>100% of CSOs will move one level up in improved skill</u> <u>100% of CSOs will move one level up in promotion of special skills</u>	
COMMENTS: Request data for USAID plus counterpart project. If possible request data for similar projects funded by other sources. METHOD/APPROACH OF DATA COLLECTION: a) request subgrantees to complete Table 2 b) ask for examples of promotion of special concerns and any demonstrable results from these promotion of special concerns SCHEDULE/FREQUENCY: Quarterly RESPONSIBLE PERSON: GRANT UNIT	<u>1999</u>	<u>100% of CSOs will move one level up in improved skill</u> <u>100% of CSOs will move one level up in promotion of special skills</u>	

RESPONSIBLE PERSON: HRD UNIT			
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