



NCNW

Egypt PVO Development Project

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PD-ABR-966

103888

DUPLICATE ORIGINAL

January 27, 2000

Reference UMI\044\2000

Mrs Mervat Shoukry
USAID Egypt
Zahraa El Maadi
Maadi, Cairo, Egypt

Subject Egypt PVO Development Project Final Evaluation
Agreement Number 263-A-00-92-00017-00

Dear Ms Shoukry

NCNW acknowledges receipt of the final evaluation report for the Egypt PVO Development Project. We wish to commend the evaluation team for the effort they provided to summarize the accomplishments under the project in the evaluation report. They had the very difficult task of assessing, analyzing, and summarizing activities that span an eight-year period, 92 subgrants, and 63 Egyptian Private Voluntary Organization. The evaluators attempted to provide a balanced prospective on project accomplishments.

The evaluation report explicitly states that the Project met its purpose of developing a stronger civil society base, and improving the quality of life of disadvantaged groups. The Project achieved expected end of project status (EOPS), and a "growing number of Egyptian PVOs (EPVOs) were seen to be developing organizational and managerial capacity to continue carrying out development-advocacy activities." In addition to these accomplishments, there are other accomplishments that NCNW would like to note, also NCNW would like to note several points of clarification (see Attachment 1). The timing of the evaluation did not allow for NCNW senior project management staff to provide substantive comments to issues that they raised during the fieldwork.

The Project period was January 1, 1992 through January 31, 2000. Phase II covered the period October 1, 1996 through January 31, 2000 with a total funding allocation of \$27,264,506.39. Phase II (b) was initiated October 1, 1997 to overlap with what was subsequently referred to as Phase II (a). The later extension was to end September 30, 1999 and was later extended to January 2000. During Phase II (b) the Project's focus was on USAID's Strategic Objective 3 "Increase Citizen Participation in Decision Making" and on IR 3.1.1 Increase CSO advocacy skills, and IR 3.1.2 Strengthening CSO base. Accordingly, there was no specific requirement for activities to have a sectorial focus.

In fact, NCNW/UMI had less than eighteen months to work on SO3 activities from the point that we received the signed amendment. This included receiving grant application, obtaining the initial environmental assessment (IEA) from USAID, completing contract negotiations, and finally projects implementation, monitoring and evaluation.

Naturally, this was a daunting task for a seasoned, experienced grant management team. As witnessed from the field visits conducted by the evaluation team, the organizations have achieved major success in such a short period.

The Egypt PVO Development Project was not designed to be an advocacy project in that the original statement of purpose and goal did not change from its inception. However, its focus in Phase II (b) was to increase the advocacy skills for the CSOs, and also to strengthen the CSO base. The entire project contributed to IR 3.1.2 through its efforts to graduate EPVOs. USAID provided the project with consultation on the result package of SO3 and approved the measurement tools for achieving the results.

It is our expectation that USAID will distribute a copy of NCNW's comments along with the evaluation report to all interested parties.

Sincerely,


McGrath Jean Thomas
Director

CAPABILITIES & OUTREACH

Evaluators' comment

"Some of the constraints in the PVO Development Project model have been answered by the design of a new USAID Project to support NGOs. Nevertheless, there are lessons from the Project that may bear on the fine tuning and progressive unfolding of that and any future USAID activities in support of local development and civil society. First is the definition of the target group selected for Project support. We feel that given the number of smaller grantees with TIEs that needed support and nurturing required a different organizational structure. The UMI, given its limited scale, was not fully prepared to deal with the size of the demand."

"Thus, had the Project worked mainly with, say, a few more, larger EPVOs, in creating these smaller UMI-like organizations, it might have been able to get greater economies of scale than that achieved by its direct, labor intensive interactions with a large number of small EPVOs. Furthermore, the labor intensive character of some of the technical assistance interactions with so many organizations meant that some missed out on the attention they required simply because UMI was becoming spread too thin."

NCNW response

One of the activity grant selection criteria was that each USPVO should have an EPVO counterpart and work toward developing the capacity of EPVO. Therefore, an activity grant awarded to a USPVO has one or more EPVO counterpart. Examples of this include grants awarded to the Institute of Cultural Affairs, Plan International, Neareast Foundation, CARE, Save the Children Federation USA, and others. The grants awarded to USPVOs provided support and services to more than 130 EPVOs.

More importantly, we must note many Egyptian NGOs assumed the role of intermediaries to develop capacity and channel resources to smaller fledgling NGOs and partnership communities even though this was not a grant specific criteria for EPVOs. Organizations that contributed significantly in this area are presented in the following table with the number of organizations/counterparts they supported through project grants.

EPVOs that Serve Counterparts

| | EPVO | Organizations/ Counterparts |
|----|--|--------------------------------|
| 1 | Coptic Evangelical Organization for Social Services | 36 |
| 2 | CARITAS Egypt | 13 |
| 3 | Assuit Childhood and Development Association | 15 |
| 4 | Egyptian General Medical Doctors Association | 15 hospitals |
| 5 | Egyptian Junior Medical Doctors Association | 16 |
| 6 | Moslem Young Women Association | 9 |
| 7 | Assiut Family Planning Association | 9 |
| 8 | Alliance for Arab Women | 6 |
| 9 | Association for the Advancement of Education | 3 |
| 10 | Mother Day Association | 4 |
| 11 | Family and Environment Development Association -Qena | 2 |
| 12 | Social Fund Association in Beni Mazar | 1 |
| 13 | Egyptian Youth Association for Community Development | 4 |
| 14 | Islamic Charity Association, Beir El Abd | 9 |
| 15 | Friends of Environment Association - Cairo | 1 |
| 16 | Central Egyptian Society for Consumer Protection | 15 |
| 17 | Bassisa CDA | 7 |
| | Total | 165 |

This table shows how strong Egyptian NGOs are assuming leadership roles and serving as change agents in the Egyptian society. These 17 EPVOs performed their capacity development functions very well. The development of intermediary level organization was outside the scope of the PVO Development Project. However, at least 17 of the 64 EPVOs that received support under the Project served in an intermediary role. The success achieved in this area is quite remarkable in that 26.5% of the participating EPVO work with one or more counterparts.

Replicating these models in other geographical areas and sectors is possible for properly equipped NGOs. Organizations serving as lead or intermediary organizations will continue to need funding to cover basic operating cost. Partner organization should also contribute a portion of operating cost and/or pay fees for service if such activities are to be sustained. Secondly, for consistency purposes there should be some tools for training needs' assessment, available training curricula for various stakeholders, and a continuous training of trainers programs.

CAPACITY BUILDING SUPPORT SERVICES

It is our opinion that the evaluators did not have a clear understanding of UMI's process in selecting EPVOs, planning training, and providing technical assistance. This may be due to the fact that the team did not interview key staff involved in these activities.

Identifying and Selecting EPVOs

Evaluators' comments

"In this early effort in PVO support, the manner of EPVOs and CDAs learning about availability of support services, training and grants was not always systematic"

NCNW response

It was envisioned that EPVOs were to be identified from a survey of the NGOs registered with the Ministry of Insurance and Social Affairs under Law 32 of 1964. Due to security constraints that existed in 1992 following the Gulf War, and other social disturbances within Egypt, NCNW was not able to conduct such a survey. Therefore, we developed an alternative strategy to identify promising EPVOs that were on the threshold of meeting the project graduation criteria. This strategy included a combination of meetings and referrals from USAID, Governorates level focus group meetings organized by the Ministry of Insurance and Social Affairs, and direct application by EPVOs. In addition, NCNW selected EPVOs that came as referrals through other organizations and individuals. Although we issued no countrywide solicitation, the selection process was directed by and carried out under the oversight of the bilateral aid partners to this agreement, namely the Ministry of Insurance and Social Affairs and USAID Egypt.

MISA's role was to provide concurrence for selected EPVOs to join the capacity building program. This primary concurrence or approval of EPVO participation in the activities of UMI allowed the organization to take advantage of capacity building services including training, technical assistance, and technical and institutional enhancement (TIE) grants. This approval fulfilled the requirement of the EPVO to seek approval from MISA for receiving grants from a foreign donor.

Evaluators' comment

"What was needed, we feel, was a concept that fostered the creation of a central UMI organization, that supports a series of smaller UMI-like organizations. These smaller organizations would in turn assume the role of nurturing and supporting organizations with growth potential. An example of this is the concept being applied by SCF in its Living University activity. That approach, simply put, provides the training and necessary handholding of those EPVOs or CDAs who are in a "learning" situation.

NCNW response

Developing a stronger Civil Society Organization base was the original target of the Egypt PVO Development Project. In the initial phase of the Project, it was stated that at least 10 EPVO would complete the USAID registration process. As stated in the Project document, "Registration with AID is therefore a good measure of a PVO's maturity, and therefore is used in this Project as a proxy for the level of institutional and financial capability which a PVO needs for long-term sustainability and development impact." USAID changed this with amendment number 6 that was effective December 31, 1994 to read "at least 10 EPVO meet Project graduation criteria" and later amended to "30 EPVOs meet Project graduation criteria."

In 1998, USAID had registered only one Egyptian NGO. Through the assistance and support of the Financial Analysis Support Team of USAID, USAID Egypt had registered seven EPVO. We achieved this significant accomplishment through the collaborative efforts of the EPVOs, NCNW, and USAID.

Graduation was the term used to indicate that the NGOs have managerial and financial systems in place and functioning. It was a preparatory step for NGOs to register with USAID and it was a prerequisite to apply for a grant under the UMI grant fund.

The purpose of the capacity building program was to provide NGOs with the knowledge and skills to be able to design, implement, monitor and evaluate development activities, and to be able to advocate for special concerns. The Capacity Building Program served as the mechanism of achieving the intermediate results of SO3 and contributes to achieving SO3. Project graduation criteria were a measure to assess the capacity of the NGOs and the impact of the capacity building program on the NGOs.

Results achieved in this area are as follows:

- 63 EPVOs benefitted from the capacity building program, of which
- 30 EPVOs met project graduation criteria, and
- 7 EPVOs completed the USAID registration process.

NCNW provided capacity building services to EPVOs on the threshold of meeting project graduation criteria. The goal of these services was to develop more capable and sustainable organizations with strong management and financial systems, responsive and effective activities/programs and greater community participation. The emphasis was on moving EPVOs from a charity focus by which they provide for the needs of the disadvantaged to a development focus where they mobilize and organize their clients to develop solutions to meet their own needs. Capacity building services included training, technical assistance and technical and institutional enhancement (TIE) grants.

The capacity building program was successful and had a substantial impact on the EPVOs that actively participated. These results are based on a great deal of effort exerted by NCNW to strengthen the base of EPVOs. Between August 1993 and November 1999, the UMI held a total of **66** training events including **39** workshops, **24** roundtable sessions, 2 symposia and 1 PVO experience sharing session. A total of 1,579 EPVO participants attended the 66 training events, approximately 1/4 of whom were female.

Training

Evaluators' comment

"Topics selected and delivery to participants was geared more to the inexperienced end of the EPVO continuum"

NCNW response

Training activities were based on the organizational and financial needs assessments. In Phase II (b) the training focused mainly on advocacy, monitoring and evaluation, sustainability, management for results and financial management. A training plan was prepared at the beginning of phase II and was approved by the director of NCNW. Selection of candidates for training was based on the type of training and the needs of the organizations, the staff of the capacity building unit completely carried out this selection.

Evaluators' comment

"It was not always clear that the participants in all sessions were the most relevant in terms of coverage and hands-on application of specific training to their organizations. Furthermore, training locations should reflect the spirit of working with the poor."

NCNW response

Organizational learning was a primary aim of this program. Recognizing that some EPVOs have limited human resources, NCNW/UMI made a conscience decisions to accept individuals to attend training sessions to ensure that information, knowledge and skills were being transferred into the organizations. Training events were not only knowledge transfer mechanism, but also provided opportunities for networking and experience sharing. Group diversity allowed for greater cross-fertilization and interaction among organizations.

Training of Trainers

Evaluators' comment

"A Core of EPVO Trainers While the UMI approach to capacity building was generally effective, economies of scale could have been achieved through more systematic training of larger EPVOs that could then have transmitted the learning to smaller PVOs and CDAs

A core of major EPVOs committed to take leadership in promoting capacity in advocacy development with smaller EPVOs is a possible approach The experience of the SCF Living University approach is appropriate to such an approach "

NCNW response

Under this project several training of trainers (TOT) were conducted by NCNW and John Hopkins University, and also by Support Center International under the Video project It is our experience that these TOT programs have limited success in that many trainers returned to their organizations and did not use the newly acquired skills Training trainers should be based on specifically identified need of organization to ensure that it will benefit the organization

PVOs achieved more success in the technical training that they conducted under specific project grants such as that provided by Project Hope under the Home Health Care Project, the clinical waste management provided by the Egyptian General Medical Doctors Association under the Clinical Waste Management Project

Advocacy Training

Evaluators' comment

"While the following is by no means new, we feel it is worth repeating Based on our numerous meetings and observations, it was repeated again and again by organizations supported by UMI that it is critical that advocacy should be rooted in the practice of development Advocacy had earlier been centered among those organizations whose sole objective was advocacy These organizations did not provide a palatable model for either development practitioners or the government Accordingly, EPVOs avoided being categorized as advocacy organizations "

"This is where the introduction of advocacy under the Project had an impact on the civil society It rooted advocacy in development activities, defining it in a logical, legal context "

NCNW response

The NGOs were uncomfortable with the use of the word advocacy because of its various religious and political connotations. Therefore, considerable efforts were exerted to develop a definition of the word advocacy in a development context to be acceptable in the Egyptian political environment. The training activities implemented under the Project provided the EPVOs with tools to use to present their advocacy messages.

A group of 15 EPVOs that had broad outreach to other community based groups were selected to participate in three of the advocacy training programs with the expectation that they would repeat the training for their constituency. At least 1/3 of the organizations repeated the training in a formal way, and the remaining 2/3 applied the training in their programs. Five organizations that participated in the Arab Women Speak out training repeated this training for their constituency.

Six advocacy training sessions were conducted under Phase II (b). The titles of these sessions are as follows:

- Advocacy in Health
- Advocacy: A Framework for Citizen Participation
- Advocacy: Introduction to Advocacy
- Advocacy: Sharing your Message with the Public
- Child Advocacy
- Arab Women Speak Out

Technical Assistance

Evaluators' comment

"Some of the technical assistance offered to EPVOs was not always appropriately tailored to the level of capacity of EPVOs. Larger EPVOs felt that the technical training did not always meet their specific needs, while smaller EPVOs were almost invariably satisfied with any and all training they received."

NCNW response

The larger EPVOs served by the Project required extensive technical assistance in areas such as grants management and advocacy. Organizational size alone was not a determining factor of personnel knowledge in the areas covered by this Project.

Technical assistance was successful in strengthening and enhancing the EPVO institutional capabilities in that more than 30 organizations were able to meet project graduation criteria, of which seven were registered by USAID. Forty EPVOs designed and successfully implemented activity grants and technical and institutional enhancement grants.

In addition, NCNW staff provided hundreds of hours working with both EPVOs and USPVOs on project design issues as it relates to their responding to project selection criteria, results reporting, financial reporting, and other systems development issues. An example of this technical assistance provided by KPMG Hazem Hassan for organizations to establish indirect cost rates such as ICA, CEOSS, AOYE, Caritas, Association of Upper Egypt for Education and Development, ACDA, MYWA, and others. Other examples include the technical assistance provided by the Center for Development Services on strategic planning. A third example is the support provided by NCNW staff for ACDA in developing an accounting policies and procedures manual. Furthermore, technical assistance was provided to ACDA and AUEED on selection and evaluation of their subgrants to other NGOs as relates to relation of these subgrants to SO3 and its intermediate results.

GRANT ORGANIZATION MANAGEMENT

Delegation of Authority

Evaluators' comment

"The evaluators found contradictory perceptions of the actual degree of restructuring that was supposed to increase delegation of authority. The Project Director has maintained that real changes in the delegation of authority did occur. Interviews with several former staff suggested that the management organization of the Project did not improve in Phase II.

Other perceptions concern management of field program activities with US and EPVOs by program staff. Former staff who were interviewed found follow-up in the field to be complicated by their limited authority to do so. These same staff indicated that they were not fully consulted in shaping the training curriculum or in selecting the organizations to be trained."

NCNW response

The evaluators did not discuss this with current Project staff. As the Chief of Party of the Project, the Director is responsible for clearing all contractual and fiscal matter of the project. The Deputy Director that was employed during Phase II supervised the grant fund activities. In 1996, four units were established that included the grants, administration, capacity building, and financial units. The Senior Program Manager was responsible for coordinating the grant review process in collaboration with the four program officers and the Deputy Director. The Program Officers, in consultation with the Senior Program Manager and the Deputy Director, made program decisions. The Human Resource Development Manager was responsible for the capacity building unit which included a Human Resource Development coordinator and Administrative

Assistant The manager of the administration unit coordinated the EPVO selection process. Financial unit activities were headed by Financial Manager and supported through three staff members. There was a complete delegation of authority for unit managers and other program staff, as demonstrated by the grants clearance and approval sheets.

The unit managers supervised day-to-day operations and appropriate actions were taken. Unit managers coordinated issues requiring the approval of the Chief of Party/Director or Deputy Director. However, critical decisions, such as those that carry liability to the project, were approved by the director. Unit staff had the full authority to make decisions regarding managing their grant portfolio on the program as well as the financial issues. This is well demonstrated through the correspondence with subgrantees. The grant officers and financial officer worked in teams.

Training activities were based on the organizational and financial needs assessment. In Phase II (b) the training focused mainly on advocacy, monitoring and evaluation, sustainability, management for results and financial management. A training plan was prepared at the beginning of phase II and was approved by the Director. Training in Phase II (b) was designed and delivered using UMI staff with some input from outside consultants. Selection of candidates for training was based on the type of training and the needs of the organizations for that particular training; this selection was completely done by the staff of the capacity building unit.

All invitation letters to training events listed the qualifications in terms of positions within the organization that should participate in the training. It is our practice to encourage active participation of all EPVOs. Recognizing that some of the EPVOs have limited human resources, NCNW/UMI made conscience decisions to accept candidates serving in specific positions and individuals to attend some of the training sessions, even though it may seem to be outside of their work responsibilities based upon their title.

Consistency of Criteria used in Proposal Review

Evaluators' comment

“ Under the Project, sectors were not represented for purposes of measurement of impact ”

“While this was acceptable for the PVO Project, given its first go at the activity, for any new or future such program, activities should be organized by sector to facilitate their management as well as the measurement of impact on each sector “

NCNW response

Activity grants in Phase II (b) focused on citizen participation, and there was no emphasis on sectors. Basically the project was encouraging advocacy efforts across the board. Activity grants covered citizen participation in sectors such as education, health, environment and economic development with cross cutting themes such as children at risk, women and unemployment. A constraint included the diversity of activities, by this we mean projects were not evaluated and rated as a group because each project is different. This is a very different process than that used by USAID when all applicants to a solicitation are focusing on a specific type of activity. Also the proposals in phase II were evaluated against the criteria in the RFA issued.

The Role of the Management Information System

Evaluators' comment

"While these subsystems seem adequate for a basic MIS, its organization is more like that of an archive rather than a tool for making analyses or management decisions. Nevertheless, since it seemed to suit the needs of UMI, then in that sense it is adequate. Whether someone from the outside requesting certain analyses of data would be satisfied is another matter."

NCNW response

The MIS system was designed to cover the various components of the project and the software used allows for more flexibility in generating reports. The reporting system of the MIS was set to satisfy the project needs, and to allow for performing analytical procedures and /or special reports. This was evidenced in producing reports for USAID on project sites geographic location to the village level gender analysis and services by sector.

MIS of the project is not intended to be a databank or a decision support system for the entire NGO sector. The scope of this Project and the resources available do not allow for such sophisticated system. However, the MIS included fields like progress reports, financial reports, evaluation reports, lessons learned which helped in the management of the project and allowed for experience and information sharing.

The web site for the Project demonstrated a wide range of information on grant selection criteria, NGOs information and projects funded which allowed a lot of experience sharing and networking. A formal invitation to use the resource center and databases of the Project was furnished to NGOs. Several NGOs benefitted from this service.

Retrofitting a Civil Society Model

Evaluators' comment

"There is also the question of the opportunity cost of the transition from Phase I to Phase II, particularly to the advocacy activities under Phase II(b). This question concerns whether or not the Project should have continued to support development activities alone. It might have been continued on the premise that people either don't have the opportunity, interest or will to participate in advocacy-type projects. We believe that the timing of the introduction of advocacy in Phase II(b) was appropriate given what was going on in the larger society. There was a growing unexpressed awareness in the minds of Egyptians about the need for advocacy. At that time the government was also beginning to discuss civil society matters, matters that needed the collaboration of the government and the people to be able to achieve a workable relationship. Because of a mutual need regarding such complex issues as the environment, for example, this resulted in a convergence of thinking that provided an opening for the advocacy activity."

NCNW response

Since mid-1997, NCNW has concentrated its efforts on facilitating the interaction between citizens and their leaders to bring the project in line with USAID's Strategic Objective 3. Funding provided in Phase II was made contingent on subgrant activities contributing to increasing citizen participation in public decision making. NCNW initiated technical assistance, training, networking assistance was tailored to support these programs. Two symposiums were organized to bring together many partners NGOs to address the issue of increased citizen participation in public decision making.

During the 1998 symposium, a draft of the NGO law was distributed and hotly debated in strategy sessions. This symposium brought together government officials, NGO representatives, and researchers to discuss issues related to development problems in Egypt, and the role of NGOs in helping to solve these problems through encouraging community participation and strengthening civil society organizations.

The symposium provided a forum for NGOs to share, interact, learn, and develop ideas, skills, and programs that increase their own successes and those of their community at large. The symposium focused on developmental issues in the areas of health, education, environment, and economic growth with crosscutting themes of gender, women, children and youth issues.

The symposium resulted in the following

- An agenda for collaboration possibilities among NGOs to implement development activities

- An action plan for NGOs, governmental bodies, and the community to participate in solving development related problems
- Institutional mechanisms were developed for expanding avenues of participation, and promote accountability with the aim of achieving sustainable development

The Information Management Clinic informed participants about software and hardware solutions, and explained the concept of a Management Information System (MIS) Other management applications were introduced The objective of the Information Technology sessions was to suggest venues through which participating NGO's can improve the level of their performance, especially in the areas of management and data gathering

Another activity was the Civic Forum that was a meeting between grass-roots organizations, bigger NGO's and government officials Free discussions were held on a wide range of topics which included the level of governmental involvement in and control of civil society activities, the proposed law to replace law 32, funding for CSO's, etc

In 1999, The symposium entitled "The Cradle of Civilization and the New Millennium Citizen Participation in Public Decision Making" was held on October 2 – 5 1999 A diverse group of over 400 NGO representatives that had received support from the Egypt PVO Development Project, administered by NCNW attended the symposium NCNW works to increase the public's ability to make responsible decisions by developing awareness and knowledge about issues, promoting critical thinking and enhancing skills necessary to affect the decision making process The symposium reflected this philosophy and engaged participants in a process that would enable them to tackle their evolving roles as NGO's in the 21st century

The four day event provided participants with a structure and process to develop their own common destiny Day one provided an opportunity to reflect on the past, best practices and establishing a climate for learning and participation Day two, participants visited projects and identified strengths, weaknesses, opportunities and threats Days three and four engaged participants in processes for identifying best practices, developing a vision, strategic priorities and future action plans

The design of the symposium sustains the belief that NGO's have built a capacity to decide their future By creating an event that emphasizes self-actualization and autonomy, NGO's will have the opportunity to reframe their sources of strength based on aid to one of sustainable development Their ability to tackle the future is based on recognizing their strengths as individual organizations and their strength in working together in networks toward common goals

OTHER ACCOMPLISHMENTS

Grant Fund Activities

The total amount of funds granted to NCNW/UMI under the Cooperative Agreement is \$27,264,506.39, of which \$18,500,000 was allocated for the Grant Fund, and \$1,500,000 for the Technical and Institutional Enhancement Grant Fund. A total of 55 activity grants and 37 TIE grants were awarded during the project period to 40 EPVOs and 14 USPVOs.

A review of activity and grant counterparts illustrates the Project's collaborative efforts. More than 50% of TIE grants had counterparts, which is significant in light of the fact that these grants are relatively small and are meant to improve the management capacity and institutional base of promising EPVOs. Examples of collaborative efforts include:

- Sohag CDA for Children with Special Needs solicited support for its "Women's Civil Rights in Sohag" project by working with local CDAs, the General Authority for Adult Literacy, the Sohag Governorate, the Local Council and the local Police. These collaborative efforts allowed Sohag CDA to take a holistic approach to empowering women by providing literacy programs, health awareness, legal documents (ID and voting cards) and income generating opportunities.
- The Egyptian General Junior Medical Doctor's Association raised the level of awareness surrounding clinical waste and improved the management of them by working in 4 Governorates with the Health Units, Local Councils, hospitals, NGOs in the hospital districts, youth leaders, journalists and members of the National Democratic Party. At least 16 hospitals are applying a clinical waste management system.
- Moslem Young Women used a network of CDAs across the North Sinai Governorate as well as Directorates (Health, Utilities, Youth and Sports, and Traffic), district municipalities and police, and the Al Arish City Council to improve the health, environment, education and social services of the area.
- The HIV/AIDS Initiative Among Students Project implemented by CARITAS, Egypt advocacy efforts targeted university and high school students, social workers and school health doctors. The expressed purpose was to raise the awareness in the community about HIV/AIDS. One successful intervention included the addition of a **help service line** to provide information and advice regarding HIV/AIDS. Project activities were carried out by a group of school students through the "Anti HIV/AIDS Club" in secondary schools, and it also extended its outreach to the whole community.

- A second Project, the Increasing Civil Participation in Public Decision Making in the New Rural Communities in Nubariya Project carried out by CARITAS, Egypt provided advocacy training for 10 CDAs in the New Lands community of Nubariya. A focus of the project was developing a cadre of female leader that were able to advocate for services and other special concerns

These examples are a small subset of the vast collaborative efforts that took place as a result of the Project. Clearly, the activity grants funded during Phase II demonstrate that CSOs are using appropriate skills to advocate for the concerns of their constituents. These skills were also frequently demonstrated in the Phase II TIE grants. A brief note about some of these projects

- The Assiut Family Planning Association working with 9 EPVO counterparts advocated for women's legal rights in Assiut
- The "Enhancing Community Awareness and Advocacy for the Egyptian Street Children Problem" program was implemented by Hope Village Society. The major goal of the program was to develop community support to address the issues surrounding the problem of street children

Documentation of Best Practices

NCNW sponsored a best practices competition for NGOs that received support from the Egypt PVO Development Project. This effort provided NGOs an opportunity to document their experiences, and best practices. The results will be distributed to all organizations that participated in the PVO Development Project to help others replicate successful activities

Sustainability of Development Efforts

Several factors were incorporated into the Project to ensure the sustainability of its development efforts, though their impact will not be fully realized until after Project completion. These factors include

- Developing human resources through training and hands on experience
- Establishing systems and otherwise strengthening organizations
- Initiating and building relationships among organizations, sectors and entities
- Raising public awareness on a variety of issues, possible solutions and formal procedures necessary to effect change
- Developing and testing successful models for change that can be replicated elsewhere and tailored to meet specific geographic, economic and social needs
- Implementing programs that are financially self-sustaining such as revolving credit programs and income generating ventures through such initiatives as fee collection

- Documenting efforts through the development of training modules, case studies, reports presenting data collected, etc

Fortunately, the impact of these factors can already be observed. Programs that were established earlier in the Project continue to provide services and/or have contributed to stronger EPVOs that are able to more effectively contribute to development.

- Sidi Gabr received a TIE grant to establish a revolving credit program that has been expanded, has a repayment rate of 98% and is still in existence almost 5 years after NCNW funding ended
- In 1994, the Moslem Young Women's Association implemented the "Expansion and Improving of Association's Medical Services" project with a TIE grant. A dental clinic was established as part of this project and has become a viable enterprise serving the needs of the community
- The "Sohag Micro-Enterprise Development Initiative" activity grant was implemented by Catholic Relief Services between 1993 and 1996 and worked with the Sohag Businessmen's Association. At that time, Sohag Businessmen's Association was ineligible to participate directly in the Project. Through the efforts of this project, the Association's viability improved to the point that it directly participated in NCNW capacity building support services
- What began in 1997 as a small TIE project for the Sohag CDA for Children with Special Needs was expanded a year later into a full-fledged activity grant that received 1st prize in NCNW's best practices competition. "The Women's Civil Rights in Maragha District – Sohag" increased women's awareness of their rights and provided opportunities for education, health awareness and income generation
- Vocational Rehabilitation Association established a database of community information for use by their constituents as a continuation of the "Documentation and Communication Improvement" TIE grant project that was originally implemented between 1994 and 1995
- Coptic Evangelical Organization for Social Services "Enterprise Based Training" program from Phase I of the Project was so successful at improving the economic status of the poor in rural villages of Middle and Upper Egypt and neighborhoods in Cairo that it was extended into a second phase
- Caritas Egypt, "Promoting Training Capacities in Mental Retardation - Multiple Disabled" was a successful Project that developed and extended the combination of institutional and community based programs in providing services to mentally handicapped children and those with multiple handicaps to fill the existing gap in specialized disability services

- NGOs have used training in project design and proposal writing to develop projects that have been funded by other donors such as Social Fund for Development and the Egyptian Swiss Development Fund

PROJECT MANAGEMENT

Grant Organizational Management

The 1995 evaluation recommendation was to increase the level of funding going to EPVO to over 60% of the value of the grants. In Phase I UMI awarded 20 grants 8 of which were to EPVOs which represent 32%. In Phase II UMI awarded 35 grants 20 of which were for activities implemented by EPVOs which represents 49% of the grant funds.

Even though the funding level increased significantly, the amount of funding directed to EPVOs was limited due to constraints that were internal to the organizations themselves. Many of the EPVOs did not have experience in project design and proposal writing. Many had difficulties developing the initial concept that fit within the Project's focus of citizen participation even after receiving training and extensive work with the grant unit staff. Another constraint EPVOs faced when submitting grant application was meeting the 25% matching contributions. Therefore, funding request from EPVOs was usually less because of the difficulties the organizations had obtaining the 25% matching contribution.

Thirty-six EPVOs successfully identified, initiated and designed projects for which they received TIE grants. In conjunction with the training and technical assistance provided by NCNW, the TIE grants aided the EPVOs in acquiring meaningful development experience and applying their skills to resolve relevant development problems. EPVOs were the lead organizations for 29 activity grants which made them responsible for project identification, design, implementation and monitoring.

Reporting Requirements

The reporting and evaluation requirements are stated in each grant agreement. It must be noted that NCNW staff addressed specific reporting issues during site monitoring visits, and face-to-face meeting in the UMI office. NCNW organized several training events and one-on-one meetings to review the results reporting, and financial reporting requirements. We are confident that all organizations participated in at least one of these events. However, it is entirely possible that the person interviewed by the evaluation team was not the representative that was designated to interface with NCNW, and/or this person had not attended the training session provided by NCNW. Finally, the Operations Manual was distributed to designate representative for all organizations that receive support under the Project. This document includes the basic operating guidelines during the grant application and management process.

Additional Lessons Learned

This sections includes additional lessons learned during project implementation. They are provided here for consideration for future project implementation.

Multiple short extensions in Phase II did not allow for funding and implementation of long-term project, and also it did not allow the project to demonstrate full fledged impact on communities they served. Phase II (a) covered two years while Phase II (b) was also for two years overlapping with Phase II (a). This required multiple grant solicitation, documentation preparation, amendments, evaluations, etc. This severely restricted the type of activities that could be designed and successfully implemented to achieve sustainable development.

The PVOs that participated in the Project are working to increase both their participation and the participation of their constituencies in public decision making. They are using the techniques and tools they have learned and/or improved via Project intervention to plan and implement activities that increase their influence on public policy, practice and attitudes. Local authorities are hearing more of what the citizenry has to say and PVOs, the media, and donors are documenting the fact that citizens told them their concerns. People in the remotest of villages and those living in extreme poverty are receiving information and using that information to more effectively express their needs and ideas for change. Many grant activities demonstrate these new realities.

Properly equipped, strong Egyptian NGOs are assuming leadership roles and serving as change agents in the Egyptian society. Organizations serving as lead or intermediary organizations will continue to need funding to cover basic operating cost. Partner organization should also contribute a portion of operating cost and/or pay fees for service if such activities are to be sustained.

Training-of-trainers programs have limited success unless they are linked directly to specifically identified needs in the organization.

A plan for mobilizing community resources should be included in every project. When community members contribute to an activity, they regard it more highly and take a more active role in ensuring its success.

NGOs should contribute toward the cost of training and technical assistance efforts. When they invest a portion of the cost of the training, they tend to take ownership of the activity, and participants are required to show results.